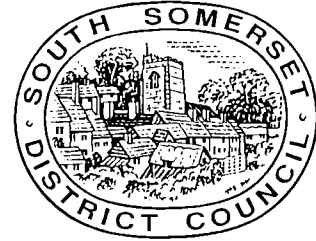


**South Somerset District Council**

*Notice of Meeting*



# South Somerset District Council

*Making a difference where it counts*

**Tuesday 26th February 2019**

**7.30 pm**

**Council Chamber  
Council Offices  
Brympton Way  
Yeovil, BA20 2HT**

(disabled access and a hearing loop are available at this meeting venue)



All members of Council are requested to attend this meeting:

If you would like any further information on the items to be discussed, please contact the Democratic Services Specialist on 01935 462148 or [democracy@southsomerset.gov.uk](mailto:democracy@southsomerset.gov.uk)

This Agenda was issued on Monday 18 February 2019.

**Alex Parmley**, *Chief Executive Officer*

This information is also available on our website  
[www.southsomerset.gov.uk](http://www.southsomerset.gov.uk) and via the mod.gov app



# South Somerset District Council Membership

**Chairman:** Tony Capozzoli

**Vice-chairman:** Mike Best

Clare Paul	Kaysar Hussain	Jo Roundell Greene
Jason Baker	Val Keitch	Dean Ruddle
Cathy Bakewell	Andy Kendall	Sylvia Seal
Marcus Barrett	Jenny Kenton	Gina Seaton
Mike Beech	Mike Lewis	Peter Seib
Neil Bloomfield	Sarah Lindsay	Garry Shortland
Amanda Broom	Mike Lock	Angie Singleton
Dave Bulmer	Tony Lock	Alan Smith
Hayward Burt	Paul Maxwell	Sue Steele
John Clark	Sam McAllister	Rob Stickland
Nick Colbert	Graham Middleton	Gerard Tucker
Adam Dance	David Norris	Andrew Turpin
Gye Dibben	Graham Oakes	Linda Vijeh
Sarah Dyke	Sue Osborne	Martin Wale
John Field	Tiffany Osborne	William Wallace
Nigel Gage	Stephen Page	Nick Weeks
Carol Goodall	Ric Pallister	Colin Winder
Anna Groskop	Crispin Raikes	Derek Yeomans
Peter Gubbins	Wes Read	
Henry Hobhouse	David Recardo	

## Information for the Public

The meetings of the full Council, comprising all 60 members of South Somerset District Council, are held at least 6 times a year. The full Council approves the Council's budget and the major policies which comprise the Council's policy framework. Other decisions which the full Council has to take include appointing the Leader of the Council, members of the District Executive, other Council Committees and approving the Council's Constitution (which details how the Council works including the scheme allocating decisions and Council functions to committees and officers).

Members of the Public are able to:-

- attend meetings of the Council and its committees such as Area Committees, District Executive, except where, for example, personal or confidential matters are being discussed;
- speak at Area Committees, District Executive and Council meetings;
- see reports and background papers, and any record of decisions made by the Council and Executive;
- find out, from the Executive Forward Plan, what major decisions are to be decided by the District Executive.

Meetings of the Council are scheduled to be held monthly at 7.30 p.m. on the third Thursday of the month in the Council Offices, Brympton Way although some dates are only reserve dates and may not be needed.

The agenda, minutes and the timetable for council meetings are published on the Council's website – [www.southsomerset.gov.uk/councillors-and-democracy/meetings-and-decisions](http://www.southsomerset.gov.uk/councillors-and-democracy/meetings-and-decisions)

Agendas and minutes can also be viewed via the mod.gov app (free) available for iPads and Android devices. Search for 'mod.gov' in the app store for your device and select 'South Somerset' from the list of publishers and then select the committees of interest. A wi-fi signal will be required for a very short time to download an agenda but once downloaded, documents will be viewable offline.

The Council's corporate aims which guide the work of the Council are set out below.

Further information can be obtained by contacting the agenda co-ordinator named on the front page.

## **South Somerset District Council - Council Aims**

South Somerset will be a confident, resilient and flexible organisation, protecting and improving core services, delivering public priorities and acting in the best long-term interests of the district. We will:

- Protect core services to the public by reducing costs and seeking income generation.
- Increase the focus on Jobs and Economic Development.
- Protect and enhance the quality of our environment.
- Enable housing to meet all needs.
- Improve health and reduce health inequalities.

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# South Somerset District Council

## Tuesday 26 February 2019

### Agenda

#### 1. Apologies for Absence

#### 2. Minutes

To approve and sign the minutes of the previous meeting held on Thursday, 17<sup>th</sup> January 2019.

#### 3. Declarations of Interest

In accordance with the Council's current Code of Conduct (as amended 26 February 2015), which includes all the provisions relating to Disclosable Pecuniary Interests (DPI), personal and prejudicial interests, Members are asked to declare any DPI and also any personal interests (and whether or not such personal interests are also "prejudicial") in relation to any matter on the Agenda for this meeting.

Members are reminded that they need to declare the fact that they are also a member of a County, Town or Parish Council as a Personal Interest. Where you are also a member of Somerset County Council and/or a Town or Parish Council within South Somerset you must declare a prejudicial interest in any business on the agenda where there is a financial benefit or gain or advantage to Somerset County Council and/or a Town or Parish Council which would be at the cost or to the financial disadvantage of South Somerset District Council.

#### 4. Public Question Time

#### 5. Chairman's Announcements

##### *Items for Discussion*

#### 6. Chairman's Engagements (Page 6)

#### 7. SSDC Council Plan Update 2019-20 (Pages 7 - 24)

#### 8. SSDC Economic Development Strategy (2019 - 2028) (Pages 25 - 39)

#### 9. 2019/20 Revenue and Capital Budgets and Medium Term Financial Plan (Pages 40 - 120)

#### 10. Council Tax Setting 2019-20 (Pages 121 - 157)

#### 11. SSDC Capital Strategy 2019-20 (Pages 158 - 165)

#### 12. SSDC Investment Strategy 2019-20 (Pages 166 - 181)

#### 13. Treasury Management Strategy Statement 2019-20, Prudential Indicators and Annual MRP Statement (Pages 182 - 207)

#### 14. Report of Executive Decisions (Pages 208 - 211)

**15. Audit Committee** (Pages 212 - 214)

**16. Scrutiny Committee** (Pages 215 - 216)

**17. Motions**

There were no Motions submitted by Members.

**18. Questions Under Procedure Rule 10**

There were no questions submitted by Members under Procedure Rule 10.

**19. Date of Next Meeting** (Page 217)

# Agenda Item 6

## **Chairman's Engagements**

### **31<sup>st</sup> January**

At the invitation of the Mayor of Chard, the Chairman and his wife enjoyed a performance of 'Cinderella' by the Chard Amateur Theatre Society.

### **15<sup>th</sup> February**

The Vice-Chairman and his wife attended the Yeovil Mayors Charity Evening, held at Westlands Entertainment Venue.

### **19<sup>th</sup> February**

The Chairman hosted his civic evening at The Octagon Theatre. Guests enjoyed a performance to celebrate the Chinese New Year.

### **24<sup>th</sup> February**

At the invitation of the Mayor of Ilminster, the Vice-Chairman and his wife attended the Ilminster Charity Evening

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# Agenda Item 7

## SSDC Council Plan Update 2019-20

*Executive Portfolio Holder:* Val Keitch, Leader of Council, Strategy and Policy  
*Strategic Director:* Alex Parmley, Chief Executive  
*Lead Officer:* Netta Meadows, Strategic Director – Strategy and Commissioning  
*Contact Details:* Netta.Meadows@southsomerset.gov.uk  
Jan Gamon – Strategic Planning  
Jan.gamon@southsomerset.gov.uk 01935 462095  
Anna-Maria Lenz - Specialist Strategic Planning  
Chereen Scott – Specialist Strategic Planning

### Purpose of the Report

1. To invite Members to agree the adoption of the South Somerset District Council (SSDC) Council Plan 2019-20, together with a revised set of Key Performance Indicators.

### Public Interest

2. The Council Plan for 2016-21, agreed by Full Council in 2016, shows the Council's ambition to make major changes in the way that it operates and delivers services over the next few years whilst continuing to deliver services and priority projects that meet the needs of our residents, visitors and businesses. Each year the Council reviews and updates its priorities to reflect changing need.

### Recommendations

3. That Council:
  - a) Agree the updated Council Plan and key performance indicators for 2019-20
  - b) Note the detailed milestones and desired outcomes for each Priority Project
  - c) Agree the Area Chapters
  - d) Agree the KPIs and performance monitoring plan

### Background

4. In 2018, SSDC introduced a new approach to defining and developing the Council's priorities. This takes account of and is aligned to the new Area+ proposal that is live from January 2019. One of the key objectives of the new approach is to ensure that the priorities of the Council align to the political ambition of Members and are supported by evidence, such as national policy and community need.

### Delivering our Vision

5. The objective of the Council Plan is to help us to achieve our vision for South Somerset: ***a place where businesses flourish, communities are safe, vibrant and healthy; where residents enjoy good housing and cultural, leisure and sporting activities.***
6. This is done by translating our vision and aims into key areas of focus and priority projects, which are categorised into five themes (protecting core services, economy, environment, housing, and healthy, self-reliant communities).

7. The Council Plan update (Appendix A) draws together our areas of focus and priority projects for the year ahead, supported by a revised set of key performance indicators. There is also a new addition in the form of Area Chapters, which present the area focused priorities that will be delivered through Area+.

### **Areas of Focus**

8. The areas of focus within each of the five themes help us target our resources and efforts to deliver for our residents, communities and businesses. The areas of focus are aligned to key strategies including our Commercial Strategy as well as our emerging Economic Development Strategy and the Housing and 'Improving Lives' (Somerset's Health and Wellbeing Strategy).
9. An accountable person will be identified for each of our areas of focus who will be asked to develop an implementation plan and report on progress against key milestones.

### **Priority Projects**

10. The proposed six priority projects for 2019-20 are as follows:
  - To complete and fully realise the benefits of Transformation and implement the Commercial Strategy
  - To finalise plans and progress implementation of the Chard regeneration project
  - To continue the refresh of Yeovil Town Centre
  - To implement the town centre action plan for Wincanton
  - To develop proposals to accelerate the delivery of key housing sites and associated infrastructure
  - To assess options for improving community transport links
11. For each of the priority projects, key milestones and desired outcomes are identified for 2019/20 (see Appendix A). Progress and performance of the projects will be monitored through the appropriate Project Boards.

### **Area Chapters**

12. Area Chapters have been developed using area focused priorities identified through Member workshops, along with information from the latest Area Development plans and other service plans.
13. The Area Chapters have been agreed by each Area Committee. Delivery plans will be developed to determine the outcomes, milestones, key activities and resources needed from across the organisation to support delivery. The overall approach to delivery will be based on the principle that we will enable others to deliver, partner where it makes sense and deliver where we are able to and others cannot.
14. There is a SLT sponsor for each Area who will be an advocate for implementation of the Area Chapter and ensure that activities remain aligned with the strategic objectives of the District Council.



## **Key Performance Indicators**

15. It is important to have relevant and appropriate Key Performance Indicators (KPIs) which provide assurance on progress and delivery, allow customers to hold us to account and help inform ongoing learning and evaluation.
16. The current KPI's, agreed by Full Council in 2018, have been reviewed and updated to provide high level measures of corporate performance aligned to the new Council Plan. The proposed set of indicators are shown in **Appendix B**.

## **Performance Management**

17. A new performance framework supporting the Council Plan was introduced in 2018 that better links performance and business intelligence to drive improvement.
18. The proposed reporting arrangements to Councillors for the Council Plan are detailed in Appendix B and are as follows:
  - Quarterly performance report to Scrutiny and District Executive on KPIs.
  - Half-yearly report to Scrutiny and District Executive on Priority Projects targets and milestones
  - Monitoring and evaluation by relevant Portfolio Holders and boards for key strategies and business plans
  - Annual report to Full Council (Priority Projects, areas of focus and KPIs)
  - Additional reporting to or by project boards based on individual project governance as required.

## **Financial Implications**

19. The costs of implementing our Council-wide areas of focus and priority projects have been included in the 2019/20 revenue budget and the capital programme.

## **Council Plan Implications**

20. This report clarifies council plan priorities

## **Carbon Emissions and Climate Change Implications**

21. None directly

## **Equality and Diversity Implications**

22. None directly

## **Privacy Impact Assessment**

23. None directly

## **Background Papers**

24. SSDC Council Plan 2016 to 2021 (*Report to Full Council April 2016*)

# 'Tackling the Challenges': Council Plan 2016-21

## Annual Action Plan 2019-20

### Our Vision for South Somerset:

a place where businesses flourish, communities are safe, vibrant and healthy; where residents enjoy good housing and cultural, leisure and sporting activities.



# 2019-20

Page 10



### Our Aims:

**South Somerset District Council will be a confident, resilient and flexible organisation, protecting and improving core services, delivering public priorities and acting in the best long-term interest of the district. We will:**

- Protect core services to the public by reducing costs and seeking income generation.
- Increase the focus on Jobs and Economic Development.
- Protect and enhance the quality of our environment.
- Enable housing to meet all needs.
- Improve health and reduce health inequalities.

### Our Values:

- Putting the customer and community first when developing plans and services.
- Supporting people and communities, enabling them to help themselves.
- Being open, transparent and with greater accessibility to those who need to use Council services.
- Working with partners to improve services, efficiencies, resilience and influence.
- Embracing innovation and improved technology to improve customer service and access.
- Empowering a confident, flexible workforce.

# Council Plan themes and Areas of focus for 2019/20



## Protecting Core Services

**To ensure a modern, efficient and effective council that delivers for its communities, we will:**

- Provide high quality cost effective services and transform customer services through technology.
- Take a more commercial approach to become self-sufficient financially.
- Develop a more cohesive and ambitious, economically efficient organisation.
- Become a partner of choice for the community and commercial sectors.
- Be a desirable and respected employer that invests in its staff and attracts the next generation.
- Become a leader in its field, delivering high quality and effective services to its customers and communities.



## Economy

**To promote a strong and growing economy with thriving urban, rural and land-based businesses, we will:**

- Develop a reputation as a great place to do business.
- Ensure a greater proportion of our contracts are placed with local small to medium-sized enterprises.
- Support the delivery of improved infrastructure including the A303 Sparkford to Ilchester dualling, public transport improvements and sustainable transport.
- Ensure delivery of adequate employment land and premises to meet different business needs.
- Support our town centres in adapting to the changes in our high streets and consumer trends.
- Advise and support initiatives that ensure worker skills meet employers' needs.
- Promote and support commercial investment including inward investment, innovation and productivity.



## Environment

**To keep South Somerset clean, green, attractive and sustainable we will:**

- Work with partners to promote recycling and minimise waste.
- Maintain and improve the provision and quality of open spaces and parks.
- Be a leading council in developing and adopting a Green Agenda to promote sustainable environment, economy and communities.
- Keep streets and neighbourhoods clean and attractive.
- Support long-term flood resilience.
- Promote a high-quality built environment.
- Support communities to develop and implement Neighbourhood Plans.



## Housing

**To enable housing and communities to meet the existing and future needs of residents and employers we will work to:**

- Enable sufficient housing in appropriate places to meet community needs.
- Maximise the number of affordable homes including providing more affordable homes to support rural economies and communities.
- Reduce homelessness and rough sleeping.
- Support communities to develop and implement Community Land Trusts.
- Match life long independent living with appropriate property solutions.
- Ensure development which is sustainable, where people want to live and communities can thrive .



## Healthy, Self-reliant Communities

**To enable healthy communities which are cohesive, sustainable and enjoy a high quality of life we will:**

- Embed social value into all processes and activities to ensure we maximise the support we give to our communities.
- Work with partners to keep our residents safe and help them to feel safe in their local area.
- Work with partners to reduce the impact of social isolation and create a feeling of community.
- Work with partners to support people in improving their own physical and mental health and wellbeing.
- Enable quality cultural, leisure and sport activities.
- Support residents facing hardship.

# Priority Projects for 2019-20

## One Team, Ambitious for South Somerset

To meet our core aim of:



**Delivering for our communities**

- \*Resilient services
- \*Customer focused
- \*Data driven
- \*Proactive

1. To complete and fully realise the benefits of Transformation and implement the Commercial Strategy



**Protecting Core Services**

**Excellent to work with**

- \*Commercial mindset
- \*Efficient and effective



2. To finalise plans and progress implementation of the Chard regeneration project



**Focusing on Economic Development**

3. To continue the refresh of Yeovil Town Centre  
4. To implement the town centre action plan for Wincanton



**Leading the way**

- \*Modern and resilient
- \*Adaptable to change
- \*Technology enabled

5. To develop proposals to accelerate the delivery of key housing sites and associated infrastructure



**Enabling Housing**

**Great to work for**

- \*Agile and empowered staff
- \*Inspiring people



6. To assess options for improving community transport links



**Developing Healthy, Self-reliant Communities**

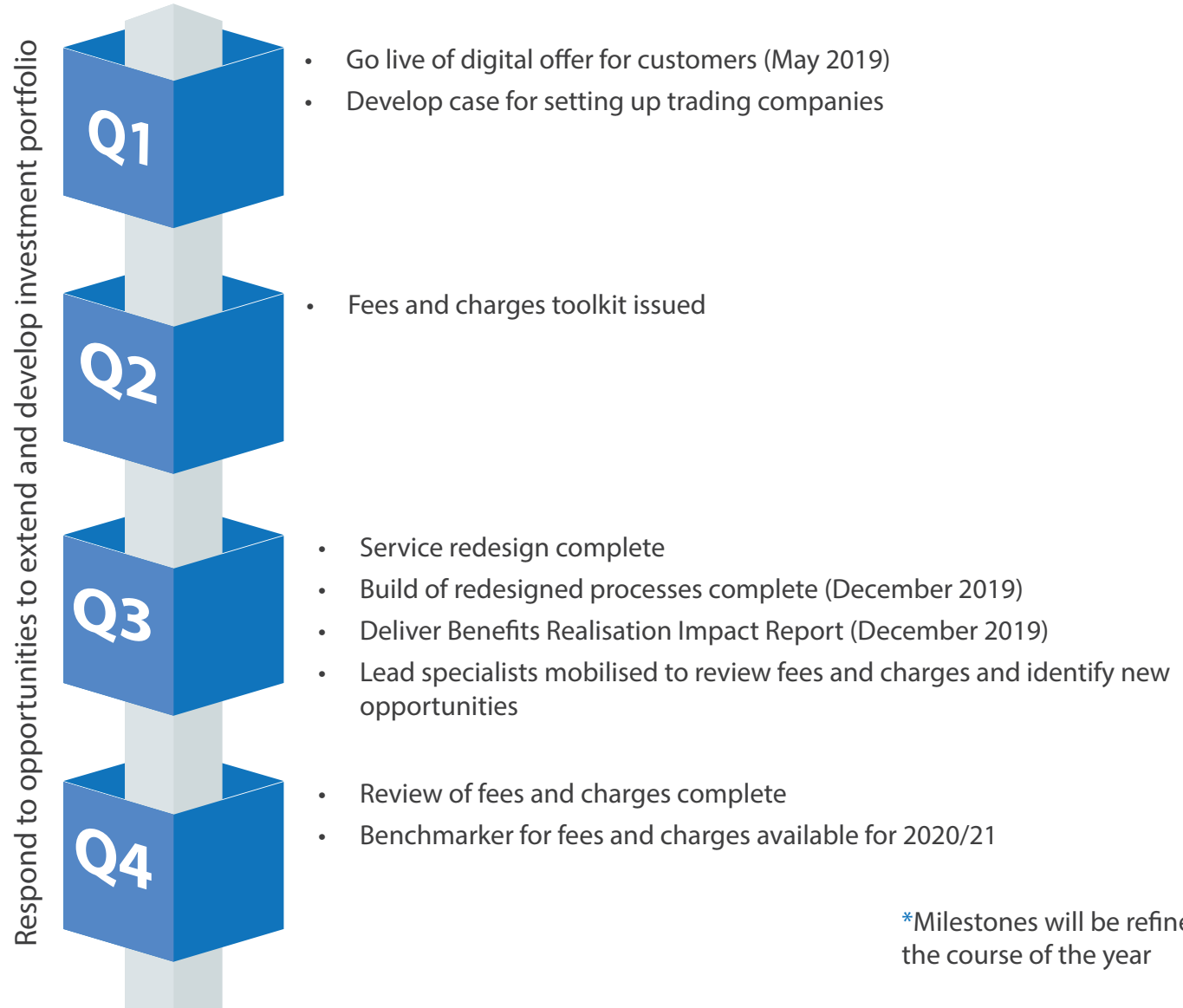
# Priority Project 1: To complete and fully realise the benefits of Transformation and implement the Commercial Strategy



## Desired 2019/20 project outcomes:

- 100% of external services that can be, are provided digitally by December 2019
- Secure £1.5m net additional annual revenue from council investment by December 2019 (from base of zero at July 2017) with stretch target of £2m
- To deliver a net minimum of £2.2m per annum of revenue by April 2021 (with a stretch target of £3m) through the Council's investment in commercial activity and/or existing asset management

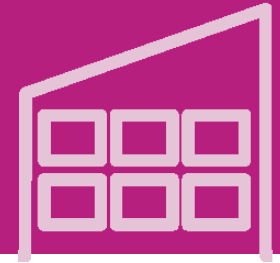
## 2019/20 Key Milestones\*



\*Milestones will be refined over the course of the year

## Priority Project 2:

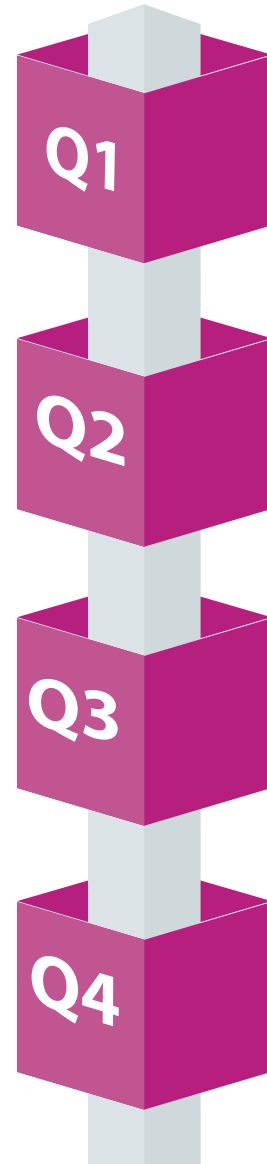
To finalise plans and progress implementation of the Chard regeneration project



### Desired 2019/20 project outcomes:

- Produce a masterplan of the whole Boden Mill and ACI site to Royal Institute of British Architects (RIBA) stage 3
- Produce a detail design of the phase 1 element, the leisure facility to RIBA stage 4
- To adopt Public Realm design guide that includes; a consistent theme to style of street furniture and provides parameters on the colour and materials palate, to use throughout the town centre construction activities, such as the main regeneration scheme, within the Boden Mill and ACI grounds and other satellite schemes such as the Gateway Project at the Bell mouth of Silver Street and Fore Street.
- Design public spaces around new leisure facility, Boden Mill and Holyrood Lace Mill

### 2019/20 Key Milestones



- Commence Masterplanning process following Pre-app discussions
- Create Outline design for Public realm projects (Apr/May 2019)
- Major Planning application (Jun/Jul 2019)
- Completion of funding bids to support bringing forward the first phase (the leisure element)
- Subject to consent - Commencement of Phase 1 demolition and construction works Nov/Dec 2019)
- Completion of funding bids to support all the Public Realm aspirations (Dec 2019)
- Produce and adopt a local walking and cycling Infrastructure Plan
- Agree and produce an implementation plan of the Public Realm recommendations for the town's on-street and off street Car Parking and potential areas for pedestrian zones

# Priority Project 3:

## To continue the refresh of Yeovil Town Centre



# 3

### Desired 2019/20 project outcomes:

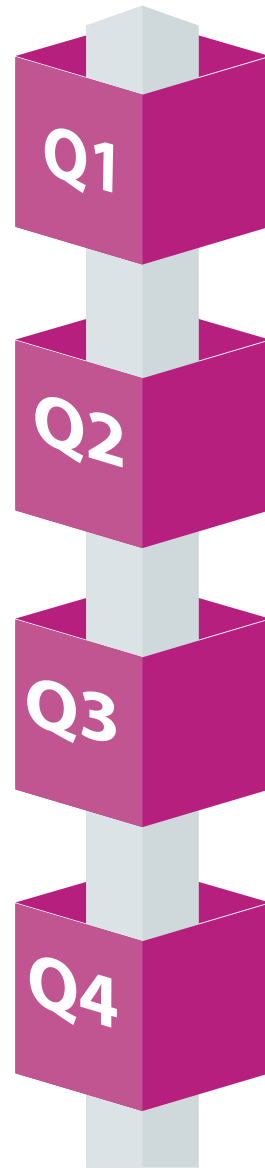
#### Public Realm

- An adopted Public Realm design guide (P1)
- An adopted detailed design incl. full technical detail which will provide the foundation for delivering the individual project areas (P2 –P6)

#### Transport

- An adopted Yeovil Town Centre Access Strategy providing the basis for future transport infrastructure investments (T1)
- An adopted Local Walking and Cycling Infrastructure Plan (LWCIP) providing the basis for future investment in cycling and walking infrastructure (T10)
- Car parking action plan (T9)
- Installed improved fixed plate directional signage
- Improved lighting in West Hendford car park

### 2019/20 Key Milestones



- Consultation on public realm design guide (P1) complete in line with Statement of Community Involvement
- Access Strategy (T1) Transport model produced
- Car Parking action plan (T9) Draft and approve fixed plate signage package
- Draft public realm design guide produced for adoption by council (P1)
- Creation of outline Public Realm design (P2 –P6)
- Public event on Public Realm design (P2 –P6)
- Access Strategy (T1) Infrastructure Plans tested
- Car Parking action plan (T9 )
- Agree installation of fixed plate signage with SCC
- Identify preferred lighting scheme for West Hendford
- Draft detailed Public Realm design design produced (P2 –P6)
- Access Strategy (T1) Draft plan produced for adoption
- Car Parking action plan (T9)
- Install improved lighting in West Hendford
- Install Fixed plate signage package
- Adopt Local Walking and Cycling Infrastructure Plan (T10)

# Priority Project 4:

## To implement the town centre action plan for Wincanton



# 4

### Desired 2019/20 project outcomes:

- Governance & resourcing of strategy agreed
- Preparation of town centre prospectus
- Unimplemented planning permissions brought forward
- Improved profile of banking services

### 2019/20 Key Milestones



- Establish Wincanton Regeneration Programme Board
- Feasibility of relocation of mobile banks and provision of 24 hour ATM determined



- Draft prospectus for consultation with stakeholder group



- Consultation prospectus published Land owner (key sites) liaison undertaken
- Obstacles to delivery identified and interventions agreed at target locations
- Consents for relocation of mobile banks and provision of 24 hour ATM obtained and implementation timescale agreed





# Priority Project 5:

To develop proposals to accelerate the delivery of key housing sites and associated infrastructure



# 5

## Desired 2019/20 project outcomes\*:

- Sufficient housing of all tenures available to those who need it
- Stalled sites are brought forward
- Associated Infrastructure improves connectivity

## 2019/20 Key Milestones



- To set up of a community of practice (expert working group)
- Agree governance arrangements
- Scope and agree project objectives and expected outcomes
- Establish criteria for selecting sites



- Review best practice to understand effective approaches and practices
- Agree selected sites and associated infrastructure requirements



- Scope options for accelerating delivery of selected sites



- Share proposals for identified sites

\*In year outcomes to be confirmed

# Priority Project 6:

To assess options for improving community transport links



## Desired 2019/20 project outcomes\*:

- Improved access to essential services such as health-care, education, employment and recreation
- Improved access to opportunities for social interaction
- Improved ease of travel across the district

\*In year outcomes to be confirmed

## 2019/20 Key Milestones



- To set up a community of practice (expert working group)
- Agree governance arrangements
- Scope and agree project objectives and expected outcomes



- Review best practice to understand effective approaches in delivery of Community Transport solutions.
- Review of current community transport provision



- District community consultation to understand transport needs
- Understand options against identified need



- Share outcomes of assessed options





# Area Chapter - Area North

The area chapter presents the priority work in Area North for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area North:



Economy  
Page 19

- Attract tourists and increase spend in and visits to Area North and wider district.
- Develop and refurbish Cartgate Tourist Information Centre, creating a hub for tourists and encouraging visitors to stop in Somerset.
- Continue to support individual businesses including local food and drink producers.
- Encourage shop front improvements.
- Encourage small and artisan businesses.
- Bring forward suitable land for small business units.



Environment

- Support the delivery of a Community/ Neighbourhood Plan to address balance of housing/employment land in Curry Rivel.
- Promote opportunities for enhanced service delivery through SSDC Environmental Services offer including parish warden scheme.
- Develop a round one Heritage Lottery Fund bid to cover a range of elements of heritage and visitor management at Ham Hill, ensuring its sustainable management for the future.
- Tourism and Countryside will work with SCC to deliver a project to rebrand and relaunch the River Parrett Trail.



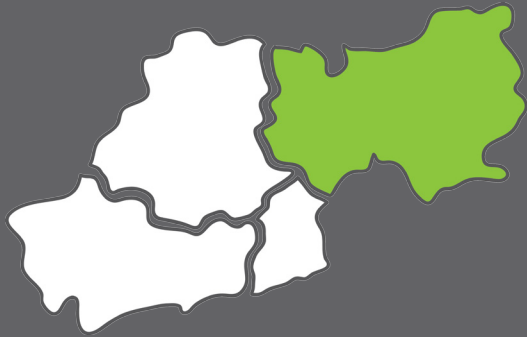
Housing

- Promote and support new Community Land Trusts where appropriate.
- Complete Housing Needs Surveys when requested.



Healthy, Self-reliant  
Communities

- To deliver improvements to Somerton Recreation Field.
- Support a range of improvements to community buildings.
- Programme of live schemes to be set out in the delivery plan.
- Increase the network of volunteer led health walks through promotion, training and support.
- Deliver 8 Play days in towns/villages in Area North.
- Improve community transport links to address issues of loneliness and isolation.
- Support the existing youth delivery organisations.
- Work with partners to tackle rural crime.



# Area Chapter - Area East

The area chapter presents the priority work in Area East for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area East:

Page 20  
Economy



- Engage the substantial attractions in Area East to develop the overall destination offer for South Somerset and better market this throughout 2019 focusing on unique experiences.
- Work towards providing employment land and business units of appropriate sizes readily available for uptake by business and residents.
- Continue to support key businesses including work with the Chamber of Commerce and other partners.



Environment

- Support the completion of the Neighbourhood Plans in Queen Camel and Castle Cary.
- Continue to support volunteers at Moldrams Ground.
- Promote opportunities for enhanced service delivery through SSDC Environmental Services offer including parish warden scheme.



Housing

- Support existing Community Land Trusts in Queen Camel and Charlton Horethorne.
- Complete Housing Needs Surveys when requested.



Healthy, Self-reliant Communities

- To support work towards provision of an artificial grass pitch available to the community in area east.
- Support a range of improvements to community buildings.
- Programme of live schemes to be set out in the delivery plan.
- Work with Wincanton Rec Trust to develop sustainable management model and use of the site.
- Work with the Balsam Centre to develop a local services hub.
- Improve community transport links.
- Increase the network of volunteer led health walks through promotion, training and support.
- Deliver 8 Play days in towns/villages in Area East.



# Area Chapter - Area South

The area chapter presents the priority work in Area South for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area South:



Economy  
Page 21

- Attract tourists and increase spend in and visits to Area South and wider district.
- Continue to support key businesses including work with the Chamber of Commerce and other partners.
- Support others to deliver Town Centre Events.
- Seek to resolve a long term solution for the location of Yeovil Tourist Information Centre.
- Promote genealogy to overseas visitors, promoting Community Health Access Centre (CHAC) and the family history centre.



Environment

- Maintain and develop Yeovil Country Park as a destination.
- Promote opportunities for enhanced service delivery through SSDC Environmental Services offer including parish warden scheme.
- Submit plans and research funding to extend the Ninesprings building to maximise community potential from schools, groups, cafe visitors and include new heritage and visitor displays.
- Deliver sessions that celebrate the heritage and natural history of Yeovil and Ham Hill whilst also increasing and diversifying volunteering opportunities.



Housing

- Promote and support new Community Land Trusts and community led housing initiatives.
- Support rural parishes in Area South with Housing Needs Surveys when requested.



Healthy, Self-reliant  
Communities

- To work on a priority programme of repairs to existing youth facilities in Yeovil.
- To support work towards the increased provision of a concrete skate park or pump track in Yeovil.
- Support a range of improvements to community buildings. - Programme of live schemes to be set out in the delivery plan.
- Target support with partners to tackle health inequality.
- Deliver the National Play Day.
- Take a full part in the work of Yeovil One Team.
- Develop innovative engagement programmes making use of the facilities at Yeovil Rec and encouraging participation in hard to reach groups.



# Area Chapter - Area West

The area chapter presents the priority work in Area West for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area West:



Economy  
Page 22

- Attract tourists and increase spend in and visits to Area West and wider district.
- Continue to support individual businesses and associations/Chambers of Trade/Town Teams.
- Supporting rural diversification.
- Maintain pressure to deliver Stop Line Way.
- Complete gateway highway improvement scheme – Chard Fore Street.



Environment

- Support the completion of the Neighbourhood Plan in Ilminster.
- Promote opportunities for enhanced service delivery through SSDC Environmental Services offer including parish warden scheme.
- Develop Chard Reservoir as a visitor destination.
- Continue to support the Blackdown Hills AONB.



Housing

- Promote and support any emerging Community Land Trusts.
- Complete Housing Needs Surveys when requested.



Healthy, Self-reliant  
Communities

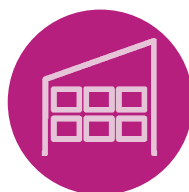
- To improve pitch provision in Area West and particularly in Chard.
- Support a range of improvements to community buildings. - Programme of live schemes to be set out in the delivery plan.
- Develop options to improve community transport links to Crewkerne Station.
- Increase the network of volunteer led health walks through promotion, training and support.
- Deliver 8 Play days in towns/villages in Area West
- Take a full part in the work of Chard One Team.
- Work with Crewkerne TC to pilot hub approach to customer access.
- Deliver a play area at Jarman Way (Plot 5)

# Monitoring the delivery of the Council Plan - Key Performance Indicators (KPIs\*):



## Protecting Core Services

- 1) Number & % of on-line accounts (household and business) active at 6 months.
- 2) Service requests through on-line channel as a % of all service requests.
- 3) Measures for speed of decisions - Planning (weeks)  
Council tax collection (%)  
Benefits applications and changes (days).
- 4) Commercial & financial targets (property & income yields).



## Economy

- 5) % spend with (local) SMEs.
- The areas of focus under the Economy theme are reflected in the new Economic Development Strategy – our performance will be monitored through the delivery plan.



## Environment

- 6) Quality of decision making in planning (Planning Appeals lost as a % of all decisions)
  - 7) Waste & recycling (household residual waste).
- Other areas of focus under the Environment theme are reflected in different strategies and investment programmes, and through partnerships. Our performance will be monitored through delivery plans.



## Housing

- 8) Help for and prevention of homelessness – Government measure – (numbers of people supported).
  - 9) Affordable housing completions (number of units and % of all completions).
- Other areas of focus under the Housing theme are reflected in housing and homelessness strategies. Our performance will be monitored through delivery plans and the ongoing monitoring of the Local Plan.



## Healthy, Self-reliant Communities

The areas of focus under the Health and Communities theme will be achieved through strong partnership working and through commissioned projects & programmes. Our performance will be monitored through ongoing feedback (from customers, partners and communities) and evaluation of programmes.

**\*These are supported by an Annual Residents Survey, locality (neighbourhood) level surveys and monitoring of complaints and feedback.**

# Monitoring performance - corporate & public reporting



**Priority Projects - reports against targets and milestones**

**Highlight reports to relevant projects / programme boards**

**Half-year report to DX / Scrutiny**



**Key performance indicators**

**Quarterly reports to DX / Scrutiny**



**Areas of Focus**

**Monitoring and evaluation by relevant Portfolio Holders and boards for key strategies and business plans**



**End of year report to Full Council**



# Agenda Item 8

## **SSDC Economic Development Strategy 2019 – 2028**

*Executive Portfolio Holder:* Jo Roundell Greene, Environment, Economic Development & Transformation  
*Directors:* Martin Woods (Service Delivery)  
Netta Meadows (Strategy & Commissioning)  
*Lead Specialist:* Peter Paddon (Lead Specialist - Economy)  
*Contact Details:* Peter.paddon@southsomerset.gov.uk

### **Purpose of the Report**

1. This report presents the Council's Economic Development Strategy to Full Council for approval.
2. **Due to the size of the document, it will be published in electronic format** as a supplement to this Agenda. Printed copies will also be available in the Members' Room.

### **Forward Plan**

3. This report appears on the Forward Plan scheduled for February 2019.

### **Public Interest**

4. The Economic Development Strategy (EDS) 2019-28 sets out the vision, key outcomes, priority themes and action plan to deliver economic development over the next ten years.

### **Recommendations**

5. That Council:
  - i) Approve the Economic Development Strategy 2019 – 2028.
  - ii) Delegate authority to the Portfolio Holder for Environment, Economic Development and Transformation to make any necessary final amendments to the EDS in association with the appropriate Director/s and the Lead Specialist Economy.

### **Background**

6. National and local economies are experiencing times of continued uncertainty. A local economy does not operate in isolation of national and regional economies and thus our strategy is carefully aligned with wider economic strategies that will impact on South Somerset. The Draft Strategy is already underpinning our involvement with economic development work-streams including the Local Industrial Strategy (LIS), Productivity Strategy Delivery Plans and the Future High Streets Fund.
7. In order to prioritise our work for the local economy we have undertaken an extensive analysis of the available local economic data and trends. We have taken account of what the businesses of South Somerset tell us about the economy and have established what is currently working well for them whilst paying careful attention to what the current and future difficulties might be. We have also taken note of the aspirations aims and goals of our partner bodies who help define and shape the economy of South Somerset, so that we can work with them and help achieve our goals.

8. A good economic development strategy recognises that it is not possible to tackle all economic issues but helps us to prioritise our areas of work. This will help us to direct our resources into economic development activities where we can make a genuine and positive difference.
9. As its title implies, an Economic Development Strategy provides high-level strategic direction to our areas of work. It is not intended that the document provides a lengthy or exhaustive list of all our future activities. The strategy will help us to decide what our areas of work should be and to help ensure that our activities do align with our overall plan. Of equal importance will be the Delivery Plans that sit beneath this Strategy. These Plans are currently being developed and were discussed at Strategic Development Board in January 2019. These will naturally evolve and be flexible in nature to respond to changing economic needs and circumstances, whilst indicating the timescales and outcomes required to deliver the individual tasks. Furthermore, they will be supported by the EDS Delivery Budget approved by District Executive in February 2019.
10. The Strategy has been underpinned by thorough research of the relevant databases and policy documents. The latest available data was used to help develop an assessment of the local economy including skills provision. This enabled a District economic summary assessment to be prepared. This analysis revealed the key characteristics and performance of South Somerset in terms of population, employment structure, business demography, productivity and pay, skills and training, housing profile, place making and infrastructure, plus health and prosperity measures. The key data sources and the rationale for using them are set out in the appendices of the Strategy.
11. We have also ensured that the Economic Development Strategy is soundly aligned to other SSDC Policy Documents. This ensures close synergy with our Council Plan including Priority Projects and Area Chapters and the Local Plan.
12. To provide a wider context for the current economic situation and likely projected growth, the EDS draws on the Heart of the South West LEP (HotSW) Strategic Economic Plan 2014-30; HotSW Productivity Plan 2018-36 and the Somerset Growth Plan. The EDS is also informed by central government strategies for industry and productivity. All of this helps to ensure that we work in a common strategic direction, it also helps us to make the most of partnership working and creates the best opportunities to attract external funding for economic projects.
13. Four Area based workshops were conducted for SSDC Members. These were held either before or after the Area Committees to ensure the best opportunity for members to attend.
14. A question and answer session was held with Scrutiny Committee with pre-prepared questions and answers plus additional questioning. This session was in addition to the normal cycle of reports that are taken to Scrutiny Committee before the District Executive Committee.
15. The priorities in the EDS are derived from the identification of 'Golden Opportunities' for the District. These reflect our analysis of quantitative economic data and are critically informed by stakeholder engagement. Our review and analysis also enabled us to determine that the emerging priorities were in-line with wider good practice, policies and thinking. The Strategy then develops the six Priority Themes within which individual primary actions/projects and year one delivery milestones are identified. The purpose of the Strategy is not to provide a lengthy or exhaustive list of all our future activities, but to provide a framework that guides and prioritises our delivery plans.
16. The EDS makes an important distinction between projects in which we will be the lead partner and those where we will assist other partners in the lead role. It is important that the EDS recognises what can be realistically achieved whilst ensuring that the Council does not duplicate the efforts and resources of other partners. Sound partnership working will ensure that the resources of all partners are deployed to best effect.

17. Public consultation of the draft Economic Development Strategy (EDS) 2019 – 2028, commenced on 6<sup>th</sup> December 2018 following agreement by District Executive and remained open until 1<sup>st</sup> February 2019. Consultation activity included directly engaging 40 businesses and stakeholders, resulting in 25 responses. Overall these are supportive of the Strategy, including its Vision, Priority Themes and Action Plan, plus Key Outcomes. However, as a result of the feedback received several of the Primary Actions/Projects including Year One (19/20) Milestones have been amended to provide better clarity and focus. This public consultation feedback is summarised in Appendix A (attached) and is in addition to the earlier robust business engagement activity undertaken during formulation of the draft Strategy last year.

### **Monitoring and Management**

18. The EDS sets out key outcomes and identifies success measures under each priority theme. Initial project milestones are also set out and will be refined as each action/project moves forward to delivery. Delivery Plans will set out more detail and the appropriate performance monitoring and review mechanisms, which will be aligned to our Council Plan and any other relevant reporting cycles.
19. EDS delivery progress will be monitored by the Area Committees and the Strategic Development Board. This protocol was agreed by Full Council in May 2018. Financial updates on the EDS Delivery Budget will be provided regularly to the District Executive Committee, as part of the routine reporting procedure.

### **Published Format of the Strategy**

20. The final document will be available on-line. We do not intend to undertake a major print run of the document and will encourage the use of online or electronic versions of the document. Copies of the Strategy can be printed if required.

### **Financial Implications**

21. The EDS Delivery Budget (£200,000 over 2 years for 19/20 and 20/21) was approved by District Executive in February 2019.

### **Council Plan Implications**

22. The Economic Development Strategy will be a key policy document for the Council. It will help to deliver 5 of the 8 Priority Projects listed in the Council Plan (2018/19) and contribute to all 6 Key Performance Indicators (2016 -21) used by Council to measure the local economy. It also aligns with the draft Council Plan for 2019/20, including the Priority Projects and Area Chapters.

### **Carbon Emissions and Climate Change Implications**

23. There are no implications at Strategic Level associated with this report. However, implications will be assessed for all projects included in the delivery plan.

### **Equality and Diversity Implications**

24. Targeted consultation with groups representing protected characteristics was undertaken as part of the public consultation.

## **Privacy Impact Assessment**

25. The economic data used in the preparation of this Strategy is sourced from documents that are already in the public domain.
26. Where information has been obtained through consultation with individuals or organisations we have:
  - only collected the data necessary for the production of the EDS
  - secured permission to use the information and opinions
  - acted in accordance with the General Data Protection Regulations 2018

## **Background Papers**

- SSDC Economic Development Strategy for Approval document
- Appendix A- Economic Development Strategy Consultation Comments Report



## Public Consultation Comments on the Draft Economic Development Strategy

Priority Theme	Comments
<p>PT 1: Business Support, Retention, Innovation and Inward Investment</p>	<ul style="list-style-type: none"> <li>• It is important that business support extends to small businesses (98% of Somerset businesses have less than 50 employees) not just larger growth businesses. They are the backbone of our local economy and if supported have the potential to expand and grow. It would be great to see a target for a number of events or businesses supported in this sector as well as the top 100 businesses.</li> <li>• There should be a clear point of entry for all business support. This is currently quite confusing for businesses with council, LEP and others all offering disjointed support. It is not easy for businesses to be aware of what is available.</li> <li>• 1.4 – is there a plan to consult local tourism businesses on plans to promote the local tourist economy? They will be the best source of info on the types of visitors currently served and the opportunities out there.</li> <li>• 1.6 – it would be great to see in this point support for SME’s to tender for council contracts. Encouragement for them to form partnerships or consortia, tender support activities, prompt payment guarantees of 30 days or less and a regular monitoring and mapping of council procurement activity that is publically reported.</li> <li>• We support the Strategy’s commitments to creating a supportive environment for businesses to start-up, grow and thrive. We would encourage further recognition of the role of social enterprises and ensuring a supportive environment for their development. We also believe that any local business support activities should complement existing policy and initiatives in this area, notably the Heart of the South West (HotSW) Growth Hub. Currently, the wording under Priority Theme 1 in relation to ‘creation of a business support function to signpost to appropriate assistance’ could potentially be interpreted as duplicating and/or competing with the existing HotSW Growth Hub service. We suggest that local business support priorities and interventions could, instead, best focus on:             <ul style="list-style-type: none"> <li>• Increasing awareness and penetration of the HotSW Growth Hub in South Somerset; and/or</li> <li>• Addressing local gaps in the business support offer.</li> </ul> </li> <li>• In this vein, we are supportive of the Strategy’s ‘key business account programme’ action which could clearly complement and add value to existing business support provision. Therefore, we would be keen to work with SSDC and partners to share intelligence to best benefit the economy.</li> <li>• We also consider the key sector support plans / propositions action to be positive and suggest that this could be expanded to also include and/or link to opportunities in relation to the ‘grand challenges’ set out in the national Industrial Strategy. It may also be helpful to set related inward investment activities in the context of existing national, regional and LEP initiatives and how SSDC will capitalise on these to the benefit of South Somerset.</li> <li>• We welcome the Strategy’s vision for an innovative South Somerset economy. We agree, as noted under Priority Theme 4, that there is a need for start-up and grow on managed workspace in South Somerset, but suggest that consideration should also be given to innovation space, including capitalising on Yeovil Innovation Centre and the emerging iAero</li> </ul>

(Yeovil) Centre as key innovation assets in South Somerset. We also suggest that action 1.5 could be refined and be clearer on the difference between investment and innovation support.

- Really good that will be engaging with 100 businesses over different sectors as lack of proactivity is still raised by my customers
  - Question is how these businesses will be selected & how this feedback will be managed both in terms of actions taken and feedback loop back to those companies?
- (we are) a key business – which also has links to aerospace industry both locally in terms of our position within Yeovilton, but also on an international scale in terms of our reach.
- Business retention – following a recent consultancy looking at possible future development locations, (we) will most be certainly staying at Yeovilton. SSDC support would help that decision to grow into a full development project. Priority Theme 1.4 secondary action/project – support attractions promote new build. We are delighted to see reference to these types of objective.
- In respect of Priority Theme 1: Business Service and specifically action 1.3, keen to avoid duplication of potentially creating a local Business Support service. His comment more given as a note of caution and suggested action along the lines of working with the LEP Growth Hub to ensure services are appropriate and right for South Somerset.
- Opportunities for increasing biodiversity and wildlife economy e.g. wildlife safaris, willow, eco-creativity.
- Diversification and research into new crops in a changing climate for South Somerset.
- Reuse and recycling opportunities for business in the district. Aiming for a zero waste economy.
- Need to ensure the younger worker generation (20-30 year olds) see the district as an attractive location, and that future development provides for their needs. A concern that there is little to retain and attract such age groups to the area, especially Yeovil in view of limited social/leisure/lifestyle facilities and a more appropriate housing mix better aligned to the age group – a more dynamic environment needed. Also, question, who are we providing housing for?
- Supportive of the promotion of more innovative workspace across the district – in part to help attract/retain younger workers.
- Need for improved marketing of the area at district and county level, which is currently missing. A message of greater confidence/buzz in the area is needed although accepts this also necessitates a sub-regional message.
- I cannot fault your priority theme on business support, retention, inward investment and innovation. By working with the Growth Support, the LEP and any other bodies will ensure our business already established here and new business continue and remain here.
- Our economy is a multitude of business and encouragement of diversification where needed through innovation and generally keeping abreast of new techniques or processes should be encouraged and supported. Our food and drink sector continues to grow and be recognised worldwide for its quality and production and should be supported where possible along with the natural marriage of our tourism off the back of such businesses.
- I don't know where we sit in the ranking of food companies in South Somerset, but I'm not aware of any contact as yet from a council member and I have been in situ since December 2018. It may be that we are not of sufficient size to merit contact – we are @15m turnover.
- It looks fairly heavily weighted towards aerospace and digital – food gets mentioned but it does feel like a slightly second

<p>PT2: Transport and Communications Infrastructure</p>	<p>rate citizen.</p> <ul style="list-style-type: none"> <li>• There appears to be no mention of the serious lack of local (rural particularly) public transport. Yes, we need the rail, A303 and A358 improvements, but the decline in public transport provision that has taken place on recent years must have a huge impact on the ability of people to get to places of work, training and education. It also means that there is a far higher proportion of private vehicles on the roads, often with one occupant, than is good for almost any aspect of life you care to mention.</li> <li>• Where BDUK will struggle to get good broadband coverage in rural areas it is key that the council explores other methods such as Wi-Fi systems to establish connectivity for more rural businesses.</li> <li>• In respect of the Strategic Road Network we understand the importance of effective transport connectivity in the delivery of growth, and therefore note the key role of the A303 proposals in your strategy. We look forward to continuing to work with you to support delivery of identified future growth.</li> <li>• Transport section mentions infrastructure &amp; working with rail providers – but how about bus &amp; coach providers who are key to the area</li> <li>• Transport infrastructure is key, I particularly roads important for visitor access. Detail for all tourism is need for good brown signage and help in relations with Highway Agency. New A303 junctions, properly developed, can become access points to the South Somerset Countryside and attractions such as ourselves, to help us achieve the priorities identified in your proposed plan.</li> <li>• The future operation and interpretation techniques at the museum will make great use of digital technology. The site could also be a collaborative showcase for locally developed digital technology. The Museum and area will definitely benefit from superfast broadband, which would also support growing visitor expectations.</li> <li>• Flood mitigation and adaptation for the levels and surrounding areas.</li> <li>• New railway station in the Langport/Somerton area. Electric car infrastructure and looking towards automated electric transport. No mention of electric vehicles! No new roads should be required as automated transport will solve the issues.</li> <li>• Renewables particularly wind, solar and hydropower – a great opportunity for diversification from helicopters to wind turbine blades. Floating solar opportunities on flooded area. Aim to meet the zero carbon 2025/2030 in line with the UN/IPPC report <a href="https://www.ipcc.ch/">https://www.ipcc.ch/</a></li> <li>• Renewable gas – engaging with farm and food industry to divert waste to produce biomethane to green the gas network. Engage with Wessex Water to use waste for biomethane. Also hydrogen from surplus renewable energy. And coppicing for biofuel and flood mitigation.</li> <li>• Energy storage development through research and development of battery, hydrogen, hydro etc. Support off gas grid communities and businesses to switch to zero carbon energy solutions.</li> <li>• Support the increasing community energy businesses link with industry, education and housing to provide zero carbon energy for the district.</li> <li>• From our business interest perspective, importance of connectivity (broadband and road infrastructure) is key together with reference to iAero initiatives and linkages to government strategies.</li> <li>• Need to ensure testing/benchmarking with the SME community on matters such as broadband.</li> <li>• Whilst supportive of improvements to the A303 and A358, attention also needed to ensure the additional planned growth</li> </ul>
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	<p>along Western Corridor does not create traffic problems at local level, especially the Cartgate Link Road.</p> <ul style="list-style-type: none"><li>• Supportive of encouraging greater use of technology by the agricultural community to promote greater efficiency.</li><li>• As for communications infrastructure I feel continued progress is being made but there is always room for improvement and we should all continue to support and work collaboratively for the good of our residents on this and transport infrastructure.</li></ul>
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Priority Theme	Comments
PT3: Economic Inclusion – Skills, Careers and Training	<ul style="list-style-type: none"> <li>• Section 3.1 and 3.3 should read ‘Somerset EBP’ and should include making links and developing practical opportunities between employers, businesses and education in order to promote jobs, careers and progression opportunities.</li> <li>• Success measure for 3 – Could include reduced number of NEET young people (Not in Education, Employment or Training) in South Somerset, increased numbers of apprenticeship starts (at all levels not just higher levels)</li> <li>• Digital skills are important but it is essential to also offer leadership and management training for example to encourage staff to develop and businesses to have the confidence to grow.</li> <li>• Throughout Priority Theme 3, there is, however, a focus on supporting younger people’s skills and we suggest that the framing of this priority and the supporting actions should be broadened to also clearly include (re) training and up-skilling opportunities for adults. As set out in the Strategy’s evidence base, South Somerset has an ageing population and we suggest that the Strategy should include commitments to work with partners to tackle this issue from an economic development perspective, including ideas currently being explored by the LEP, such as latent productivity.</li> <li>• Although evidence around limited higher education provision and participation has been included in Appendix 3, there is no specific commitment in the Strategy to seeking to increase higher-level skills in South Somerset, notably in relation to identified ‘golden opportunities’ such as aerospace, advanced engineering and manufacturing.</li> <li>• We also note that there is no specific reference in the draft Strategy to support for the development of leadership and management in SMEs as a key enabler of growth and suggest that this is captured under Priority Theme 1 or 3 with appropriate linkages made across the two priorities.</li> <li>• Tourism business training for staff in our industry particularly for leisure support/front of house/catering etc. as referred in multiple priority areas.</li> <li>• We can also develop in future to provide industry specific training in other areas through creation of partnerships using our collection and conservation works programme to support wider development in our region.</li> <li>• Learning/school engagement to promote careers – the museum hosts a number of existing events that links to a direct career route into aerospace industry. More can be achieved with support both now and in the future, it’s great to see this sort of learning opportunity feature in amongst a number of key priority themes.</li> <li>• Opportunities for skills and jobs in retrofitting existing buildings to make them require less heating and cooling in the summer. Jobs in renewable energy deployment.</li> <li>• It is widely recognised that the apprenticeship levy etc. has changed the dynamics of our skill shortages and working in both urban and rural areas is challenging because of different reasons. Whilst encouraging our younger generation to upskill and broaden their knowledge etc. we should never lose sight of our aging population who have an enormous amount to give our economy be it in voluntary work or indeed providing a depth of historical knowledge that simply cannot be gained from pure learning alone.</li> <li>• Availability of labour, skilled and unskilled, is probably (after Brexit) my key business concern – and I can’t see a clear strategy to lead this.</li> </ul>

	<ul style="list-style-type: none"> <li>• Retaining people in the area is key as are skills shortages <ul style="list-style-type: none"> <li>○ With iAero, manufacture &amp; tech focus, suggest linking into a STEM university too</li> <li>○ Engaging with Yeovil College is vital, but I think we also need to look beyond Higher Education to really punch above our weight in this area</li> <li>○ I know there isn't a university in the district but no harm in linking in with University of Bath or UWE for example particularly given their focus on Robotics/ sciences which links into aerospace – perhaps also via Innovate UK who I think have links with University of Bath.</li> </ul> </li> </ul>
PT4: Land, Sites and Workspaces	<ul style="list-style-type: none"> <li>• The link between our local plan and our economic strategy should be cohesive. Employment development sites and plans for their usage should have a dovetail between the two strategies.</li> <li>• The draft EDS specifically notes that it is important to identify and promote available employment sites in South Somerset in order to promote the district as a quality destination for business (priority theme 4, para 4.3) the opportunity is afforded to the council to do just that by supporting the hybrid application that delivers the strategic employment allocation in Yeovil.</li> <li>• The current application at the BP Site accords with the vision for South Somerset, as set out in the draft EDS. It aligns with the Priority Theme 1: Business Support, Retention, Innovation and Inward Investment and 4: Land, Sites and Workspaces, by ensuring the following: <ul style="list-style-type: none"> <li>○ The delivery of positive economic growth in western Yeovil, capable of widening the economic base of the town.</li> <li>○ Creation of a major new employment hub on a long-standing strategic employment allocation</li> <li>○ Provision of a viable scheme to deliver wider employment uses for the area (this matter is addressed in more detail below)</li> <li>○ Provision of a fully serviced, well located, high quality business park which will be attractive to users in this sustainable location.</li> <li>○ The creation of some 2,456 to 3,047 full time equivalent jobs</li> <li>○ The addition of between £91 million and £112.9 million every year to the local economy going forward</li> <li>○ The generation of annual business rates for the council of £3.2 million, equivalent to 18.3% of the council's revenue budget of £17.4 million on 2017/18</li> <li>○ Opportunities for training and skills improvement</li> </ul> </li> </ul>
PT5: Supporting Urban Economies	<ul style="list-style-type: none"> <li>• What about helping community charities and social enterprises to help design and be a pro-active participant in the re-generation of town centres</li> <li>• For urban areas it is important to tackle absent landlords with empty premises, which bring down the tone of a high street. Flexibility should be put in place to achieve pop up shops and regular market days and special events in towns to attract footfall. Parking charges should also be a key part of this as provision can make or break a town. Linear, pay on exit parking should be introduced to encourage visitors to stay as long as they need to and it should be easy to pay by cash, card or mobile in all areas. Retailers are a major contributor to the local economy and major employers – looking at parking schemes for staff would also help with recruitment and retention of minimum wage staff. Business rate relief for retailers is also key. The Future High Street Fund should be considered for a key town where more investment could increase footfall.</li> </ul>
PT6: Supporting	<ul style="list-style-type: none"> <li>• There appears to be no mention of the serious lack of local (rural particularly) public transport. Yes, we need the rail, A303 and</li> </ul>

**Rural Economies**

A358 improvements, but the decline in public transport provision that has taken place on recent years must have a huge impact on the ability of people to get to places of work, training and education. It also means that there is a far higher proportion of private vehicles on the roads, often with one occupant, than is good for almost any aspect of life you care to mention. (this connects to 6.4 but also priority theme 2).

- We agree that promoting and safeguarding traditional rural businesses through provision of support to improve their productivity, growth and innovation is an important priority. Alongside this, however, we suggest that consideration be given, under Priority Theme 6, to measures to diversify the rural economy, beyond the commitments under action 6.3 to support agricultural and land-based industries to make best economic use of assets.

Section	Comments
Introduction	<ul style="list-style-type: none"> <li>• In the introduction no reference to the role of education, schools and the college in helping to achieve your desired economic outcomes</li> <li>• Under other issues – it states ‘qualified at NVQ Level 4 and above yet on page 32 it states ‘improvements in levels of NVQ Level 3 and 4’ this is a contradiction</li> <li>• The draft EDS identifies economic issues and challenges within South Somerset, including that despite there being a range of allocated employment sites and land available to meet future employment needs, development viability remains a major challenge. The draft EDS notes that viability is particularly difficult for larger sites that will require more substantial new infrastructure to be provided upfront, in order for them to be successfully developed (page 10 of the draft EDS).</li> <li>• The current application at the BP site, with the inclusion of a Sainsbury’s food store, ensures a viable scheme can come forward on this long-standing strategic employment allocation, delivering positive economic growth in Yeovil and widening the economic base of Yeovil.</li> <li>• The BP site is an important strategic employment allocation for the council; with the majority of the site having been allocated in the last two local plans but yet to be delivered owing to the high cost of infrastructure to deliver the BP site. Specifically, there are clear council aspirations to bring it forward for a high-quality business park that will support the strategic objective to encourage high tech industries in Yeovil and deliver much needed sustainable economic growth in the area. Sources of public funding has been sought over many years to deliver this important site; an alternative source of funding is require. The Sainsbury’s will generate the enabling capacity required to fund the site infrastructure costs for the whole business park. The draft EDS should specifically address the role enabling development can play in delivering economic development in order to achieve the strategy and vision set out in the draft EDS for South Somerset.</li> </ul>
Vision	<ul style="list-style-type: none"> <li>• In the ‘we have’ section – what about Yeovil college and how it can help meet the needs of employers and our community? I think it needs to be mentioned in the ‘we have’ section as well as the ‘golden opportunities</li> <li>• Need for reference/recognition be made to the HotSW LEP Local Industrial Strategy (LIS) which was signed off on 25 January 2019. Keen to ensure SSDC work with the LEP to help shape the LIS.</li> <li>• Vision covers the key main points.</li> <li>• The opportunities are indeed golden, but none should be at the expense of others. The importance is across the district from the urban to the rural, one does not outshine the other nor take higher priority.</li> <li>• We are in general support of the draft EDS which seeks to support economic growth in South Somerset to create a strong, high performing and adaptable economy. We are also in general support of the economic vision set out in the draft EDS which is that South Somerset is a great place to do business, inter alia, an innovative, productive economy; a supportive environment for businesses to establish, grow and thrive; and prosperous and sustainable towns.</li> </ul>
Priority Themes and Action Plan	<ul style="list-style-type: none"> <li>• Page 24 – What do the different coloured ticks mean?</li> <li>• Success criteria – these are not very SMART. For example when targeting additional tourism spend it would be great to see the criteria including “increased spend per head from X to Y”, or High Speed broadband increased from X% to Y% by a certain date.</li> </ul>

	<p>The criteria in themselves are good, but not easy to measure.</p> <ul style="list-style-type: none"> <li>• a key business – which also has links to aerospace industry both locally in terms of our position within Yeovilton, but also on an international scale in terms of our existing reach.</li> <li>• As a national Museum, it is great to see that we can benefit from and <u>contribute to</u> SSDC's 4<sup>th</sup> ACM priority – to Promote and Develop Tourism. Tourism is one of SSDC's EDS Key Growth sectors – we are planning to increase our business as part of our own development aspirations and build on our existing foundation of over 100,000 visitors per year to the Museum (7<sup>th</sup> ACM priority). Area East has particular priority (red tick) to attract tourist and increase their spend.</li> <li>• Priority Themes are appropriate with no major omissions.</li> <li>• Action Plan is fine with milestones logical and realistic.</li> </ul>
General Comments/Key Observations	<ul style="list-style-type: none"> <li>• Reads really well</li> <li>• Generally a very good document and having been involved in some of the development consultation I believe it covers most of the important issues.</li> <li>• To support small town centre businesses you absolutely need to sort out the parking and make it free/a lot cheaper. Please stop selling off car parks to private investors.</li> <li>• To support small town centre businesses discussion needs to take place with the outside investors of the Quedam regarding reducing shop unit rates – it's ridiculous that this kind of investment controls our town's viability. All they want is the most money they can get and it means most businesses eventually leave the Quedam, if they can afford to go in there in the first place.</li> <li>• Supporting different types of businesses requires some risk – i.e. putting in the kind of work units they want to use and not the usual mass-storage type industrial units that usually end up on an industrial development. Will this ever happen, I'm not sure it will. Bunford Park was meant to attract highly skilled businesses in research and development but has ended up with a Sainsbury's and a load of warehouses.</li> <li>• The strength of the South Somerset economy (reflected by low levels of unemployment and high levels of working age employment) could be seen as a threat reflecting the recruitment problems for some employers, especially in engineering. This is also impacting on wage levels to address and fill vacancies. The combination of limited labour availability and higher wages could impact on future investment decisions with attention potentially focused on lower wage cost/labour availability locations to the detriment of the South Somerset economy.</li> <li>• Issues of public transport and broadband in the rural areas a major concern but accepts SSDC can only achieve so much and is dependent on other partners to address.</li> <li>• Essential need of local education providers, especially further education, to provide the right courses and skills that meet current and projected employer needs. Recognition this is being undertaken but more needs to be done and to start earlier in the schools.</li> <li>• Request that more is done to support the other market towns across the district and not solely concentrate on Yeovil and Chard.</li> <li>• Policy Linkages - We consider that housing and flood resilience are key to economic development and growth in South Somerset but recognise that these themes are picked up in the Local Plan and, hence, are not included in the draft Economic Development Strategy. It may, however, be beneficial for linkages between the Local Plan and Economic Development Strategy, beyond employment sites, to be set out more clearly.</li> </ul>

- As well as this, there are linkages that could usefully be made between priority themes and actions within the Economic Development Strategy. For example, maximising the economic impact of actions under Priority Theme 2 to roll-out improved digital communications infrastructure relies on effective take-up and utilisation of this improved infrastructure and, hence, is clearly linked to actions under Priority Theme 3 to improve the digital skills of both businesses and the workforce. Similarly, there are connections between the business support agenda under Priority Theme 1 and actions under Priority Theme 3 to support self-employment, advice for local employers as well as access to finance.
- How will strategy be kept up-to-date & current over next 5 years, particular with unknowns around Brexit & also fast pace of developing technology?
  - Annual/ 6-monthly reviews?
- Concise & accurate overview of challenges & opportunities in the area
- The issues and challenges facing South Somerset are similar to many other areas in the South West, and therefore keen to encourage linkage and sharing of ideas/best practice with other areas to address issues.
- Read and digested. No specific comment for the consultation. There are several themes such as business support, rural businesses and digital that will be of particular interest as delivery plans further develop and actions are implemented.
- There is not a single reference to climate change mitigation in your plan. As such, it is not fit for purpose. The scientific evidence could not be clearer. If local and central government fail to act now to implement policy and taxation measures to curb human greenhouse gas emissions, your plan will fail fundamentally, not simply to deliver the envisioned economic growth and wellbeing, but to protect South Somerset residents from the life threatening impacts of climate change.
- In a recent address in Katowice at the UN climate conference – COP-24, the UN Secretary General stated that “rapid and far reaching transitions” in “all aspects of life” were needed to avert ecological and human catastrophes.
- In the light of the evidence published by the Intergovernmental Panel on Climate Change, it beggars belief that SSDC would propose an Economic Development Plan that does not focus on emergency measures to curb carbon emissions and reconfigure the local economy accordingly. Of course, I recognise that central government must play a leading role in this effort, but it is your duty to demand the necessary legislation from central government.
- Overall a good document covering a broad spectrum of the right issues, well presented, good mix of images and a good foreword; impression of a quality document.
- EDS needs to include an Executive Summary (especially important if reviewed by business leaders who want a brief summary of the key messages of delivery objectives for the short, medium and long term, and actions.
- I feel that there are a multitude of buzz words and very appealing combinations of text however I would like to see it all actually happen and not lose sight of certain aspects just because they may be slightly harder to achieve.
- Many conversations/discussions have been had where an overriding concern is the duplication of work. Working collaboratively on projects is not the same as double doing and nobody is a fan of wasted resources undertaking the same work as others because lines of communication are not perhaps as effective as they could be.
- It aligns very well with our strategic business plans for our site. We are developing propositions for the Templecombe Science Park, Sonar Academy, plus digital skills, all of which are under pinned by a growing and successful domestic and export business, we would like to get the Maritime Sector recognised in addition to Aerospace and Manufacturing as a key regional strength. I think it would play well to the recent Maritime 2050 strategy document released by department of Transport too.

- Our strategic propositions have good mapping to your Themes and Key Outcomes. Priority Theme 1, Priority Theme 3 and Priority Theme 4.
- The level of joined up thinking in South Somerset, between the business sector and local authority is at an all-time high, and this key relationship is critical to the success of the region. Currently representing over 110 businesses across the South Somerset area, from SMEs through the professional sector, larger employers, and other regional industry and government figures, Yeovil Chamber is widely considered as a key stakeholder by South Somerset District Council. As President of Yeovil Chamber, and passionate about where I live, work and play, I am proud to have been asked to be part of the Economic Development Strategy consultancy team. Industry and local government in South Somerset are squarely focussed on identifying and embracing change and opportunity. Under the visionary leadership of CEO Alex Parmley, the level of seed investment from South Somerset District Council is meeting the challenges, and expanding at a time when most local authorities are cutting back, and this is evidenced in the ambitious town centre regeneration and employment projects currently in delivery. Private investment is also very much in evidence, and continues to arrive, with residential and commercial property developments in progress, and more is on the way. South Somerset enjoys virtually full employment, and new businesses are attracting more people into the area, bringing a rich diversity of skill sectors ranging from tourism, across the service sectors, to hi-tech and aerospace engineering. If that were not enough, South Somerset is at the very heart of some of the finest countryside to be found anywhere in the UK. Truly a great place to do business.
- No specific comment to make; other than we note the air station being highlighted as one of the Golden Opportunity in the district. As discussed we are a significant local employer, supporting the economy and establishing ever-closer links with community organisations going forward.

# Agenda Item 9

## **2019/20 Revenue and Capital Budgets and Medium Term Financial Plan**

*Executive Portfolio Holder:* Councillor Peter Seib, Finance and Legal  
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### **Purpose of the Report**

1. The purpose of this report is to seek approval of the proposed budget and council tax for 2019/20. This report is based on the Medium Term Financial Plan (Revenue Budgets for 2019/20 to 2023/24) and also includes proposed additions to the Capital Programme.

### **Forward Plan**

2. This report appeared on the District Executive and Council Forward Plans for February 2019.

### **Public Interest**

3. This report sets out the proposed budget for South Somerset District Council for 2019/20 and the estimated budgets for the following four years. It also asks members to approve capital schemes for funding in 2019/20.

### **Recommendations**

4. That Full Council:
  - (a) approves the Net Revenue Budget for 2019/20 of **£16,197,800**, as set out in the Revenue Account Summary (paragraph 46) and in detail in Appendix A for the District Executive and four Area Committees, subject to any final amendments;
  - (b) approves the 2019/20 Council tax annual increase of 2.85%, increasing the annual Band D rate by £4.63 to £167.11. Full Council to note this new annual rate comprises £165.26 for SSSDC services, raising £9,959,571, and £1.85 on behalf of the Somerset Rivers Authority, raising £111,492.
  - (c) approves the reprioritisation of £2.5m from the MTFP support fund to Regeneration as detailed in paragraph 43.
  - (d) approves the additions to the Capital Programme for new capital bids of £1.7395m as shown in Appendix D.

### **Background**

5. The General Fund Revenue Account is the Council's main fund and shows the income and expenditure relating to the provision of services which residents, visitors, and businesses all have access to including planning, environmental services, car parks, certain housing functions, community services and corporate services.



6. The Council directly charges individual consumers for some of its services through fees and charges, with the expenditure that remains mainly funded through a combination of sources including: local taxation, a proportion of business rates, and also grants from Central Government such as Revenue Sport Grant, New Homes Bonus and other non-ring-fenced and specific grants/subsidy.
7. Each year the Council sets an annual budget which details the resources needed to meet its operational requirements. The annual budget is prepared within the context of priorities identified by Members as part of the Council's current corporate plan.
8. The District Executive and Scrutiny Committee have received update reports on the draft 2019/20 budget, Financial Strategy and Medium Term Financial Plan. The drafts are subject to final amendments whilst awaiting clarity around Government grants and funding.

## **Financial Strategy**

9. The financial strategy sets out to provide Members with options to respond to the ongoing and increasing financial challenges within the local government sector. This strategy builds on previous approaches agreed including the Efficiency Strategy agreed in 2016.
10. The Financial Strategy and Medium Term Financial Plan report approved by Executive in September 2018, summarised the key themes to the strategy as:
  - a) Challenging existing costs estimates and assumed "unavoidable" cost increases;
  - b) Ensuring clear service priorities that demonstrably align with corporate strategy and plans;
  - c) Maximising operational efficiency through transformation of services and ways of working;
  - d) Taking a more commercial approach and increasing income yield by 5% per year;
  - e) Increasing the income yield from financial investments as part of a prudent treasury management approach;
  - f) Investing in property, energy and new services to generate additional income that can be reinvested to maintain and improve services to our community.
  - g) Reduce reliance on government grants for the funding of ongoing services.
11. Government funding has been steadily reducing since the end of the last decade and with this trend continuing the Council previously forecast a projected budget shortfall of £5.2m by 2022/23. We have also planned for a risk of further pressure on funding over the medium term and set an annual savings target in 2017 rising to £6m per year by 2022/23, thus mitigating the identified £5.2m and mitigating additional financial risk. The current draft MTFP forecast for 2023/24 shows that income and expenditure in that year are broadly matched therefore at this stage the £6m per year savings target that was set in 2017 remains appropriate, however this will need to be kept under review.
12. Progress in meeting this target within the draft 2019/20 budget and MTFP is shown later in this report.
13. The Financial Strategy agreed in September 2018 also set out the approach to resourcing including government grants, council tax and reserves.
14. Through the preparation of the 2019/20 estimates the Executive is able to propose a balanced budget for 2019/20 whilst maintaining services and making significant contributions to key priorities such as its major regeneration programmes, and build

reserves to mitigate future risks and thus contribute to ongoing financial sustainability. The updated MTFP shows a projected budget gap in subsequent years of the plan. The figures include all estimates for pay awards, pension costs, council tax, business rates, Government grant, and inflation.

## **Efficiency Strategy**

15. Members approved an Efficiency Strategy in 2016. This approved the use of up to £0.5 million in capital receipts received between 2016/17 and 2018/19 to be utilised partially to fund revenue costs of the Transformation project. Progress is reported regularly to Members through capital quarterly monitoring reports. It is pleasing to now report that capital income received in 2018/19 means the Council has met this target and can fully fund the commitment for transformation within the Efficiency Strategy.
16. Full Council may approve an update to the Efficiency Strategy at any time, and it is worth noting that through the Finance Settlement for 2019/20 the Government re-confirmed that this flexibility has been extended by a further three years to included receipts between 2016/17 and 2021/22. At this stage there are no proposals to increase the £0.5m target however this will be kept under review and remains an option if required.

## **The Government Settlement**

17. The Provisional Settlement for 2019/20 was received on 13<sup>th</sup> December 2018 and the implications for the draft budget were reported to the Executive on 10<sup>th</sup> January 2019. The Final Settlement was received on 29<sup>th</sup> January 2019. There was only one addition, which was the allocation of £35,000 across two years (£17,500 in 2018/19 and £17,500 in 2019/20) towards preparatory work for Brexit related activities. These changes have been incorporated into the final budget for 2019/20 and MTFP.

## **Sources of Funding for Budget 2019/20 to 2023/24**

### **Revenue Support Grant**

18. SSDC's Efficiency Statement was approved by the DCLG in 2016. The result of this was a negative RSG payment in 19/20 of £327.3K, so effectively SSDC would be paying MCHLG instead of the other way around.
19. Negative RSG affected many other local authorities in 2017/18 and 2018/19. However, following representations from those affected local authorities the government removed negative RSG from the planned settlements in those years. The July 2018 technical consultation proposed also to remove negative RSG from the 2019-20 settlement, by means of a section 31 grant. This was confirmed by the provisional settlement documentation.

### **New Homes Bonus**

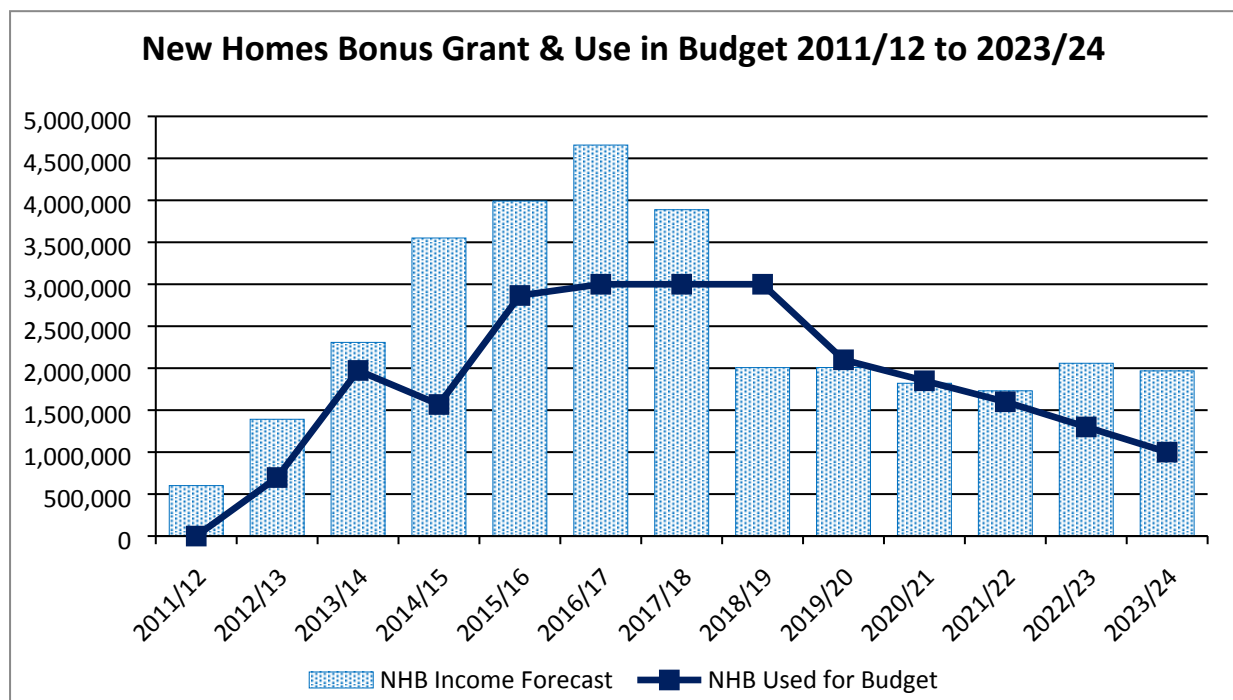
20. The New Homes Bonus (NHB) is a non-ringfenced grant that incentivises and rewards housing growth. The Council's budget approach is to use all of its NHB funding towards the cost of day to day services, however it also defers some of this income and holds this in a MTFP Support Fund earmarked reserve to mitigate the impact of grant fluctuations.
21. The grant is calculated by measuring annual housing growth numbers, with each year's growth attracting grant for a 4-year rolling period. Since 2017/18 the Government has applied a growth baseline which acts as a top-slice, with no NHB awarded on the first 0.4% of growth. Following the Government's consultation in 2018 we had anticipated

this baseline would increase to 0.5%, however the Final Settlement has confirmed this is held at 0.4% for 2019/20.

22. The grant amount for 2019/20 has been confirmed as £2.008m. This is virtually the same as the grant received in 2018/19.
23. The draft budget proposes a reduction in the planned use of NHB grant for the core budget, compared to last year's MTFP. Over the medium term this requirement is reduced to £1m per year, which goes some way to meeting the updated financial strategy (see 11g above). This also enables the Council to consider reallocating part of the MTFP Support Fund earmarked reserve as set out later in this report.
24. Government has indicated that it intends to consult during 2019 on possible changes to the NHB arrangements, introducing further risk to our estimates in this area and adding weight to the approach of reducing our reliance on this grant for recurring costs.

**Table & graph 1 – Summarises the allocations of NHB and the MTFP forecast from 2016/17 up to 2023/24.**

Year	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
2011/12	601.1							
2012/13	790.3							
2013/14	915.9	915.9						
2014/15	1,243.7	1,243.7						
2015/16	440.1	440.1	440.1					
2016/17	667.1	667.1	667.1	667.1				
2017/18		621.1	621.1	621.1	621.1			
2018/19			278.9	278.9	278.9	278.9		
2019/20				441.1	441.1	441.1	441.1	
2020/21					479.3	479.3	479.3	479.3
2021/22						530.7	530.7	530.7
2022/23							607.6	607.6
2023/24								350.0
	<b>4,658.2</b>	<b>3,887.9</b>	<b>2,007.2</b>	<b>2,008.2</b>	<b>1,820.4</b>	<b>1,729.9</b>	<b>2,058.7</b>	<b>1,967.6</b>



## Council Tax Rate

25. The Secretary of State has confirmed within the Provisional Settlement that Shire Districts are able to increase Council Tax by the greater of 2.99% or £5 (on a Band D) in 2019/20 without the need for a referendum.
26. The 2018/19 annual basic tax rate towards the cost of South Somerset District Council services, for the average Band D property, was £160.63, and the Council also included £1.85 in respect of the Somerset Rivers Authority (SRA), making the total Band D charge of £162.48.
27. The District Executive is minded to recommend to Full Council the option to increase Council tax by 2.85% in 2019/20 which less that the 2.99% or £5 limit on a Band D property, and this is reflected in the draft budget figures for 2019/20. For the average Band D property this will set the annual tax rate at £167.11 – or £3.21p per week – for SSDC services.
28. The Somerset Rivers Authority (SRA) is currently unable to raise its own precept, and this is likely to remain the case in the next two years at least. In 2016/17 the government amended Somerset Council Tax levels to a notional amount to allow each of the Somerset authorities to raise 1.25% (£1.85 per band D for SSDC) interim funding for them. This agreement will continue in 2019/20 with no uplift other than tax base growth and therefore the precept per Band D property will continue to be £1.85. This will raise £111k (rounded) of funding from this Council in 2019/20, which is passed on to the SRA to contribute to the 20-Year Flood Action Plan.

## Council Tax Income

29. The tax base for 2019/20 is 60,266.07 Band D Equivalents, an increase of 277.79 (0.5%) compared to 2018/19. The draft budget estimate for Council Tax income for SSDC is therefore  $60,266.07 \times £165.26 = £9,959,571$ . This represents an increase of £323,653 compared to the previous year. The estimate is calculated as follows:

**Table 2 – Calculation of Estimated Council Tax**

	£
Council Tax Income Budget 2018/19	9,635,918
Increased due to change in Tax Base (Band D equivalents)	44,621
Increased due to proposed 2.85% increase in Tax Base	279,032
Estimated Council Tax Income 2019/20	9,959,571

30. As billing authority, SSDC has to calculate a basic level of tax based on its own spending plans, to which is added the precepts from Somerset County Council, Devon and Somerset Fire Authority, Avon and Somerset Police Authority and any town/parish council. The actual total of Council Tax for South Somerset residents will be calculated once all precepting authorities have notified SSDC of their proposals. Pending this, a provisional estimate is set out in the Council Tax Setting Report that is included on the agenda for this Full Council meeting.

## Estimates for Future Years Band D Council Tax

31. The current estimate within the Medium Term Financial Plan is that Council Tax levels will remain in line with expected Government increases of 2.99% for 2020/21 and 2021/22 onwards. For financial planning purposes, finance officers expect the Government to assume local authorities will maximise their council tax opportunities when assessing future finance settlements.

### Business Rates Retention (Non-Domestic Rates)

32. Local authorities receive a significant proportion of their funding through the Business Rates Retention (BRR) system. The Council must set its business rates budget estimate by 31 January each year, and the Council has delegated responsibility for this to the S151 Officer because of the considerable time constraints in place. The Draft Budget includes the BRR estimate approved by the S151 Officer in January prior to competing this report. SSDC will continue to operate within the Somerset Business Rates Pool in 2019/20. In addition, the Pool has applied successfully to be a Pilot area for 75% BRR (one of 16 pilots nationally in 2019/20). Being a Pilot area is expected to bring significant financial benefits in 2019/20 for Somerset as a whole with the County and each District council taking a share.
33. The overall BRR position has improved not only through the Pilot scheme, but also through closer alignment in key assumptions between the Pool authorities regarding appeals and refunds. It is evident that the new “Check, Challenge, Appeal” arrangements introduced by the Valuation Office in 2017 have significantly reduced appeal volumes. We are therefore able to reduce our provision for appeals, which in turns means a greater proportion of business rates collected can be distributed to the councils. This is considered an acceptable risk, particularly in view of the level of funds set aside in the Business Rates Volatility Reserve and General Reserves.
34. One of the implications of being in a Pilot is that Revenue Support Grant (£0 in 2019/20) and Rural Services Delivery Grant (£166,284 in 2019/20) are “rolled in” to the BRR system for the year with related adjustment to our Tariff. In addition, the standard shares of business rates have been updated to reflect the distribution agreed by the Somerset councils within the Pilot application to Government.

**Table 3 – BRR Standard Shares**

	2018/19 50% system	2019/20 75% system
Districts	40%	44%
County	9%	30%
Fire Authority	1%	1%
Government	50%	25%

35. The proposed BRR budget for 2019/20 is summarised below. This shows a large increase in standard share, tariff, S31 Grant and net retained funding under the pilot scheme. An indicative estimate is also included for the pooling gain – this was not included in the 2018/19 budget as it was the first year of pooling:

**Table 4 – BRR Funding Estimate for 2018/19 and 2019/20**

	2018/19 £k	2019/20 £k
Standard share of rating income (40% / 44%)	-16,640	-19,009
100% of business rates growth in renewable energy schemes	-274	-473
S31 grant compensation for Government-funded reliefs	-1,888	-2,651
Tariff payment (adjusted in 2019/20 for RSDG rolled in and increase in Standard Share to 44%)	13,336	15,200
Levy cost	985	1,273
Safety net income	0	0
Net Retained Business Rates Funding	-4,481	-5,660
Estimated Pooling Gain	Not budgeted	-900
Total BRR Funding Estimate	-4,481	-6,560

36. The Pilot is due to operate for one year only, therefore the estimates of BRR funding for 2020/21 onwards are currently projected under the 50% BRR system pending the anticipated reform of the business rates funding system from April 2020. The Executive proposes to set aside a large proportion (£1.425m) of the pool and pilot gain in 2019/20 towards priority town centre regenerations schemes (covered later in this report).

### Regeneration Funding

37. The Council has approved gross and net budgets for the priority regeneration programmes in Yeovil and Chard. The net budget requirement for these programmes is £5.5m however this is not currently fully funded. As part of this year's proposed budget the Executive is minded to address this funding gap through a combination of a transfer from the MTFP Support Fund Reserve and business rates pooling / pilot gains.

**Table 5 – Regeneration Funding Plan**

	<b>£000</b>
Existing approvals:	
Consolidation of previous Yeovil capital budgets – funded from existing capital receipts	424
Area South Capital Fund contribution – funded from existing capital receipts	151
Agreed allocation from commercial investment (Marlborough)	500
Agreed allocation from 2018/19 business rates pooling gain	500
<b>Sub-total</b>	<b>1,575</b>
Proposed allocation from Revenue Support Fund	2,500
Proposed first call on future unallocated business rates pooling gains (will need contingency plan if insufficient income received)	1,425
<b>Total Funding for Net Budget Requirement</b>	<b>5,500</b>

38. The business rates funding proposal is set out above in this report.
39. The MTFP Support Fund includes funds set aside from New Homes Bonus Grant income. The tables below show the current forecast for NHB and the MTFP Support Fund. Future projections are uncertain therefore it would be prudent to assume the reserve balance could be between the range £4.5m and £6m in 2023/24. This balance would be reduced by £2.5m if Council approves the proposal to reprioritise this sum for Regeneration.

**Table 6 – NHB and the MTFP Support Fund**

Table 6a	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
NHB Forecast	2,008	1,820	1,730	2,059	1,968
NHB Requirement for MTFP	2,100	1,850	1,600	1,300	1,000

Table 6b	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
MTFP Support Fund Balance Forecast	4,691	4,661	4,791	5,550	6,518

40. The strategy for funding the difference between Gross and Net Budget requirement would then include:
- Revolving Fund - Receipts generated from ring-fenced assets
  - Other existing and new capital receipts
  - Grants and contributions e.g. Future High Streets Fund
  - Borrowing to invest
  - Direct developer investment

## The Medium Term Financial Plan

41. The Medium Term Financial Plan (MTFP) summarises our estimates of costs and funding, and the impact of the Council's plans for the medium to long-term. The MTFP for South Somerset summarised in this report covers a five-year period. The Plan links the resources required to deliver the Council Plan and the Council's strategies.
42. The table below summarises the Draft Budget for 2019/20 and MTFP projections for subsequent years:

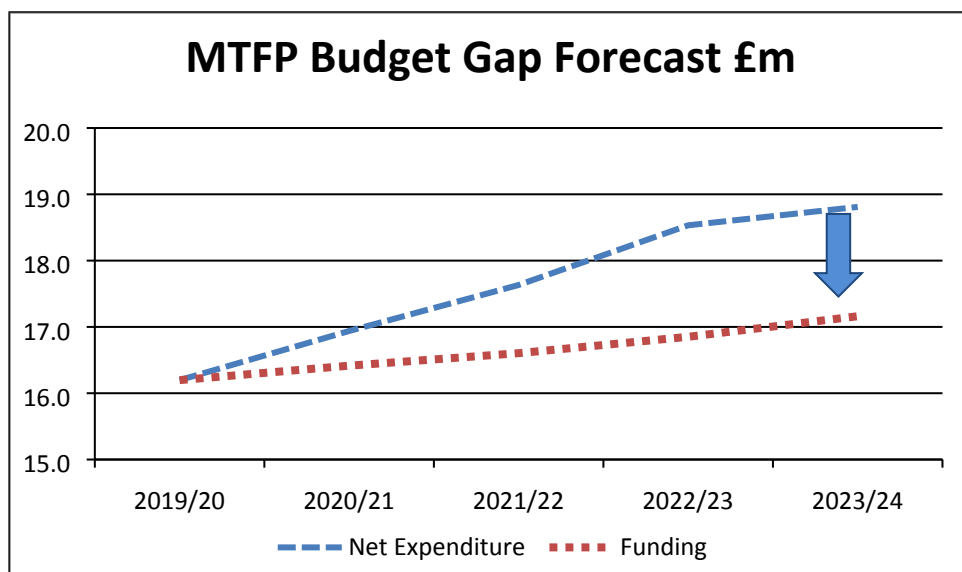
**Table 7 – Draft Budget**

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Base Budget B/F	16,483.5	16,197.8	16,938.5	17,632.3	18,532.5
<i>Incremental Changes:</i>					
Employment Cost Inflation	501.6	410.5	448.2	420.5	378.1
Inflation allowance on contracts	168.1	168.6	173.6	178.6	179.6
Unavoidable budget pressures	477.1	250.0	200.0	200.0	200.0
Planned savings	-1,016.8	-141.0	-90.1	-12.8	-148.6
Investment income	-728.5	63.2	100.8	100.8	-391.9
Revenue effects of capital programme	143.1	113.4	-23.1	13.1	60.1
Other	169.8	-124.0	-115.6	0.0	0.0
<b>Total Budget Requirement</b>	<b>16,197.8</b>	<b>16,938.5</b>	<b>17,632.3</b>	<b>18,532.5</b>	<b>18,809.9</b>

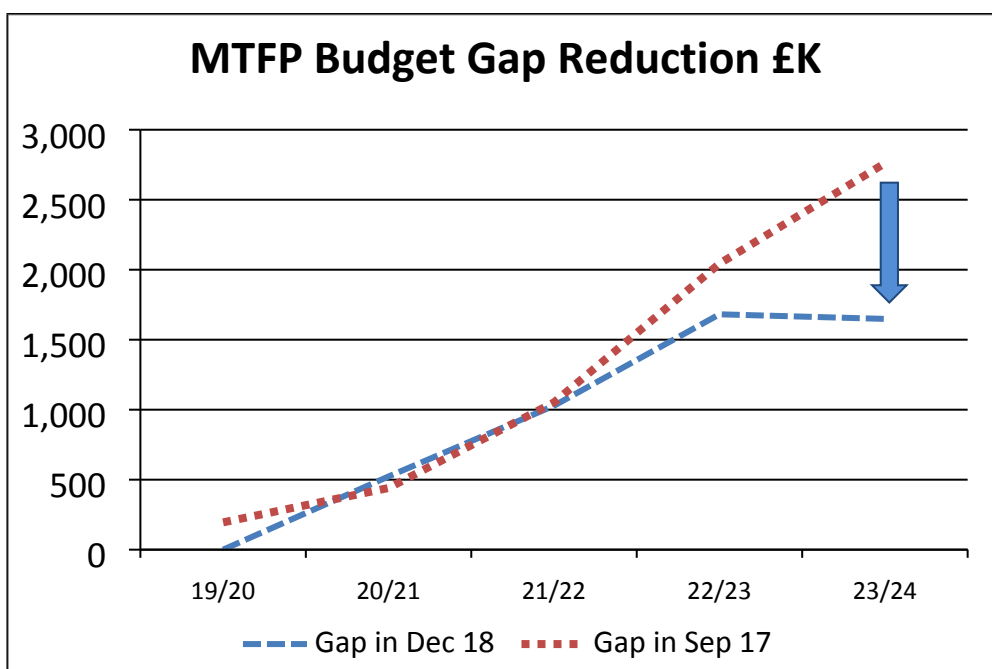
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Total Budget Requirement (per Table 7a)	16,197.8	16,938.5	17,632.3	18,532.5	18,809.9
<b>Funded By:</b>					
Revenue Support Grant	0.0	327.3	327.3	327.3	327.3
Rural Services Delivery Grant	0.0	-166.3	-166.3	-166.3	-166.3
New Homes Bonus Grant	-2,008.2	-1,820.4	-1,729.9	-2,058.7	-1,967.6
Business Rates Retention	-6,560.0	-4,285.2	-4,374.6	-4,464.0	-4,553.5
Collection Fund Surplus - Business Rates	-593.7	0	0	0	0
Council Tax - SSDC	-9,959.6	-10,432.5	-10,897.3	-11,355.0	-11,875.8
Council Tax - SRA	-111.5	-113.4	-114.9	-116.3	-118.0
Less: Council Tax Paid to SRA	111.5	113.4	114.9	116.3	118.0
Collection Fund Deficit - Council Tax	35.6	0	0	0	0
<b>Sub-total: Funding</b>	<b>-19,085.8</b>	<b>-16,377.1</b>	<b>-16,840.9</b>	<b>-17,716.8</b>	<b>-18,235.8</b>
<b>Other Reserve Transfers</b>					
MTFP Support Fund Reserve	-2,591.8	-29.6	129.9	758.7	967.6
BRR Volatility Reserve	559.6	0	0	0	0
Other Earmarked Reserves	4,920.3	45.3	107.0	107.0	107.0
<b>Sub-total: Reserves</b>	<b>2,888.0</b>	<b>15.7</b>	<b>236.9</b>	<b>865.7</b>	<b>1,074.6</b>
<b>Total Funding</b>	<b>-16,197.8</b>	<b>-16,361.4</b>	<b>-16,604.0</b>	<b>-16,851.1</b>	<b>-17,161.2</b>
<b>Budget Gap / (-)Surplus</b>	<b>0.0</b>	<b>577.0</b>	<b>1,028.4</b>	<b>1,681.4</b>	<b>1,648.6</b>
<b>Budget Gap Increase on Prior Year</b>		<b>577.0</b>	<b>451.4</b>	<b>653.1</b>	<b>-32.8</b>

(Negative figures = income / cost reductions, positive figures = cost increases / income reductions)

43. A summary of the budget gap is shown in the graph below:



44. The graph below shows the reduction in the funding gap projected in the current MTFP to that identified in the Financial Strategy & MTFP report presented to Members in September 18.



### Assumptions Made

45. Expenditure, income and funding estimates are based on a range of assumptions including:

Table 8 – Assumptions made within the budget

	2019/20	2020/21	2021/22	Notes
Inflation	contractual obligations	contractual obligations	contractual obligations	Assumes average inflation 2%



	2019/20	2020/21	2021/22	Notes
Pay	2%	2%	2%	Assumes average annual pay award 2%; increments impact neutral.
Council Tax	2.85% per Band D	2.99% per Band D	2.99% per Band D	Assumes an additional 2.85% is added for the first year, and then increases to 2.99% the year after
Business Rates	75% BRR system	50% BRR system	50% BRR system	75% pilot one year only, therefore funding for 2020/21 onwards are currently projected under the 50% BRR system pending anticipated reform of the business rates funding system from April 2020.
Pensions	16.1% plus £1.66m lump sum	16.1% plus £1.69m lump sum	16.1% plus £1.76m lump sum	Assume employers contributions increases as per actuarial valuation
Investment Income	Base 0.75%	Base 0.75%	Base 0.75%	Assume no change to interest rates; increase in treasury investment yield through more strategic investments held for long term
Revenue Support Grant	£0	-£327K	£-327K	Provisional settlement confirmed negative RSG will be offset in 19/20 but no confirmation on future years' position.
New Homes Bonus	-£2.0m grant	-£1.8m grant	-£1.7m grant	Based on provisional figures for 19/20 and projected local housing development

(Negative figures = income increases / cost reductions, positive figures = increased costs / income reductions)

### Revenue Budget 2019/20

46. Appendix A provides the detailed budgets for the four Area Committees and the District Executive. Once approved by Full Council, these represent the financial plans that the Executive will manage under their delegated authority and monitor in accordance with the Financial Procedure Rules.

### Savings

47. Savings plans are outlined in Appendix B. It is proposed that significant variations between planned and achieved savings are reported as part of the budget monitoring process.
48. In April 2017 Members agreed the revised business case for Transformation which outlined the savings to be found over the life of the programme, totalling £7.448m. Part of this savings target was included in 2017/18, with further savings of £1,222.7k in 2018/19 and £696.2k in 2019/20 to be delivered as the programme of change is completed.
49. A review of fees and charges has been undertaken to ensure that they are keeping pace with inflation and generate additional revenue to meet income generation targets. Additional income totalling £75k has been included in the 2019/20 draft budget.

## Unavoidable Budget Pressures and Spending Priorities

50. Unavoidable budget pressures are detailed in Appendix C. The pressures identified for 2019/20 total £477.1K, which is more than the initial provision of £250k allowed within the early draft of the MTFP. The main difference being the proposal to reduce the income budget for services that have showed an underachievement of the target income for the current year as well as in previous years.
51. The 2019/20 budget also includes the following once off allocations:

**Table 9 – Other Budget Movements**

	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
Economic Development Strategy Delivery Plan	146	54
Funding for Advice Bureau one-off 19/20	32	
Other additional income	-8.1	
<b>Total</b>	<b>169.9</b>	<b>54</b>

### Earmarked Reserves

52. Earmarked Reserves are funds that have been approved for specific costs and contingencies but not yet spent. Examples can include things such as government grants received in one year that will go towards projects or service costs in subsequent financial year(s). A periodic review of reserves is good practice. In addition, one of the recommendations from the Corporate Peer Challenge and Review, undertaken in March 2017, was to review earmarked reserves in order to identify possible “quick wins” in support of the Council’s financial sustainability.
53. The total earmarked reserves balance as at December 2018 was £44.1m. This includes £27.7m of capital receipts together with an array of revenue reserves totalling £16.4m as detailed below.

**Table 10 – Earmarked Reserves**

<b>Reserves</b>	<b>Balance as at 31/12/2018 £'000</b>	<b>Anticipated Movement £000</b>	<b>Expected Balance as at 31/3/19 £'000</b>
Usable Capital Receipts	-25,258	7,886	-17,372
Internal Borrowing Reserve	-606		-606
Internal Borrowing Repayments	-118		-118
Capital Reserve	-1,337		-1,337
Cremator Replacement Capital Reserve	- 549		- 549
Election Reserve	-190		-190
Wincanton Sports Centre Reserve	- 21		- 21
Local Plan Enquiry Reserve	-71		-71
Yeovil Athletic Track Repairs Fund	-169		-169
Planning Delivery Reserve	- 16		- 16
Bristol to Weymouth Rail Reserve	- 26		- 26
Local Authority Business Growth Initiative Reserve	-14		-14
Yeovil Refresh	-112		-112
IT Replacement Reserve	-10		-10
Insurance Fund	- 50		- 50
Transformation Reserve	-2,265	2,265	-0
Treasury Management Reserve	-150		-150

<b>Reserves</b>	<b>Balance as at 31/12/2018 £'000</b>	<b>Anticipated Movement £000</b>	<b>Expected Balance as at 31/3/19 £'000</b>
Local Plan Implementation Fund	-125		-125
Revenue Grants Reserve	- 691		- 691
MTFP Support Fund	- 6,012	992	- 5,020
Council Tax/Housing Benefits Reserve	-782		-782
Closed Churchyards Reserve	- 12		- 12
Health Inequalities	-31		-31
Deposit Guarantee Claims Reserve	- 5		- 5
Park Homes Replacement Reserve	- 165		- 165
Planning Obligations Admin Reserve	- 35	15	- 20
Artificial Grass Pitch Reserve	-123		-123
Business Support Scheme	- 122		- 122
Infrastructure Reserve	-654		-654
NNDR Volatility Reserve	- 3,955		- 3,955
Ticket Levy Reserve	- 96		- 96
Waste Reserve	- 215		- 215
Community Housing Fund	-211		-211
<b>Total Usable Reserves</b>	<b>- 44,196</b>	<b>11,128</b>	<b>- 33,068</b>

(Negative Figures = income, Positive figures = costs)

54. The budget includes the following planned transfers to/from the MTFP support fund and also the earmarked reserves:

**Table 11 - MTFP Support Fund**

	£
Planned transfer to/from Reserve ref NHB Budget Strategy	-91,809
Reallocate funds to Regeneration Reserve	-2,500,000
<b>Total movement from MTFP Support Fund</b>	<b>-2,591,809</b>

**Table 12 - Other Earmarked Funds**

	£
Transfer to Treasury Management Reserve	150,000
Transfer to Investment Property Risk Reserve	357,000
Allocation to Regeneration Fund	500,000
General contingency reserve	150,000
Allocation to Regeneration Fund – from MTFP Reserve	2,500,000
Allocation to Regeneration Fund – funded by BRR Pooling Gain and Pilot Gain	1,425,000
Transfer from Infrastructure Reserve to fund Regeneration Programme Manager	-61,700
From Revenue Grants Reserve to fund homelessness hostel provision	-100,000
<b>Total movement of Earmarked Reserves</b>	<b>4,920,300</b>

### **General Fund Balances**

55. General Fund Balances represent accumulated revenue surpluses. Within the total, however, are amounts that have been earmarked by the District Executive for specific purposes. The table below shows the current position on the General Fund Balance compared to that previously reported:

**Table 13 – General Fund Balances**

	<b>£'000</b>
Balance at 1 April 2018	-4,361
Area & Economic Development Balances	121
2018/19 Carry Forwards	119
Cocklemoor Bridge	5
Commitments (including A303)	173
Current Estimated overspend in 2018/19	273
<b>Unallocated General Fund Balance at 31<sup>st</sup> December 2018</b>	<b>-3,670</b>

### **Business Rates Surplus/Deficit and Volatility Reserve**

56. Experience shows that BRR Funding can be volatile from one year to the next, and it is prudent to hold adequate funds in the Volatility Reserve to mitigate this risk and avoid a large unplanned reduction in funding for services. In addition, there are accounting timing differences for different parts of the BRR system, which we 'smooth out' through this reserve.
57. The 2019/20 Draft Budget includes an estimated Collection Fund surplus of £593k from 2018/19. It is proposed to set this aside in the Volatility Reserve in 2019/20 to mitigate future income fluctuations and smooth out 2018/19 accounting timing differences which will be reported at the end of 2018/19 financial year. The proposed budget also utilises £200k of business rates surplus funding across 2019/20 and 2020/21 to fund planned spend on Economic Development Strategy initiatives.
58. The current balance on the Volatility Reserve is c£3m, and our financial strategy currently seeks to maintain this balance at or above £2.5m each year. The 2019/20 budget proposals are forecast to enable this strategy to be maintained.

### **Capital Strategy**

59. The Capital Strategy outlines how SSDC will utilise its capital resources to deliver the Council Plan and key strategies. SSDC held £23.339m in capital receipts at the end of the 2017/18 financial year. However, the authority has a considerable requirement for capital resources through its Commercial Investment Strategy.
60. Each capital bid received requesting funding in 2019/20 was reviewed to assess the source of funding that may be appropriate, such as:
  - The service paying for the asset - through internal loans, building up a replacement fund from revenue budgets, or similar;
  - Use of the New Homes Bonus – can we reduce reliance for the revenue budget, and direct funding towards infrastructure and regeneration investment;
  - Use capital reserves - for schemes that are true community benefit / social value schemes where there is no prospect of self-funding;
  - Investment properties – application of the commercial strategy as already agreed.
61. The Executive has delegated authority to approve the use of up to 5% of capital receipts in any one year (approx. £900k). Approvals beyond this sum must be agreed through full Council.

62. SSDC will utilise its own internal cash wherever possible to maximise its treasury management efficiency and minimise costs in the short to medium term. However, the Treasury Management Strategy currently allows borrowing of up to £124 million, reflecting plans for commercial investments.

### Capital Programme 2019/20 to 2022/23

63. Members are requested to approve capital bids totalling £1.739m. Full details of the revised Capital Programme are shown in Appendix D; new schemes are shown in bold and italics type, with previously approved schemes in ordinary type. A summary of recommended schemes is included at Appendix E. Attached at Appendix F are the Capital Investment Appraisal forms for all new schemes.

### Funding the Capital Programme for 2019/20 - 2020/21

64. The table below shows how the 2019/20 Capital Programme will be financed: -

**Table 14 – Financing of Capital Programme**

	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
Gross Capital Programme Spend	14,470	219
Gross Reserve Scheme Spend	19,304	21,200
<b>Total Capital Programme to be Financed</b>	<b>33,774</b>	<b>24,919</b>
<b>Financed by:-</b>		
Capital Grants, Contributions & Loan Repayments as detailed on Programme	4,050	2,817
Grants & Other Contributions in Reserves	3,151	41
Useable Capital Receipts / Borrowing	26,573	22,061
<b>Total Financing</b>	<b>33,774</b>	<b>24,919</b>

### Robustness of the Budget and Adequacy of Reserves

65. Under Section 25 of the Local Government Act 2003 the S151 officer is required to report to Council on the robustness of the estimates made for the purpose of calculations of the budget and the adequacy of the proposed financial reserves.
66. The Draft Budget for 2019/20 has allowed for best estimates of expenditure and income including assumptions for increases and decreases due to trends and future influences such as inflation. It reflects commitments necessary to maintain service levels, and with demand-led budgets this inevitably entails a degree of judgement.
67. There has been a significant degree of scrutiny of the proposed budgets and savings by:
- The finance team – with several staff holding professional accountancy qualifications
  - Senior Leadership Team and Leadership group
  - Portfolio Holders
  - Scrutiny Committee
68. These examinations of the budgets have led to refinements and provide considerable assurance about the robustness of the estimates.
69. There remain some key risks within the budget and medium term forecasts that will be managed by officers and/or portfolio holders as summarised below:

- a) Transformation Savings: The proposed budget for 2019/20 incorporates the full financial savings of £2.484m per year. It will be important for the Leadership team to closely monitor and control costs during 2019/20 to ensure these financial benefits continue to be fully delivered in line with expectations. The General Reserves balance incorporates a contingency in respect of transformation, providing some resilience to one-off pressures in this respect if essential and unavoidable costs emerge. [Transformation Board / SLT]
- b) Transformation Costs and Funding: The implementation of the transformation programme is progressing well, and it is anticipated that the programme will be delivered within budget of £7.448m. The programme is fully funded with the only funding risk related to capital receipts income to meet the planned capital receipts flexibility. This risk is considered to be low. The General Reserves balance incorporates a contingency in respect of transformation, providing some resilience. [S151 Officer]
- c) Service Income: The financial strategy includes targets for increased service income. Proposed budgets for 2019/20 have been increased to reflect updated fees and charges – in line with the financial strategy target assumptions – and estimates of demand for services. Whilst the assumptions result in prudent income forecasts there is a risk of income volatility. The General Reserves balance provides some contingency in case of in year reductions in income. [Director – Commercial Services and Income Generation]
- d) Commercial Investment: The budget and medium term financial plan has been updated to reflect property acquisitions completed up to mid-January 2019. Future acquisitions when completed, in line with the agreed Commercial Strategy, will provide additional net income which will be added to budget estimates incrementally upon completion. As with any investment there is a risk of volatility, and the reserves strategy seeks to ensure adequate funds are held to mitigate this risk. [Director – Commercial Services and Income Generation]
- e) Treasury Investments: In line with the treasury strategy we are increasing the proportion of cash reserves held in strategic investments that we intend to hold for the long term and increase the total investment income received each year. As with any investment there is a risk of volatility. There is also a prospective change in accounting regulations in 2019/20 that will expose the General Fund to revaluation risk in the medium term for investments held, after a period of statutory override to 2021/22. It is proposed to set aside a proportion of increased yield into a Treasury Investment Volatility contingency reserve each year to provide resilience for such impacts. [S151 Officer]
- f) Borrowing: The capital programme for services and commercial investment will exceed capital reserves in the medium term, and thus require borrowing to support the priorities and ambitions of the council's plans. Currently the capital borrowing requirement is being supported through cash reserves without the need to take out any physical loans. As capital expenditure increases the council will need to raise funds through loans, and budget estimates incorporate the costs of borrowing based on projected PWLB interest rates. Financing will be managed in line with our treasury and capital strategies which follow the Prudential Code and good practice. [S151 Officer]
- g) Inflation: Cost estimates within the MTFP include assumptions for increases in pay, utilities, contracts and general prices for goods and service. The three largest elements are: (i) salaries, projected to increase by 2% per year, (ii) pension deficit

contributions as set by the actuary with fixed annual contributions, (iii) the waste services contract. Volatility in inflation costs could impact on service costs, and will require careful monitoring to inform future budget setting and in-year monitoring. The MTFP assumes an average 2% inflation increase year on year which is considered a reasonable long term estimates, slightly below short term economic forecasts but in line the Government's long term target. Inflation at 3% rather than 2% would add around £85k to budgeted costs, and a 1% change in staff pay estimates would cost around £125k. [S151 Officer / Budget Holders]

- h) Housing Benefit Subsidy: is administered on behalf of Central Government by SSDC and a grant reimburses expenditure incurred. Approximately £33m in benefit is paid out and the grant normally accounts for 100% of this, however adjustments reducing the grant are made for local authority errors. A contingency for unfunded errors is included within earmarked reserves. [S151 Officer]
- i) Finance Settlement Funding: The Council agreed a four-year settlement in respect of certain Government Grants covering the period up to 2019/20. The current MTFP reflects this as updated for the Provisional Settlement However, there is significant uncertainty regarding the funding position for 2020/21 onwards, with the funding system due to be updated following the Spending Review, Fair Funding Review and Business Rates Retention reform – all due to be implemented from April 2020. [S151 Officer]
- j) Business Rates Retention (BRR): BRR Funding is based on the estimates complete in January each year. Estimates reflect anticipated growth, mandatory and discretionary discounts/reliefs and collection rates. Financial provisions are made for potential losses for appeals and other reductions, however experience shows that business rates funding can be volatile despite prudent estimates. There are also timing differences between financial years inherent in the required accounting arrangements. The Council seeks to mitigate the budget risk of reductions in funding by holding funds in a Business Rates Volatility Reserve. [S151 Officer]
- k) Business Rates Pooling and 75% BRR Pilot: The County and four Districts in Somerset form the Somerset Business Rates Pool, which will be a pilot area (for one year only) for 75% Retention in 2019/20. Pooling seeks to reduce the levy paid to Government on growth in business rates income above the funding baseline. The pool will distribute gains from levy savings in the form of a 'dividend' at the end of each financial year. Being in a pool increases risk with a lower safety net, although the safety is more beneficial under the 75% scheme (95% of baseline as opposed to 92.5%) for the Pool. In mitigation the Pool plans to cover individual authority safety net costs from pooling gains before any dividend is issued however there is no guarantee the gains will be sufficient to cover large scale losses. The risk is considered to be low in this respect, but will be carefully monitored. The proposed budget for 2019/20 includes a reasonable estimate of the pooling and pilot gain, with the funding to be set aside in the Regeneration Fund. The nature of the Regeneration Programmes is such that schemes will take some time to plan and deliver, reducing the risk of needing the funding before it is received. [S151 Officer]
- l) Brexit: A downturn in the economy for example through Brexit would impact on our key income streams including business rates. A 5% reduction in development control, car parking, and building control alone would result in a loss in excess of £160k per annum. [S151 Officer]

70. The Council holds resources in both revenue and capital reserves.

71. General reserves remain comfortably above the required minimum balance, and the proposed budget for 2019/20 does not rely on general reserves to cover service costs. The Reserves balance is projected to remain above the recommended minimum, provided the financial strategy income targets are met on a timely basis.
72. Existing earmarked reserves have not been reviewed in detail this year, with resources prioritised towards implementing changes required under transformation. However, the draft budget includes proposed transfers to treasury and commercial risk management reserves to build financial resilience in these areas. We are also growing fund balances to pay for planned investment in Regeneration Programmes. Capital reserves are sufficient to fund the general capital programme, with acquisition of investment properties likely to be fully funded from borrowing. The approach of using investment yield to cover borrowing provides means the revenue impact of capital acquisitions is affordable.

**S151 Officer Conclusion:**

73. In conclusion the process for the formulation of budgets, together with the level of challenge and sensitivity analysis undertaken provides a reasonable assurance of the robustness of the budget as presented. The Council has made good progress in meeting the savings targets within the Financial Strategy, and I am confident the transformation savings will be delivered in full in 2019/20. We have restructured the Budget cost centres to reflect the new operating model, and I am confident these provide reasonable estimates of costs and income. To further strengthen this confidence, a detailed 'zero-based' budgeting review will be undertaken during 2019/20, and it is anticipated this will identify the further non-staff savings from our transformed ways of working. The Council is able to set a balanced budget for 2019/20 included prudently boosting reserves for specific financial risks.
74. Despite the excellent progress towards meeting the savings requirement, the medium term outlook remains a concern with a Budget Gap rising from £0.5m in 2020/21 to an estimated £1.6m by 2023/24. The Financial Strategy seeks to more than offset this residual Gap deliver through income generation and the base budget review, and it is essential that the Leadership Team and Councillors continue to drive forward this approach in order to secure long-term financial sustainability and avoid the need for other measures such as service cuts. It has been well publicised that CIPFA and the Government are closely monitoring the growth in commercial investment activity by local authorities, and will be releasing further guidance on this matter in the near future. If new controls are introduced that altogether prohibit commercial investment activity – which I believe is unlikely – this would have a significant adverse effect on the financial strategy.
75. The level of reserves and balances have been reviewed in light of the risks outlined in this report and are currently predicted to remain at the required level.
76. 2019 is an important year in respect of local authority funding, and the impact of the Spending Review, Fair Funding Review and Business Rates funding reform will be carefully assessed. Of course, Brexit also brings significant uncertainty at the time of writing this report. It will be necessary to review the Financial Strategy in light of the outcomes of these important changes.

**Corporate Priority Implications**

77. The budget is aligned to the current Council Plan. There needs to be a clearer focus on priorities as the Council moves forward and radical reduction in dependency on central Government funding as it moves forward.



## **Carbon Emissions and Climate Change Implications**

78. The budget is aligned to the Carbon Reduction Strategy and new capital projects to deliver the strategy will be included in the Capital programme once approved.

### **Appendices:**

- Appendix A – Draft Detailed Budgets for 2019/20
- Appendix B – Savings for 2019/20
- Appendix C – Budget Pressures for 2019/20
- Appendix D – Revised Capital Programme for 19/20 onwards
- Appendix E – Recommended Schemes
- Appendix F – Capital Investment Appraisal Forms

### **Background Papers:**

- DX Outturn Report July 2018
- DX Financial Strategy and Initial MTFP September 2018
- DX 2019/20 Draft Budget and Medium Term Financial Plan Update January 2019
- DX 2019/20 Draft Budget and Medium Term Financial Plan February 2019

## 2019-20 Budget Detail

## APPENDIX A

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
<b>STRATEGIC MANAGEMENT</b>													
Chief Executive : Alex Parmley													
MANAGEMENT BOARD	Expenditure	1,023,120	10,200	0	0	(441,970)	0	100,000	0	0	0	17,500	708,850
	Income	0	0	0	0	0	0	0	0	0	0	(17,500)	(17,500)
Portfolio Holder : Cllr Val Keitch	TOTAL	1,023,120	10,200	0	0	(441,970)	0	100,000	0	0	0	0	691,350
TRANSFORMATION	Expenditure	(1,487,260)	(57,320)	0	0	1,544,580	0	(50,000)	0	0	0	0	(50,000)
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Val Keitch	TOTAL	(1,487,260)	(57,320)	0	0	1,544,580	0	(50,000)	0	0	0	0	(50,000)
<b>TOTAL STRATEGIC MANAGEMENT</b>	<b>Expenditure</b>	<b>(464,140)</b>	<b>(47,120)</b>	<b>0</b>	<b>0</b>	<b>1,102,610</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,500</b>	<b>658,850</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17,500)</b>	<b>(17,500)</b>
	<b>TOTAL</b>	<b>(464,140)</b>	<b>(47,120)</b>	<b>0</b>	<b>0</b>	<b>1,102,610</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>641,350</b>
<b>TOTAL CHIEF EXECUTIVE</b>	<b>Expenditure</b>	<b>(464,140)</b>	<b>(47,120)</b>	<b>0</b>	<b>0</b>	<b>1,102,610</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,500</b>	<b>658,850</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17,500)</b>	<b>(17,500)</b>
	<b>TOTAL</b>	<b>(464,140)</b>	<b>(47,120)</b>	<b>0</b>	<b>0</b>	<b>1,102,610</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>641,350</b>
<b>STRATEGY &amp; COMMISSIONING</b>													
Director: Netta Meadows													
<b>STRATEGIC PLANNING</b>													
Service Manager : Jan Gamon													
PROCUREMENT, CONTRACT & RISK MANAGEMENT	Expenditure	63,270	51,760	0	0	(56,680)	0	0	0	0	0	0	58,350
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Peter Seib	TOTAL	63,270	51,760	0	0	(56,680)	0	0	0	0	0	0	58,350
CIVIL CONTINGENCIES & HEALTH & SAFETY	Expenditure	140,410	(24,600)	0	0	(25,150)	0	0	0	0	0	0	90,660
	Income	(6,110)	0	0	0	0	0	0	0	0	0	0	(6,110)
Portfolio Holder : Cllr Nick Weeks	TOTAL	134,300	(24,600)	0	0	(25,150)	0	0	0	0	0	0	84,550
PLANNING POLICY	Expenditure	31,840	(21,880)	0	0	(7,190)	(2,010)	0	0	0	0	0	760
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Angie Singleton	TOTAL	31,840	(21,880)	0	0	(7,190)	(2,010)	0	0	0	0	0	760

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
TRANSPORT	Expenditure	41,870	(28,710)	0	0	(11,610)	0	0	0	0	0	0	1,550
	Income	0	0	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	<b>TOTAL</b>	<b>41,870</b>	<b>(28,710)</b>	<b>0</b>	<b>0</b>	<b>(11,610)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,550</b>
PLACE PLANNING	Expenditure	447,800	(150,790)	0	0	74,990	2,010	0	0	0	0	0	374,010
	Income	(2,560)	0	0	0	0	0	0	0	0	0	0	(2,560)
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>445,240</b>	<b>(150,790)</b>	<b>0</b>	<b>0</b>	<b>74,990</b>	<b>2,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>371,450</b>
VOLUNTARY, COMMUNITY & SOCIAL ENTERPRISE	Expenditure	340,500	(103,700)	0	0	17,700	0	0	0	0	0	32,000	286,500
	Income	0	0	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>340,500</b>	<b>(103,700)</b>	<b>0</b>	<b>0</b>	<b>17,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,000</b>	<b>286,500</b>
SPORT FACILITIES	Expenditure	481,070	0	800	0	(5,000)	0	0	0	0	0	0	476,870
	Income	(239,860)	0	0	0	0	0	0	0	0	0	0	(239,860)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>241,210</b>	<b>0</b>	<b>800</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>237,010</b>
<b>TOTAL STRATEGIC PLANNING</b>	<b>Expenditure</b>	<b>1,546,760</b>	<b>(277,920)</b>	<b>800</b>	<b>0</b>	<b>(12,940)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,000</b>	<b>1,288,700</b>
	<b>Income</b>	<b>(248,530)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(248,530)</b>
	<b>TOTAL</b>	<b>1,298,230</b>	<b>(277,920)</b>	<b>800</b>	<b>0</b>	<b>(12,940)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,000</b>	<b>1,040,170</b>
<b>PERFORMANCE, PEOPLE &amp; CHANGE</b>													
Service Manager : Charlotte Jones													
PERFORMANCE, PEOPLE & CHANGE	Expenditure	148,260	16,720	0	0	1,260	0	0	0	0	0	0	166,240
	Income	0	0	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>148,260</b>	<b>16,720</b>	<b>0</b>	<b>0</b>	<b>1,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,240</b>
<b>TOTAL PERFORMANCE, PEOPLE &amp; CHANGE</b>	<b>Expenditure</b>	<b>148,260</b>	<b>16,720</b>	<b>0</b>	<b>0</b>	<b>1,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,240</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>148,260</b>	<b>16,720</b>	<b>0</b>	<b>0</b>	<b>1,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,240</b>
<b>COMMUNICATIONS, MARKETING &amp; MEDIA</b>													
Service Manager : Richard Birch													
COMMUNICATIONS	Expenditure	93,160	(2,030)	0	0	(120)	0	0	0	0	0	0	91,010
	Income	0	0	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>93,160</b>	<b>(2,030)</b>	<b>0</b>	<b>0</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,010</b>
<b>TOTAL COMMUNICATIONS, MARKETING &amp; MEDIA</b>	<b>Expenditure</b>	<b>93,160</b>	<b>(2,030)</b>	<b>0</b>	<b>0</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,010</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>93,160</b>	<b>(2,030)</b>	<b>0</b>	<b>0</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,010</b>

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£	£	£	£	£	£	£	£
<b>STRATEGY &amp; COMMISSIONING - LEAD SPECIALISTS</b>													
Service Manager : Netta Meadows													
STRATEGY & COMMISSIONING - LEAD SPECIALISTS	Expenditure	0	200,740	0	0	0	0	0	0	0	0	0	200,740
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	200,740	0	0	0	0	0	0	0	0	0	200,740
<b>TOTAL STRATEGY &amp; COMMISSIONING - LEAD SPECIALISTS</b>	<b>Expenditure</b>	<b>0</b>	<b>200,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,740</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>200,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,740</b>
<b>STRATEGY &amp; COMMISSIONING - CASE OFFICERS</b>													
STRATEGY & COMMISSIONING - CASE OFFICERS	Expenditure	0	222,260	0	0	0	0	0	0	0	0	0	222,260
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	222,260	0	0	0	0	0	0	0	0	0	222,260
<b>TOTAL STRATEGY &amp; COMMISSIONING - CASE OFFICERS</b>	<b>Expenditure</b>	<b>0</b>	<b>222,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>222,260</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>222,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>222,260</b>
<b>TOTAL STRATEGY &amp; COMMISSIONING</b>	<b>Expenditure</b>	<b>1,788,180</b>	<b>159,770</b>	<b>800</b>	<b>0</b>	<b>(11,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,000</b>	<b>1,968,950</b>
	<b>Income</b>	<b>(248,530)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(248,530)</b>
	<b>TOTAL</b>	<b>1,539,650</b>	<b>159,770</b>	<b>800</b>	<b>0</b>	<b>(11,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,000</b>	<b>1,720,420</b>
<b>SUPPORT SERVICES</b>													
Director: Netta Meadows													
<b>SUPPORT SERVICES - CASE</b>													
Service Manager : Sara Kelly													
SUPPORT SERVICES - CASE OFFICERS	Expenditure	0	49,980	0	0	918,270	0	0	0	0	0	0	968,250
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	49,980	0	0	918,270	0	0	0	0	0	0	968,250
SUPPORT SERVICES - CASE WORK	Expenditure	268,870	0	0	0	92,420	0	0	0	0	0	0	361,290
	Income	(113,470)	0	0	18,000	0	0	0	0	0	0	0	(95,470)
	TOTAL	155,400	0	0	18,000	92,420	0	0	0	0	0	0	265,820
<b>TOTAL SUPPORT SERVICES - CASE</b>	<b>Expenditure</b>	<b>268,870</b>	<b>49,980</b>	<b>0</b>	<b>0</b>	<b>1,010,690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,329,540</b>
	<b>Income</b>	<b>(113,470)</b>	<b>0</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(95,470)</b>
	<b>TOTAL</b>	<b>155,400</b>	<b>49,980</b>	<b>0</b>	<b>18,000</b>	<b>1,010,690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,234,070</b>

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£			£	£	£	£	£
<b>SUPPORT SERVICES - LEAD SPECIALISTS</b>													
Service Manager : Netta Meadows													
SUPPORT SERVICES - LEAD SPECIALISTS	Expenditure	0	10,100	0	0	361,680	0	0	0	0	0	0	371,780
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	10,100	0	0	361,680	0	0	0	0	0	0	371,780
<b>TOTAL SUPPORT SERVICES - LEAD SPECIALISTS</b>	<b>Expenditure</b>	<b>0</b>	<b>10,100</b>	<b>0</b>	<b>0</b>	<b>361,680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>371,780</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>10,100</b>	<b>0</b>	<b>0</b>	<b>361,680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>371,780</b>
<b>SUPPORT SERVICES - SPECIALISTS</b>													
Service Manager : Lisa Davis													
SUPPORT SERVICES SPECIALISTS	Expenditure	0	(23,340)	0	0	918,260	0	0	0	0	0	0	894,920
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	(23,340)	0	0	918,260	0	0	0	0	0	0	894,920
<b>TOTAL SUPPORT SERVICES - SPECIALISTS</b>	<b>Expenditure</b>	<b>0</b>	<b>(23,340)</b>	<b>0</b>	<b>0</b>	<b>918,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>894,920</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>(23,340)</b>	<b>0</b>	<b>0</b>	<b>918,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>894,920</b>
<b>SUPPORT SERVICES - FUNCTIONS</b>													
Service Manager : Lisa Davis													
PEOPLE SERVICES	Expenditure	245,890	0	0	0	(190,980)	0	0	0	0	0	0	54,910
	Income	(12,870)	0	0	0	0	0	0	0	0	0	0	(12,870)
	TOTAL	233,020	0	0	0	(190,980)	0	0	0	0	0	0	42,040
FINANCE	Expenditure	585,450	0	0	0	(490,480)	0	0	0	0	0	0	94,970
	Income	(18,330)	0	0	0	0	0	0	0	0	0	0	(18,330)
	TOTAL	567,120	0	0	0	(490,480)	0	0	0	0	0	0	76,640
FINANCE CORPORATE COSTS	Expenditure	2,510,890	37,800	6,230	55,100	(14,520)	0	(50,000)	20,000	0	164,500	0	2,730,000
	Income	(1,260,160)	0	0	13,000	13,910	0	0	22,000	0	(667,400)	0	(1,878,650)
	TOTAL	1,250,730	37,800	6,230	68,100	(610)	0	(50,000)	42,000	0	(502,900)	0	851,350
INFORMATION TECHNOLOGY	Expenditure	1,126,300	0	0	0	(640,370)	0	(24,000)	0	0	0	0	461,930
	Income	(16,770)	0	0	0	0	0	0	0	0	0	0	(16,770)
	TOTAL	1,109,530	0	0	0	(640,370)	0	(24,000)	0	0	0	0	445,160
LEGAL	Expenditure	433,840	0	0	0	(342,090)	0	0	0	0	0	0	91,750
	Income	(73,880)	0	0	0	0	0	0	0	0	0	0	(73,880)
	TOTAL	359,960	0	0	0	(342,090)	0	0	0	0	0	0	17,870

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
DEMOCRATIC SERVICES	Expenditure	768,750	0	0	30,000	(179,000)	0	0	0	0	0	0	619,750
	Income	(1,400)	0	0	0	0	0	0	0	0	0	0	(1,400)
	TOTAL	767,350	0	0	30,000	(179,000)	0	0	0	0	0	0	618,350
ELECTIONS	Expenditure	214,340	0	0	0	(46,510)	0	0	0	0	0	0	167,830
	Income	(8,020)	0	0	0	0	0	0	0	0	0	0	(8,020)
	TOTAL	206,320	0	0	0	(46,510)	0	0	0	0	0	0	159,810
TOTAL SUPPORT SERVICE - FUNCTIONS	Expenditure	5,885,460	37,800	6,230	85,100	(1,903,950)	0	(74,000)	20,000	0	164,500	0	4,221,140
	Income	(1,391,430)	0	0	13,000	13,910	0	0	22,000	0	(667,400)	0	(2,009,920)
	TOTAL	4,494,030	37,800	6,230	98,100	(1,890,040)	0	(74,000)	42,000	0	(502,900)	0	2,211,220
TOTAL SUPPORT SERVICES	Expenditure	6,154,330	74,540	6,230	85,100	386,680	0	(74,000)	20,000	0	164,500	0	6,817,380
	Income	(1,504,900)	0	0	31,000	13,910	0	0	22,000	0	(667,400)	0	(2,105,390)
	TOTAL	4,649,430	74,540	6,230	116,100	400,590	0	(74,000)	42,000	0	(502,900)	0	4,711,990
TOTAL DIRECTOR OF STRATEGY & SUPPORT SERVICES	Expenditure	7,942,510	234,310	7,030	85,100	374,880	0	(74,000)	20,000	0	164,500	32,000	8,786,330
	Income	(1,753,430)	0	0	31,000	13,910	0	0	22,000	0	(667,400)	0	(2,353,920)
	TOTAL	6,189,080	234,310	7,030	116,100	388,790	0	(74,000)	42,000	0	(502,900)	32,000	6,432,410
<b>COMMERCIAL SERVICES &amp; INCOME GENERATION</b>													
Director: Clare Pestell													
<b>ENVIRONMENTAL SERVICES</b>													
Service Manager: Chris Cooper													
WASTE & RECYCLING	Expenditure	6,080,170	0	302,000	21,300	(6,810)	0	0	0	0	0	0	6,396,660
	Income	(1,616,360)	0	(147,100)	0	0	0	(21,820)	0	0	0	0	(1,785,280)
	TOTAL	4,463,810	0	154,900	21,300	(6,810)	0	(21,820)	0	0	0	0	4,611,380
Portfolio Holder : Cllr Jo Roundell Greene													
STREETSCENE	Expenditure	3,031,770	43,700	1,400	0	(9,840)	0	0	0	0	0	0	3,067,030
	Income	(1,359,000)	(3,600)	0	0	0	4,400	0	0	0	0	0	(1,358,200)
	TOTAL	1,672,770	40,100	1,400	0	(9,840)	4,400	0	0	0	0	0	1,708,830
Portfolio Holder : Cllr Jo Roundell Greene													
TOTAL ENVIRONMENTAL SERVICES	Expenditure	9,111,940	43,700	303,400	21,300	(16,650)	0	0	0	0	0	0	9,463,690
	Income	(2,975,360)	(3,600)	(147,100)	0	0	4,400	(21,820)	0	0	0	0	(3,143,480)
	TOTAL	6,136,580	40,100	156,300	21,300	(16,650)	4,400	(21,820)	0	0	0	0	6,320,210
<b>ARTS &amp; ENTERTAINMENT</b>													
Service Manager : Adam Burgan													
OCTAGON	Expenditure	2,074,950	26,700	1,800	0	6,980	0	0	0	0	0	0	2,110,430
	Income	(1,814,380)	0	0	0	0	0	(5,470)	0	0	0	(2,750)	(1,822,600)
	TOTAL	260,570	26,700	1,800	0	6,980	0	(5,470)	0	0	0	(2,750)	287,830
Portfolio Holder : Cllr Sylvia Seal													

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
WESTLANDS	Expenditure	1,362,180	7,840	0	0	3,450	0	0	0	0	0	0	1,373,470
	Income	(1,213,260)	0	0	0	0	0	0	0	0	0	(2,750)	(1,216,010)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>148,920</b>	<b>7,840</b>	<b>0</b>	<b>0</b>	<b>3,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,750)</b>	<b>157,460</b>
<b>TOTAL ARTS &amp; ENTERTAINMENT</b>	<b>Expenditure</b>	<b>3,437,130</b>	<b>34,540</b>	<b>1,800</b>	<b>0</b>	<b>10,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,483,900</b>
	<b>Income</b>	<b>(3,027,640)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,470)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,500)</b>	<b>(3,038,610)</b>
	<b>TOTAL</b>	<b>409,490</b>	<b>34,540</b>	<b>1,800</b>	<b>0</b>	<b>10,430</b>	<b>0</b>	<b>(5,470)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,500)</b>	<b>445,290</b>
<b>LEISURE, RECREATION &amp; TOURISM</b>													
Service Manager : Katy Menday													
COUNTRYSIDE	Expenditure	533,960	35,750	600	0	45,940	0	0	0	0	0	(8,180)	608,070
	Income	(284,970)	0	0	0	0	0	(11,040)	0	0	0	(5,600)	(301,610)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>248,990</b>	<b>35,750</b>	<b>600</b>	<b>0</b>	<b>45,940</b>	<b>0</b>	<b>(11,040)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(13,780)</b>	<b>306,460</b>
TOURISM AND HERITAGE	Expenditure	259,270	21,600	0	0	(6,360)	0	0	0	0	0	(3,620)	270,890
	Income	(87,170)	0	0	0	0	0	0	0	0	0	(9,500)	(96,670)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>172,100</b>	<b>21,600</b>	<b>0</b>	<b>0</b>	<b>(6,360)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(13,120)</b>	<b>174,220</b>
YEovil RECREATION CENTRE	Expenditure	276,340	6,770	200	0	(740)	0	0	0	0	0	24,210	306,780
	Income	(125,580)	0	0	0	0	0	0	0	0	0	0	(125,580)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>150,760</b>	<b>6,770</b>	<b>200</b>	<b>0</b>	<b>(740)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,210</b>	<b>181,200</b>
<b>TOTAL LEISURE, RECREATION &amp; TOURISM</b>	<b>Expenditure</b>	<b>1,069,570</b>	<b>64,120</b>	<b>800</b>	<b>0</b>	<b>38,840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,410</b>	<b>1,185,740</b>
	<b>Income</b>	<b>(497,720)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11,040)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15,100)</b>	<b>(523,860)</b>
	<b>TOTAL</b>	<b>571,850</b>	<b>64,120</b>	<b>800</b>	<b>0</b>	<b>38,840</b>	<b>0</b>	<b>(11,040)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,690)</b>	<b>661,880</b>
<b>INCOME &amp; OPPORTUNITIES DEVELOPMENT</b>													
Service Manager : James Divall													
INCOME & OPPORTUNITIES DEVELOPMENT	Expenditure	306,000	21,670	0	0	102,630	0	0	0	0	0	0	430,300
	Income	(376,000)	(34,860)	0	0	(102,630)	0	0	(35,300)	0	0	0	(548,790)
	<b>TOTAL</b>	<b>(70,000)</b>	<b>(13,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(35,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(118,490)</b>
<b>TOTAL INCOME &amp; OPPORTUNITIES DEVELOPMENT</b>	<b>Expenditure</b>	<b>306,000</b>	<b>21,670</b>	<b>0</b>	<b>0</b>	<b>102,630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>430,300</b>
	<b>Income</b>	<b>(376,000)</b>	<b>(34,860)</b>	<b>0</b>	<b>0</b>	<b>(102,630)</b>	<b>0</b>	<b>0</b>	<b>(35,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(548,790)</b>
	<b>TOTAL</b>	<b>(70,000)</b>	<b>(13,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(35,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(118,490)</b>
<b>PROPERTY, LAND AND DEVELOPMENT</b>													
Service Manager : Robert Orrett													
OPERATIONAL PROPERTIES	Expenditure	1,079,460	28,840	2,200	0	(70)	0	(10,640)	0	0	0	0	1,099,790
	Income	(532,700)	0	0	0	0	0	0	0	0	0	0	(532,700)

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	<b>546,760</b>	28,840	2,200	0	(70)	0	(10,640)	0	0	0	0	<b>567,090</b>
COMMERCIAL INVESTMENTS	Expenditure	<b>752,700</b>	0	0	0	51,450	0	0	136,350	0	9,000	0	<b>949,500</b>
	Income	<b>(926,000)</b>	0	0	0	(216,510)	0	0	0	0	(234,630)	0	<b>(1,377,140)</b>
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	<b>(173,300)</b>	0	0	0	(165,060)	0	0	136,350	0	(225,630)	0	<b>(427,640)</b>
CAR PARKING	Expenditure	<b>810,430</b>	(12,390)	0	0	(16,680)	0	0	0	0	0	0	<b>781,360</b>
	Income	<b>(2,130,670)</b>	0	0	210,000	0	0	(135,000)	0	0	0	0	<b>(2,055,670)</b>
<b>Portfolio Holder : Cllrs Henry Hobhouse &amp; Peter Seib</b>	TOTAL	<b>(1,320,240)</b>	(12,390)	0	210,000	(16,680)	0	(135,000)	0	0	0	0	<b>(1,274,310)</b>
BIRCHFIELD	Expenditure	<b>64,590</b>	0	0	0	(300)	0	0	0	0	0	0	<b>64,290</b>
	Income	<b>0</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Portfolio Holder : Cllrs Henry Hobhouse</b>	TOTAL	<b>64,590</b>	0	0	0	(300)	0	0	0	0	0	0	<b>64,290</b>
LAND DRAINAGE	Expenditure	<b>72,000</b>	0	0	0	0	0	0	0	0	0	0	<b>72,000</b>
	Income	<b>0</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Portfolio Holder : Cllrs Henry Hobhouse</b>	TOTAL	<b>72,000</b>	0	0	0	0	0	0	0	0	0	0	<b>72,000</b>
COMMERCIAL PROPERTY	Expenditure	<b>145,160</b>	0	0	0	(47,950)	0	0	0	0	0	0	<b>97,210</b>
	Income	<b>(398,200)</b>	0	0	0	214,510	0	0	0	0	0	0	<b>(183,690)</b>
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	<b>(253,040)</b>	0	0	0	166,560	0	0	0	0	0	0	<b>(86,480)</b>
PROPERTY, LAND & DEVELOPMENT - SPECIALISTS	Expenditure	<b>0</b>	133,640	0	0	0	0	0	0	0	0	0	<b>133,640</b>
	Income	<b>0</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	<b>0</b>	133,640	0	0	0	0	0	0	0	0	0	<b>133,640</b>
PROPERTY, LAND & DEVELOPMENT - CASE OFFICERS	Expenditure	<b>0</b>	276,150	0	0	0	0	0	0	0	0	0	<b>276,150</b>
	Income	<b>0</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	<b>0</b>	276,150	0	0	0	0	0	0	0	0	0	<b>276,150</b>
ENGINEERING & PROPERTY SERVICES	Expenditure	<b>594,790</b>	(385,660)	0	0	(166,760)	0	0	0	0	0	0	<b>42,370</b>
	Income	<b>(13,910)</b>	0	0	0	2,000	0	0	0	0	0	0	<b>(11,910)</b>
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	<b>580,880</b>	(385,660)	0	0	(164,760)	0	0	0	0	0	0	<b>30,460</b>
<b>TOTAL PROPERTY, LAND &amp; DEVELOPMENT</b>	<b>Expenditure</b>	<b>3,519,130</b>	<b>40,580</b>	<b>2,200</b>	<b>0</b>	<b>(180,310)</b>	<b>0</b>	<b>(10,640)</b>	<b>136,350</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>3,516,310</b>
	<b>Income</b>	<b>(4,001,480)</b>	<b>0</b>	<b>0</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>(135,000)</b>	<b>0</b>	<b>0</b>	<b>(234,630)</b>	<b>0</b>	<b>(4,161,110)</b>
	<b>TOTAL</b>	<b>(482,350)</b>	<b>40,580</b>	<b>2,200</b>	<b>210,000</b>	<b>(180,310)</b>	<b>0</b>	<b>(145,640)</b>	<b>136,350</b>	<b>0</b>	<b>(225,630)</b>	<b>0</b>	<b>(644,800)</b>
<b>TOTAL DIRECTOR OF COMMERCIAL SERVICES &amp; INCOME GENERATION</b>	<b>Expenditure</b>	<b>17,443,770</b>	<b>204,610</b>	<b>308,200</b>	<b>21,300</b>	<b>(45,060)</b>	<b>0</b>	<b>(10,640)</b>	<b>136,350</b>	<b>0</b>	<b>9,000</b>	<b>12,410</b>	<b>18,079,940</b>
	<b>Income</b>	<b>(10,878,200)</b>	<b>(38,460)</b>	<b>(147,100)</b>	<b>210,000</b>	<b>(102,630)</b>	<b>4,400</b>	<b>(173,330)</b>	<b>(35,300)</b>	<b>0</b>	<b>(234,630)</b>	<b>(20,600)</b>	<b>(11,415,850)</b>
	<b>TOTAL</b>	<b>6,565,570</b>	<b>166,150</b>	<b>161,100</b>	<b>231,300</b>	<b>(147,690)</b>	<b>4,400</b>	<b>(183,970)</b>	<b>101,050</b>	<b>0</b>	<b>(225,630)</b>	<b>(8,190)</b>	<b>6,664,090</b>



Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£			£	£	£	£	£
<b>SERVICE DELIVERY</b>													
Director: Martin Woods													
<b>CUSTOMER FOCUS</b>													
Service Manager : Sharon Jones													
CUSTOMER FOCUS TEAM	Expenditure	427,930	247,760	0	0	(21,440)	(4,400)	0	0	0	0	0	649,850
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Ric Pallister	TOTAL	427,930	247,760	0	0	(21,440)	(4,400)	0	0	0	0	0	649,850
<b>TOTAL CUSTOMER FOCUS</b>	<b>Expenditure</b>	<b>427,930</b>	<b>247,760</b>	<b>0</b>	<b>0</b>	<b>(21,440)</b>	<b>(4,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>649,850</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>427,930</b>	<b>247,760</b>	<b>0</b>	<b>0</b>	<b>(21,440)</b>	<b>(4,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>649,850</b>
<b>CASE TEAM</b>													
Service Manager : Kirsty Larkins													
CASE TEAM	Expenditure	0	1,490,790	0	0	0	0	0	0	0	0	0	1,490,790
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	1,490,790	0	0	0	0	0	0	0	0	0	1,490,790
<b>TOTAL CASE TEAM</b>	<b>Expenditure</b>	<b>0</b>	<b>1,490,790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,490,790</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>1,490,790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,490,790</b>
<b>SERVICE DELIVERY - LEAD SPECIALISTS</b>													
Service Manager : Martin Woods													
SERVICE DELIVERY - LEAD SPECIALISTS	Expenditure	0	248,150	0	0	0	0	0	0	0	0	0	248,150
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	248,150	0	0	0	0	0	0	0	0	0	248,150
<b>TOTAL SERVICE DELIVERY - LEAD SPECIALISTS</b>	<b>Expenditure</b>	<b>0</b>	<b>248,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>248,150</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>248,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>248,150</b>

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£			£	£	£	£	£
<b>SERVICE DELIVERY - MANAGERS</b>													
Service Manager : Martin Woods													
SERVICE DELIVERY - MANAGERS	Expenditure	0	240,280	0	0	0	0	0	0	0	0	0	240,280
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	240,280	0	0	0	0	0	0	0	0	0	240,280
<b>TOTAL SERVICE DELIVERY - MANAGERS</b>	<b>Expenditure</b>	<b>0</b>	<b>240,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240,280</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>240,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240,280</b>
<b>LOCALITY</b>													
Service Manager : Tim Cook													
LOCALITY TEAM	Expenditure	0	515,180	0	0	0	0	0	0	0	0	0	515,180
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	515,180	0	0	0	0	0	0	0	0	0	515,180
PLAY, HEALTH & WELLBEING	Expenditure	463,600	(290,060)	0	0	(19,860)	0	0	0	0	0	0	153,680
	Income	(65,980)	0	0	0	0	0	0	0	0	0	0	(65,980)
	TOTAL	397,620	(290,060)	0	0	(19,860)	0	0	0	0	0	0	87,700
COMMUNITY SAFETY	Expenditure	49,280	(43,150)	0	0	(930)	0	0	0	0	0	0	5,200
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Peter Gubbins	TOTAL	49,280	(43,150)	0	0	(930)	0	0	0	0	0	0	5,200
AREA EAST	Expenditure	211,630	(115,810)	0	0	(57,850)	0	0	0	0	0	0	37,970
	Income	(4,510)	0	0	0	0	0	0	0	0	0	0	(4,510)
Area Chairman : Cllr Nick Weeks	TOTAL	207,120	(115,810)	0	0	(57,850)	0	0	0	0	0	0	33,460
AREA NORTH	Expenditure	182,730	(79,270)	0	0	(72,280)	0	0	0	0	0	0	31,180
	Income	0	0	0	0	(5,080)	0	0	0	0	0	0	(5,080)
Area Chairman : Cllr Graham Middleton	TOTAL	182,730	(79,270)	0	0	(77,360)	0	0	0	0	0	0	26,100
AREA SOUTH	Expenditure	296,500	(117,930)	0	(20,000)	(79,870)	0	0	0	0	0	0	78,700
	Income	(11,700)	0	0	0	0	0	0	0	0	0	0	(11,700)
Area Chairman : Cllr Peter Gubbins	TOTAL	284,800	(117,930)	0	(20,000)	(79,870)	0	0	0	0	0	0	67,000
AREA WEST	Expenditure	274,840	(123,760)	0	0	(95,240)	0	0	0	0	0	0	55,840
	Income	(17,440)	0	0	0	0	0	0	0	0	0	0	(17,440)
Area Chairman : Cllr Val Keitch	TOTAL	257,400	(123,760)	0	0	(95,240)	0	0	0	0	0	0	38,400
<b>TOTAL LOCALITY</b>	<b>Expenditure</b>	<b>1,478,580</b>	<b>(254,800)</b>	<b>0</b>	<b>(20,000)</b>	<b>(326,030)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>877,750</b>
	<b>Income</b>	<b>(99,630)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,080)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(104,710)</b>
	<b>TOTAL</b>	<b>1,378,950</b>	<b>(254,800)</b>	<b>0</b>	<b>(20,000)</b>	<b>(331,110)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>773,040</b>

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
<b>REGENERATION</b>													
Service Manager : Martin Woods REGENERATION	Expenditure	0	0	0	0	61,600	0	0	0	0	0	0	61,600
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Jo Roundell-Greene	TOTAL	0	0	0	0	61,600	0	0	0	0	0	0	61,600
<b>TOTAL REGENERATION</b>	<b>Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,600</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,600</b>
<b>SERVICE DELIVERY FUNCTIONS</b>													
Service Manager : Nigel Marston DEVELOPMENT CONTROL Service Manager : Simon Fox	Expenditure	1,439,650	(543,410)	0	0	(223,580)	0	0	0	0	0	0	672,660
	Income	(1,391,950)	0	0	0	0	0	(15,000)	0	0	0	0	(1,406,950)
Portfolio Holder : Cllr Angie Singleton	TOTAL	47,700	(543,410)	0	0	(223,580)	0	(15,000)	0	0	0	0	(734,290)
BUILDING CONTROL	Expenditure	654,480	(154,860)	0	0	(53,240)	0	0	0	0	0	0	446,380
	Income	(661,240)	0	0	100,000	0	0	0	0	0	0	0	(561,240)
Portfolio Holder : Cllr Nick Weeks	TOTAL	(6,760)	(154,860)	0	100,000	(53,240)	0	0	0	0	0	0	(114,860)
ENFORCEMENT & COMPLIANCE	Expenditure	0	45,120	0	0	0	0	0	0	0	0	0	45,120
	Income	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	45,120	0	0	0	0	0	0	0	0	0	45,120
ECONOMIC DEVELOPMENT Service Manager : Peter Paddon	Expenditure	286,900	(101,670)	0	0	(47,250)	0	0	0	0	0	146,000	283,980
	Income	0	0	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Jo Roundell-Greene	TOTAL	286,900	(101,670)	0	0	(47,250)	0	0	0	0	0	146,000	283,980
HOUSING STANDARDS Service Manager : Vicki Dawson	Expenditure	239,830	(83,300)	0	0	(44,390)	0	0	0	0	0	0	112,140
	Income	(67,450)	0	0	0	0	0	0	0	0	0	0	(67,450)
Portfolio Holder : Cllr Val Keitch	TOTAL	172,380	(83,300)	0	0	(44,390)	0	0	0	0	0	0	44,690
ENVIRONMENTAL HEALTH & COMMUNITY PROTECTION Service Manager : Vicki Dawson	Expenditure	829,110	(293,820)	0	0	(86,170)	0	0	0	0	0	0	449,120
	Income	(71,660)	0	0	0	0	0	0	0	0	0	0	(71,660)
Portfolio Holder : Cllr Val Keitch	TOTAL	757,450	(293,820)	0	0	(86,170)	0	0	0	0	0	0	377,460
ENFORCEMENT Service Manager : Vicki Dawson	Expenditure	121,900	(46,940)	0	0	(43,520)	0	0	0	0	0	0	31,440
	Income	(3,000)	0	0	0	0	0	0	0	0	0	0	(3,000)
Portfolio Holder : Cllr Val Keitch	TOTAL	118,900	(46,940)	0	0	(43,520)	0	0	0	0	0	0	28,440
LICENSING Service Manager : Nigel Marston	Expenditure	251,790	(102,220)	0	0	(35,940)	0	0	0	0	0	0	113,630
	Income	(310,610)	0	0	0	0	0	(9,320)	0	0	0	0	(319,930)
Portfolio Holder : Cllr Angie Singleton	TOTAL	(58,820)	(102,220)	0	0	(35,940)	0	(9,320)	0	0	0	0	(206,300)

Service with Elements		18/19 Original Budget	Pay Inflation	General Inflation	Inescapables	Virements	Virements 05 Structure	Savings	Revenue Effects of Capital	Growth Bids	Investment Income	Approved One Off/Other	19/20 Original Budget
		£	£	£	£	£		£	£	£	£	£	£
HOUSING	Expenditure	1,101,410	(189,780)	0	21,200	(129,050)	0	0	0	0	0	0	803,780
	Income	(252,420)	0	0	0	0	0	0	0	0	0	0	(252,420)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>848,990</b>	<b>(189,780)</b>	<b>0</b>	<b>21,200</b>	<b>(129,050)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>551,360</b>
REVENUES & BENEFITS	Expenditure	1,682,070	(964,530)	0	25,000	(296,910)	0	0	0	0	0	0	445,630
<b>Service Manager : Ian Potter</b>	<b>Income</b>	<b>(478,470)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(478,470)</b>
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>1,203,600</b>	<b>(964,530)</b>	<b>0</b>	<b>25,000</b>	<b>(296,910)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(32,840)</b>
HOUSING BENEFIT SUBSIDY	Expenditure	40,234,820	0	0	0	(6,477,850)	0	0	0	0	0	0	33,756,970
<b>Service Manager : Ian Potter</b>	<b>Income</b>	<b>(40,809,280)</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>6,477,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(34,327,930)</b>
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>(574,460)</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(570,960)</b>
CARELINE & WELFARE BENEFITS	Expenditure	344,390	(130,880)	0	0	(50,930)	0	0	0	0	0	0	162,580
	Income	(411,500)	0	0	0	0	0	(12,350)	0	0	0	0	(423,850)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>(67,110)</b>	<b>(130,880)</b>	<b>0</b>	<b>0</b>	<b>(50,930)</b>	<b>0</b>	<b>(12,350)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(261,270)</b>
RIGHTS OF WAY	Expenditure	35,390	0	0	0	(31,500)	0	0	0	0	0	0	3,890
	Income	(16,500)	0	0	0	0	0	0	0	0	0	0	(16,500)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>18,890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(31,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(12,610)</b>
LAND CHARGES	Expenditure	90,790	(29,850)	0	0	(10,280)	0	0	0	0	0	0	50,660
	Income	(438,170)	0	0	0	0	0	0	0	0	0	0	(438,170)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>(347,380)</b>	<b>(29,850)</b>	<b>0</b>	<b>0</b>	<b>(10,280)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(387,510)</b>
STREET NAMING AND NUMBERING	Expenditure	10,010	0	0	0	0	0	0	0	0	0	0	10,010
	Income	(24,180)	0	0	0	0	0	0	0	0	0	0	(24,180)
	<b>TOTAL</b>	<b>(14,170)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,170)</b>
<b>TOTAL SERVICE DELIVERY FUNCTIONS</b>	<b>Expenditure</b>	<b>47,322,540</b>	<b>(2,596,140)</b>	<b>0</b>	<b>46,200</b>	<b>(7,530,610)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>146,000</b>	<b>37,387,990</b>
	<b>Income</b>	<b>(44,936,430)</b>	<b>0</b>	<b>0</b>	<b>103,500</b>	<b>6,477,850</b>	<b>0</b>	<b>(36,670)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(38,391,750)</b>
	<b>TOTAL</b>	<b>2,386,110</b>	<b>(2,596,140)</b>	<b>0</b>	<b>149,700</b>	<b>(1,052,760)</b>	<b>0</b>	<b>(36,670)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>146,000</b>	<b>(1,003,760)</b>
<b>TOTAL DIRECTOR OF SERVICE DELIVERY</b>	<b>Expenditure</b>	<b>49,229,050</b>	<b>(623,960)</b>	<b>0</b>	<b>26,200</b>	<b>(7,816,480)</b>	<b>(4,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>146,000</b>	<b>40,956,410</b>
	<b>Income</b>	<b>(45,036,060)</b>	<b>0</b>	<b>0</b>	<b>103,500</b>	<b>6,472,770</b>	<b>0</b>	<b>(36,670)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(38,496,460)</b>
	<b>TOTAL</b>	<b>4,192,990</b>	<b>(623,960)</b>	<b>0</b>	<b>129,700</b>	<b>(1,343,710)</b>	<b>(4,400)</b>	<b>(36,670)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>146,000</b>	<b>2,459,950</b>
<b>TOTAL SSDC</b>	<b>Expenditure</b>	<b>74,151,190</b>	<b>(232,160)</b>	<b>315,230</b>	<b>132,600</b>	<b>(6,384,050)</b>	<b>(4,400)</b>	<b>(34,640)</b>	<b>156,350</b>	<b>0</b>	<b>173,500</b>	<b>207,910</b>	<b>68,481,530</b>
	<b>Income</b>	<b>(57,667,690)</b>	<b>(38,460)</b>	<b>(147,100)</b>	<b>344,500</b>	<b>6,384,050</b>	<b>4,400</b>	<b>(210,000)</b>	<b>(13,300)</b>	<b>0</b>	<b>(902,030)</b>	<b>(38,100)</b>	<b>(52,283,730)</b>
	<b>TOTAL</b>	<b>16,483,500</b>	<b>(270,620)</b>	<b>168,130</b>	<b>477,100</b>	<b>0</b>	<b>0</b>	<b>(244,640)</b>	<b>143,050</b>	<b>0</b>	<b>(728,530)</b>	<b>169,810</b>	<b>16,197,800</b>
Transformation Savings			772,200					(772,200)					
<b>MTFP 2018/19</b>		<b>16,483,500</b>	<b>501,580</b>	<b>168,130</b>	<b>477,100</b>	<b>0</b>	<b>0</b>	<b>(1,016,840)</b>	<b>143,050</b>	<b>0</b>	<b>(728,530)</b>	<b>169,810</b>	<b>16,197,800</b>

## Savings

## Appendix B

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Transformation</b>					
Transformation-blueprint savings - Staff	-772.2				
Transformation-blueprint savings - IT	76.0				
Transformation Non Pay Savings	-50.0				
Bridge Barns Offices	-10.6				
<b>Income</b>					
Sales, Fees and Charges - Future years target		-75	-75		
Sales, Fees and Charges - Arts	-5.4				
Sales, Fees and Charges - Planning	-15.0				
Sales, Fees and Charges - Licensing	-9.3				
Sales, Fees and Charges - Welfare/Careline	-12.4				
Sales, Fees and Charges - Horticulture/Grounds - Compost Waste Bins	-21.8				
Sales, Fees and Charges - Countryside	-11.0				
Parking Fee Income	-135.0				
Countryside - Ninespring and Yeovil Rec		-21	-15	-12.7	-13.6
Insurance Premiums procurement saving	-50.0				
	-1016.7	-96.0	-90.0	-12.7	-13.6

## Budget Pressures

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Details
Allowance for other new inescapables	250.0	250.0	200.0	200.0	200.0	
<b>Already Approved</b>						
Waste additional properties	21.3	21.3	21.3	21.3		
Somerset Drainage Board	5.1					
P4A Funding post withdrawal of funding from SCC	-138.8					Added as two-year funding 2017/18 and 2018/19 therefore not included in 2019/20
Direct Hostel Provision, Move on Accommodation Support	160.0					
Area South - Markets budget pressure	-20.0					Initially estimated £14.8k but Area South Ctte wish to remove income but retain spend for one year as new arrangements bed in
YIC Income Void Rate		-25.0				
<b>New Unavoidables</b>						
Members training and Development (post-election)	30.0	-30.0				
Removal of mobile phone rebate income budget	18.0					Income budget no longer achievable
Parking income base budget realignment	210.0					Reduction in income target
Reduction in advertising budget	13.0					Income budget no longer achievable
Apprenticeship levy budget	50.0					Creation of new budget
Reduction in 2019/20 'Local Council Tx Support Admin Subsidy Grant'	3.5					Notification received on reduced level of grant to be received.
S13a Discretionary Discounts - Care Leavers	25.0					Agreed by DX on 10.1.2019
Building control base budget update	100.0					Reduction in income target
<b>Total Commitments</b>	<b>477.1</b>	<b>-33.7</b>	<b>21.3</b>	<b>21.3</b>	<b>0.0</b>	
<b>Total Unavoidable Commitments Remaining</b>	<b>-227.1</b>	<b>283.7</b>	<b>178.7</b>	<b>178.7</b>	<b>200.0</b>	

# APPENDIX D

## Revised Capital Programme 2018/19 - 2022/23

Scheme	2018/19	2019/20	2020/21	2021/22	2022/23	Project Officer	Project Sponsor
	Est Spend £000s	Est Spend £000s	Est Spend £000s	Est Spend £000s	Est Spend £000s		
<b>STRATEGIC MANAGEMENT</b>							
<b>Chief Executive - Alex Parmley</b>							
Transformation - IT Hardware						N Meadows / M Woods	A Parmley
Transformation - Phase1 Surface Pro's						N Meadows / M Woods	A Parmley
Transformation - IT Software						N Meadows / M Woods	A Parmley
Transformation - Furniture @BW Phase 1 Tran						N Meadows / M Woods	A Parmley
Transformation - Furniture @BW Phase 2 Tran						N Meadows / M Woods	A Parmley
Transformation - SSDC Offices Brympton Way						N Meadows / M Woods	A Parmley
<b>Subtotal for Strategic Management</b>	<b>894</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>STRATEGY &amp; COMMISSIONING</b>							
<b>Director - Netta Meadows</b>							
<b>STRATEGIC PLANNING</b>							
<b>Service Manager - Jan Gamon</b>							
<b>Portfolio Holder - Cllr Val Keitch / Sylvia Seal</b>							
Affordable Housing - Rural exception, Misterton (Yarlington)		397				J Gamon	N Meadows
Affordable Housing - Furnham Road Phase II/Jarman Way, Chard (Knightstone)	100	100				J Gamon	N Meadows
Affordable Housing - North Street, Crewkerne		1,040				J Gamon	N Meadows
Affordable Housing - West End Close, South Petherton (Stonewater)	398	597				J Gamon	N Meadows
Affordable Housing - 4 Properties Chard Working Mens Club (Stonewater)		216				J Gamon	N Meadows
Affordable Housing - 5 Bought not Built (BCHA)	92					J Gamon	N Meadows
Affordable Housing - Magna at South St, Crewkerne		350				J Gamon	N Meadows
Affordable Housing - Day Care Centre	2					J Gamon	N Meadows
Goldenstones 10 Yr Plan Changing Rm's Refurbishment	15	42				L Pincombe	J Gamon
Wincanton Community Sports Centre 10 year plan		42				L Pincombe	J Gamon
<b>Goldenstones &amp; Wincanton Sports Centres</b>		<b>526</b>	<b>70</b>	<b>230</b>	<b>70</b>	<b>L Pincombe</b>	<b>J Gamon</b>
<b>WESTLANDS SPORT FACILITIES</b>							
<b>Portfolio Holder - Cllr Sylvia Seal</b>							
Westlands Sports & Pavilion	22					J Hannis	T Cook
Lyde Road Pedestrian & Cycle Way, Yeovil		250				L Pincombe	J Gamon
<b>Subtotal for Strategy &amp; Commissioning</b>	<b>629</b>	<b>3,560</b>	<b>70</b>	<b>230</b>	<b>70</b>		
<b>SUPPORT SERVICES</b>							
<b>Director - Netta Meadows</b>							
<b>FINANCIAL SERVICES</b>							
<b>Lead Specialist - Nicola Hix</b>							
<b>Portfolio Holder - Cllr Peter Seib</b>							
Capital Salaries	25					N Hix	P Fitzgerald
Loan to Somerset Waste Partnership - Repayment (1)						N Hix	P Fitzgerald
Loan to Somerset Waste Partnership for Vehicles (2)		5,000				N Hix	P Fitzgerald
<b>ICT SERVICES</b>							
<b>Lead Specialist - Dave Chubb</b>							
<b>Portfolio Holder - Cllr Henry Hobhouse</b>							
ICT Infrastructure Replacement	4					D Chubb	N Meadows
<b>E5 Upgrade</b>		<b>30</b>				<b>D Chubb</b>	<b>N Meadows</b>
<b>Mobile Devices for Council Members</b>		<b>33</b>				<b>D Chubb</b>	<b>N Meadows</b>
<b>Corporate Firewall</b>		<b>25</b>			<b>25</b>	<b>D Chubb</b>	<b>N Meadows</b>
<b>Subtotal for Support Services</b>	<b>29</b>	<b>5,088</b>	<b>0</b>	<b>0</b>	<b>25</b>		
<b>SERVICE DELIVERY</b>							
<b>Director - Martin Woods</b>							
<b>ECONOMIC DEVELOPMENT</b>							
<b>Service manager: Peter Paddon</b>							
<b>Portfolio Holder - Cllr Jo Roundell-Greene</b>							
Yeovil Innovation Centre Phase II	1,194	38				P Biggenden	C Pestell
Yeovil Innovation Centre Photovoltaics		16				P Biggenden	C Pestell
Purchase Land at Boden St, Chard	50					P Biggenden	C Pestell
<b>ENVIRONMENTAL HEALTH</b>							
<b>Service Manager - Vicky Dawson</b>							
<b>Portfolio Holder - Cllr Val Keitch</b>							
Disabled Facilities Grants	936	350				V Dawson	M Woods
Empty Property Grants	40	25				V Dawson	M Woods
Home Repairs Assistance	62					V Dawson	M Woods
HMO Grants	52					V Dawson	M Woods
<b>Private sector housing grants</b>		<b>180</b>				<b>V Dawson</b>	<b>M Woods</b>
<b>LOCALITIES</b>							

# APPENDIX D

## Revised Capital Programme 2018/19 - 2022/23

Scheme	2018/19	2019/20	2020/21	2021/22	2022/23	Project Officer	Project Sponsor
	Est Spend	Est Spend	Est Spend	Est Spend	Est Spend		
	£000s	£000s	£000s	£000s	£000s		
<b>Service Manager - Helen Rutter</b>							
<b>Portfolio Holder - Cllr Val Keitch</b>							
Reckleford Gyrotory (Eastern Gateway) Yeovil	14					T Cook	M Woods
Enhancements to Waterside Rd, Wincanton	31					T Cook	M Woods
Castle Cary Fairfield Project	2						
Multi Use Games Area	87					T Cook	M Woods
Grants for Parishes with Play Area - Ilton	5	12				T Cook	M Woods
Grants for Parishes with Play Area - Curry Rivel		2				T Cook	M Woods
Milford Adventure Park	28					T Cook	M Woods
Grant to West Coker Recreation Ground Play Area	-1					T Cook	M Woods
Grant for Stoke Sub Hamdon Recreational Ground		10				T Cook	M Woods
Grant for Youth Facilities		5				T Cook	M Woods
Wyndham Park Play Area Equipment		51				T Cook	M Woods
Cuckoo Hill Play Area Equipment	1					T Cook	M Woods
Jarman Way, Chard - Play Area Equipment		28				T Cook	M Woods
Snowden Park Play Area Equipment, Chard	22	28				T Cook	M Woods
Harbin Fields, Yeovil - Play Area Equipment	35	23				T Cook	M Woods
Canal Way, Ilminster Play Area Equipment	25	70				T Cook	M Woods
Old Kelways Play Area, Langport	19	13				T Cook	M Woods
Flagship Play Area	4	138				T Cook	M Woods
Grant to Donald Pither Memorial Ground, Castle Cary	11					T Cook	M Woods
Grant for Merriott Rec Ground	15	14				T Cook	M Woods
Curry Mallet Play Area	7					T Cook	M Woods
Grant to Milborne Port Rec Changing Rooms	5					T Cook	M Woods
Dual Use Sport Centre Grants	5					T Cook	M Woods
Huish Episcopi Swimming Pool	270	66				T Cook	M Woods
Langport Memorial Ground New Changing Facilities		4				T Cook	M Woods
Forton Playing Pitches, Chard	85					T Cook	M Woods
Babcary Playing Field	4					T Cook	M Woods
Holyrood Sports Pavilion	14					T Cook	M Woods
Somerton Playing Field	22					T Cook	M Woods
<b>AREA NORTH</b>							
<b>Service Manager - Tim Cook</b>							
<b>Area Chairman - Cllr Graham Middleton</b>							
Access to Riverside Walks	8					T Cook	M Woods
Support of Economic Vitality in Area North (Signage for marketing programme)	8					T Cook	M Woods
High Ham Recreation Ground - Youth Park	1					T Cook	M Woods
New Accessible Footpaths at Seavington Playing Field	2					T Cook	M Woods
Village Hall Grant Kingsbury Episcopi Church Rooms	4					T Cook	M Woods
Long Load Village Hall Mgt Committee	5					T Cook	M Woods
Compton Dundon Parish Council Bus Shelter Improvements	4					T Cook	M Woods
Refurbishment of William Blake Mem Hall, South Petherton	5					T Cook	M Woods
Purchase of Fitness Equipment for Recreation Ground next to Barrington Village Hall	2					T Cook	M Woods
Purchase of a section of Langport Cycleway	10					T Cook	M Woods
Huish Episcopi Pool	25					T Cook	M Woods
Access review of Stoke Sports & Recreation Trust 5-year plan	12					T Cook	M Woods
<b>AREA SOUTH</b>							
<b>Service Manager - Natalie Ross</b>							
<b>Area Chairman - Cllr Peter Gubbins</b>							
Yeovil to Ilchester Multi User Pathway-Feasibility	2					T Cook	M Woods
Barwick and Stoford PC - New play equipment.	5					T Cook	M Woods
Grant to Westfield Community Centre	95					T Cook	M Woods
Radio Ninesprings - contribution to set up costs	12					T Cook	M Woods
<b>AREA EAST</b>							
<b>Service Manager - Tim Cook</b>							
<b>Area Chairman - Cllr Nick Weeks</b>							
Wincanton-Pedestrian/Cycle Link Common Lane	5					T Cook	M Woods
Retail Support Initiative Schemes	1					T Cook	M Woods
Award to A Bishop Electricals, Castle Cary	2					T Cook	T Cook
Parish Infrastructure Fund	4					T Cook	T Cook
Upgrade of Cucklington Village Hall Car Park	6					T Cook	T Cook
Henstridge-Village hall furniture	1					T Cook	T Cook
Milborne Port PC-Stair lift Market House	3					T Cook	T Cook
Bruton TC-New MUGA	5					T Cook	T Cook
Horsington PC - Installation of new play equipment	5					T Cook	T Cook
Blackford & Compton Parish Mtg - Superfast Broadband Installation	8					T Cook	T Cook
Hadspen Village Hall - Car Park Extension	1					T Cook	T Cook



Scheme	2018/19	2019/20	2020/21	2021/22	2022/23	Project Officer	Project Sponsor
	Est Spend £000s	Est Spend £000s	Est Spend £000s	Est Spend £000s	Est Spend £000s		
Ansford & Castle Cary TC's - Phase 3 Outdoor Gym Equipment	8					T Cook	T Cook
Upgrade of Milborne Port Village Hall Car Park	4					T Cook	T Cook
Purchase of Allotment Area in Ilchester	7					T Cook	T Cook
Community Kids Playgroup Grant	2					T Cook	T Cook
Caryford Community Hall extension & refurbishment	13					T Cook	T Cook
<b>AREA WEST</b>							
<b>Service Manager - Tim Cook</b>							
<b>Area Chairman - Cllr Jason Baker</b>							
Merriott PC Phase 2 Rec Ground	5					T Cook	T Cook
Ilminster Warehouse Theatre	13					T Cook	T Cook
Avishayes Junior Football Club	4					T Cook	T Cook
Speedwell Hall, Crewkerne	13					T Cook	T Cook
<b>Subtotal for Service Delivery</b>	<b>3,348</b>	<b>1,073</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>COMMERCIAL SERVICES &amp; INCOME GENERATION</b>							
<b>Director - Clare Pestell</b>							
<b>ENGINEERING AND PROPERTY SERVICES</b>							
<b>Service Manager - Robert Orrett</b>							
<b>Portfolio Holder - Cllr Henry Hobhouse</b>							
Investment in Properties	18,887					R Orrett	C Pestell
Car Park Enhancements		28				R Orrett	C Pestell
New Car Parks		240				R Orrett	C Pestell
Enhanc to SSDC Bldgs	39	259				R Orrett	C Pestell
<b>Essential works to the Council's portfolio</b>		<b>89</b>				<b>R Orrett</b>	<b>C Pestell</b>
<b>Capital works to the Council's portfolio</b>		<b>50</b>				<b>R Orrett</b>	<b>C Pestell</b>
Transfer of Castle Cary Market House	25					R Orrett	C Pestell
Yeovil Crematorium 5 year plan	36	24				P Biggenden	R Orrett
Confidential Projects	300	3,540	46			P Biggenden	R Orrett
Petters Way Refurbishment	66	184				P Biggenden	R Orrett
Manor farm, Forton	98					R Orrett	C Pestell
<b>STREETSCENE</b>							
<b>Service Manager - Chris Cooper</b>							
<b>Portfolio Holder - Cllr Jo Roundell Greene</b>							
Access all Areas Footpaths on Open Spaces	11					S Fox	C Cooper
Purchase of Road Sweeper		145				C Cooper	C Pestell
Lufton Depot Artillery Rd - MOT Centre, Yeovil	17					C Cooper	C Pestell
<b>ARTS AND ENTERTAINMENT</b>							
<b>Service Manager - Adam Burgen</b>							
<b>Portfolio Holder - Cllr Sylvia Seal</b>							
Octagon Dimmer Lighting	64					A Burgen	C Pestell
<b>Electricity upgrade and air cooling for The Octagon Auditorium</b>		<b>86</b>				<b>A Burgen</b>	<b>C Pestell</b>
Westland Entertainment Venue	-452					A Burgen	C Pestell
Yeovil Rec Centre	12					J Hannis	L Pincombe
Upgrade Joanna France Building	27					J Hannis	L Pincombe
<b>COMMUNITY HEALTH AND LEISURE</b>							
<b>Service Manager - Katy Menday</b>							
<b>Portfolio Holder - Cllr Sylvia Seal</b>							
Riverside Park Planting Scheme	12	4	3	2	1	R Whaites	K Menday
<b>Commercial Outlet Improvements - Leisure &amp; Recreation</b>		<b>100</b>	<b>100</b>			<b>K Menday</b>	<b>C Pestell</b>
<b>Total for Commercial Services &amp; Income Generation</b>	<b>19,142</b>	<b>4,749</b>	<b>149</b>	<b>2</b>	<b>1</b>		
<b>Total Gross Capital Programme</b>	<b>24,042</b>	<b>14,470</b>	<b>219</b>	<b>232</b>	<b>96</b>		

RESERVE SCHEMES APPROVED IN PRINCIPLE					
Yeovil Refresh		429			
Wyndham Park Community Facilities		400			
Market Towns Vision		355			
Investment in Land, Property & Renewables		13,540	20,000	20,490	
Gas Control System - Birchfield		485			
Affordable Housing - Unallocated		558			
Affordable Housing - Yeovil		72			
Affordable Housing - Rural Contingency Fund		500			
Investment in Market Housing		731	1,200		
ICT Replacement		277			
Transformation		459			

# APPENDIX D

## Revised Capital Programme 2018/19 - 2022/23

Scheme	2018/19	2019/20	2020/21	2021/22	2022/23	Project Officer	Project Sponsor
	Est Spend £000s	Est Spend £000s	Est Spend £000s	Est Spend £000s	Est Spend £000s		
Contingency for Plant Failure		199					
Home Farm, Somerton		298					
Lufton 2000, Yeovil - All Phases		240					
Sports Zone		0					
Gypsy & Traveller Acquisition Fund		133					
Infrastructure & Park Homes Contingency		91					
<b>Total Reserve Schemes Approved in Principle</b>		<b>18,767</b>	<b>21,200</b>	<b>20,490</b>	<b>0</b>		

### AREA RESERVE SCHEMES AWAITING ALLOCATION

Area	2018/19	2019/20	2020/21	2021/22	2022/23	Project Officer	Project Sponsor
<b>North</b>							
Local Priority Projects - enhancing facilities and services		141				S Kelly	
<b>South</b>							
Unallocated Programme		222				N Forte	
Play Area Refurbishment- District Allocation		15				N Forte	
<b>East</b>							
Unallocated Capital Reserve		27				T Cook	
Parish Infrastructure Fund		0				T Cook	
Community & Leisure Grants		3				T Cook	
<b>West</b>							
Area West Markets Improvement Group (Nov 2010 committee)		6					
Unallocated Programme		124					
<b>Total</b>		<b>537</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Capital Programme	24,042	14,470	219	232	96
Contingent Liabilities and Reserve Schemes	0	19,304	21,200	20,490	0
<b>Total Programme to be Financed</b>	<b>24,042</b>	<b>33,774</b>	<b>21,419</b>	<b>20,722</b>	<b>96</b>

Summary of Recommended Schemes (with Interest)

APPENDIX E

Bid No.	Scheme Name	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>SSDC Assets - IT</b>							
2019-04	E5 Upgrade	30.0					30.0
2019-07	Mobile Devices for Council Members	33.0					33.0
2018-05	Flagship Play Area	25.0			25.0		50.0
		<b>88.0</b>	<b>0.0</b>	<b>0.0</b>	<b>25.0</b>	<b>0.0</b>	<b>113.0</b>
<b>SSDC Assets -Essential</b>							
2019-03	Essential Works to the Council's Portfolio:	89.0					89.0
2019-05	Goldenstones and Wincanton Sports Centres	475.0	70.0	230.0	70.0	25.0	870.0
		<b>564.0</b>	<b>70.0</b>	<b>230.0</b>	<b>70.0</b>	<b>25.0</b>	<b>959.0</b>
<b>Other Schemes</b>							
2019-01	Private Sector Housing Grants	180.0					180.0
2019-02	Electricity Upgrade and Air Cooling for The Octagon Theatre Auditorium	86.0					86.0
2019-03	Capital Works to the Council's Portfolio:	50.5					50.5
2019-05	Goldenstones and Wincanton Sports Centres	51.0					51.0
2019-06	Commercial Outlet Improvements - Leisure &	100.0	100.0				200.0
		<b>467.5</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>567.5</b>
<b>Non-Scoring</b>							
	Top up to Area Capital	100.0					100.0
<b>Total of All New Capital Bids</b>		<b>1,219.5</b>	<b>170.0</b>	<b>230.0</b>	<b>95.0</b>	<b>25.0</b>	<b>1,739.5</b>

Lost interest at 2.0% 2019/20 £'000	Lost interest at 2.0% 2020/21 £'000	Lost interest at 2.0% 2021/22 £'000	Lost interest at 2.0% 2022/23 £'000	Lost interest at 2.0% 2023/24 £'000	Total loss of interest at 2.0% £'000
0.6					0.6
0.7					0.7
0.5			0.5		1.0
<b>1.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>0.0</b>	<b>2.3</b>
1.8					1.8
9.5	1.4	4.6	1.4	0.5	17.4
<b>11.3</b>	<b>1.4</b>	<b>4.6</b>	<b>1.4</b>	<b>0.5</b>	<b>19.2</b>
3.6					3.6
1.7					1.7
1.0					1.0
1.0					1.0
2.0	2.0				4.0
<b>7.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7.4</b>
2.0					2.0
<b>22.4</b>	<b>1.4</b>	<b>4.6</b>	<b>1.9</b>	<b>0.5</b>	<b>30.8</b>

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Appendix F



# South Somerset District Council Request for Capital

**Capital Request No:** 2019-01

**Capital Name:** Private Sector Housing Grants

**Date Created** 20.11.2018  
**Document Version:** 1.0  
**Author:** Vicki Dawson

## 1 Purpose of Request

To seek funding of £180,000 to continue to provide Private Sector Housing Grants in 2019/20 across the district.

The provision of Private Sector Housing Grants has comprised part of the council's capital programme for many years and this bid is made in order to continue to fund this vital work. If funding is agreed, £60,000 will go to expenditure on Home Repair Grants, £60,000 towards expenditure on Houses in Multiple Occupation (HMO) Grants, and £60,000 towards Empty Property Grants. This is an increase of £30,000 from the funding provided for 2018/19 due to increased demand. Grants are provided under the provisions of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

## 2 Objectives

The aims in providing grant assistance are to help ensure decent housing standards across South Somerset, and to improve poor housing conditions in order to improve the health of local residents. This aligns directly with one of the priorities of the Draft Somerset Strategic Housing Framework 2018 – 2022 which is to achieve:

- A healthy living environment with secure and decent homes that fosters independent living within strong communities

This work also strongly supports the Council Plan 2016– 21 Area of Focus on Homes. In particular, the following activities identified under this area, which are:

- Work with the private rented sector to improve the standard and availability of rented accommodation
- Tackle fuel poverty
- Enable people to live independently for as long as they are able

## 3 Constraints and Decisions

These grants have been provided for many years, and the infrastructure, resources and expertise to deliver them is in place. 2018-19 has seen increased demand in particular for HMO grants and Home repair grants, mainly due to legislative changes

## 4 Interfaces

A change in legislation in Oct 2018 required increased numbers of HMO landlords to apply for a licence. Once a licence is granted, landlords must comply with the conditions of a licence. Officers are continuing to work with landlords to ensure properties are up to the requisite standard, and the ability to provide some grant aid has assisted this process. Further funding will ensure this support can continue and the standards of HMO's across the district will improve as a result.

When empty property grants are awarded the Council secures nomination rights for the property in order to house tenants from our waiting list in the refurbished homes. This supports work under the Homelessness Reduction Act which came into force earlier this year

## 5 Measures of Success

Success will be measured by the number of properties improved as result of grant funding, and the amount spent of the funding awarded. It is difficult to state the number of expected improved properties as the level of grant varies depending on works required, however based on maximum grant allowance if the grant allocation is all spent then 44 properties would be

improved. In reality this figure will be higher as most grants awarded are not for the maximum amount

## 6 Anticipated Benefits

Providing funding for Private Sector Housing Grants has been successful in helping deliver the Councils housing priorities and supporting the regulatory work of the private sector housing team over many years.

- **Home Repair Grants - £60,000**

Home Repair Grants provide for essential wind and weatherproofing and home insulation which prevents properties falling into further disrepair and residents becoming ill as a result. The grants are means tested ensuring they are targeted at those in most financial need.

- **Houses in Multiple Occupation Grants (HMOs) - £60,000**

HMOs provide an essential and affordable form of housing, often to young and immigrant communities. It has traditionally been a tenure of housing that suffers poorer standards. HMO grants ensure basic safety and amenity standards are met. Any grant will only cover a proportion of the cost of any works required and thus act as an incentive to encourage landlords to bring properties in the sector up to a decent standard. It can be argued that as landlords are businessmen, they should pay all the costs of upgrading their HMOs themselves. However, in South Somerset we have always found that by providing small HMO grants landlords are encouraged to come forward and bring their properties up to standard. Offering these grants does not undermine the regulation of these properties and enforcement action will continue be taken wherever necessary.

- **Empty Property Grants - £60,000**

Bringing empty properties back into use is an important part of strategic housing work. The provision of a grant towards renovation or creation of flats from empty or derelict properties can encourage property owners to bring them back into use providing additional and much needed essential housing for South Somerset residents. Where grants are offered the council secures nomination rights on the property for 5 years and the property is let at Local Housing Allowance (LHA) rates. In addition, bringing empty properties back into use generates New Homes Bonus and increases council tax revenue.

## 7 Options Discounted

There is no other option to source funding for these grants. They are not mandatory, but have been provided for many years to deliver the priorities of the council and support the work of the Somerset Strategic Housing Partnership. Without grants many properties would remain below a decent homes standard. Regulation of the private rented sector would still continue, however, improvement of empty properties and owner occupied properties of vulnerable people would not be supported.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>	
	Start Date:	April 2019
	Other Key Milestones with Dates:	
	Expected Completion Date:	March 2020

<b>8.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Lead Specialist EH Specialist EH Case officer service delivery	Split between all the officers 2.0 FTE	Y Y Y	N/A N/A N/A
	<b>Are there any impacts on property?</b>	N/A		
	<b>Are there any impacts on IT systems?</b>	N/A		
	<b>Are there any environmental impacts?</b>	Many of the grant works will serve to improve energy efficiency and hence reduce energy usage. Where possible environmentally aware contractors will be used.		
	<b>Have you appropriately considered all Equality issues?</b>	Poor quality accommodation particularly in relation to shared HMO properties can significantly impact on those from protected characteristic groups Improving substandard housing will improve conditions for all, but especially for the most vulnerable		
<b>8.3</b>	<b>Risk Assessment</b>			
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	The only real risk associated with this area of expenditure is that the building contractors fail to finish the work on time and the funding allocated is not spent as planned. This has been a problem in the past.	All schemes are closely monitored to try and ensure that this does not happen.		

## 9 Financial Investment

<b>9.1</b>	<b>Total Costs and Funding</b>					
		<b>Funding Body</b>			<b>£' 000</b>	
	SSDC Capital: -	District Executive			180	
	Other Sources: - - Grants					
	<b>Total Capital Cost</b>				<b>180</b>	
<b>9.2</b>	<b>Breakdown of main areas of cost</b>					
		<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>
	Home Repair Grants	60				
	HMO Grants	60				
	Empty property Grants	60				
	<b>Totals</b>	<b>180</b>				

9.3 External funds to be received							
		Secured? Y/N	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	N/A		0				
	<b>Totals</b>		<b>0</b>				
9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Loss of interest @ 2.0%	FT922	3.6				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>3.6</b>				
	<b>Cumulative</b>						
9.5 Whole Life Costing							
	Estimated useful life of asset (years)	N/A					
	Total Revenue Costs Year 1 to 5	N/A					
	Annual Revenue Cost after year 5	N/A					
	<b>Total cost over whole life of asset</b>	<b>N/A</b>					
9.6 VAT Implications							
	Based on the current information provided to us, the VAT is recoverable on this project as the future activity is non business.						





# South Somerset District Council

## Request for Capital

**Capital Request No:** 2019-02

**Capital Name:** Electricity Upgrade and Air Cooling for  
The Octagon Theatre Auditorium

**Date Created** 22/11/2018  
**Document Version:** 1.0  
**Author:** Adam Burgan

## 1 Purpose of Request

This document sets out capital resources required to support upgrading the power supply to The Octagon Theatre to enable installation of air cooling to the existing air handling system in the main auditorium of The Octagon Theatre. The power supply that exists to the theatre is no longer fit for purpose and does restrict the type of shows that can be staged at the theatre (for the ice shows a power generator had to be brought in and this additional cost made it prohibitive for the promoter). The biggest complaint received at the theatre is the lack of air conditioning throughout the building. Through the summer months this is particularly problematic and customers are vocal in their expectation that a venue with such a high profile should have air conditioning and that the current lack does put some audiences off booking during the summer months.

## 2 Objectives

- Protect core services to the public by reducing costs and seeking income generation
- To enhance the facilities in order to reduce the risk of any loss of income to the Council due to premises failure
- To improve the experience of visiting 'The Octagon' to improve attendance at the venue

## 3 Constraints and Decisions

Contracted Octagon Programme: Works to be undertaken around our existing programme.

## 4 Interfaces

BMS system at The Octagon

## 5 Measures of Success

Upgraded power and ability to reduce the temperature of the Octagon Auditorium.

## 6 Anticipated Benefits

- Enhance customer experience of using facilities.
- Minimise the likelihood of loss of income to the Council due to falling standards at The Octagon.
- Protect the Councils Service and Property investment.

## 7 Options Discounted

None.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>	
	Start Date:	1st April 2019
	Other Key Milestones with Dates:	
	Expected Completion Date:	15 <sup>th</sup> April 2019

<b>8.2 Estimate of Officer Time Required: -</b>				
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Arts and Entertainment Venues Manager	4 hrs	Y	Y
	Operations Manager	4 hrs	Y	Y
	Property Services	30 hrs	Y	Y
	<b>Are there any impacts on property?</b>	The property department will be required to manage the two elements of the project e.g. upgraded electricity supply and cooling. These are technically challenging projects so will require a high level of input to ensure the success of the project.		
	<b>Are there any impacts on IT systems?</b>	None		
	<b>Are there any environmental impacts?</b>	The nature of the project is such that there will be a degree of environmental impact but the intention will be to limit this impact by the use of energy efficient equipment and materials where possible.		
	<b>Have you appropriately considered all Equality issues?</b>	Yes.		
<b>8.3 Risk Assessment</b>				
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	Cost of project increases	Budget cost based quotes from suppliers for the project.		
	Contractor fails to complete works to required standard	Use prudent programme for works, and tight programme management.		
	Contractor fails to complete works to required standard.	Use of approved contractors with references taken up, and tight contractual framework.		

## 9 Financial Investment

<b>9.1 Total Costs and Funding</b>			
		<b>Funding Body</b>	<b>£' 000</b>
	SSDC Capital: -	District Executive	86.32
	Other Sources: - - Grants	S106	30.68
	<b>Total Capital Cost</b>		<b>117</b>

9.2 Breakdown of main areas of cost							
			2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	1: Introduction of cooling into the main auditorium via the use of the existing AHU cooling coil to cool the air input system into the auditorium.		72				
	2: The upgrading of the main electricity supply into the theatre to accommodate the additional power required for the new cooling system and enable the theatre to accommodate shows/performances that require an increasing level of power through lighting and stage effects.		45				
	<b>Totals</b>		<b>117</b>				
9.3 External funds to be received							
		Secured? Y/N	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	N/A		N/A				
	<b>Totals</b>						
9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Loss of interest @ 2.0%	FT922	1.726				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>1.726</b>				
	<b>Cumulative</b>						
9.5 Whole Life Costing							
	Estimated useful life of asset (years)	Perpetuity					
	Total Revenue Costs Year 1 to 5						
	Annual Revenue Cost after year 5						
	<b>Total cost over whole life of asset</b>						
9.6 VAT Implications							
	Based on the current information provided, VAT should be able to reclaimed on this project in line with the Council's overall partial exemption calculation.						



# South Somerset District Council

## Request for Capital

**Capital Request No:** 2019-03

**Capital Name:** Capital and Essential Works to the Council's Property Portfolio

**Date Created** 13/11/2018  
**Document Version:** 1.0  
**Author:** Robert Orrett

## 1 Purpose of Request

To ensure the continuance of funding for specific items planned capital and essential repair work to Council owned buildings, to ensure that 'fully serviced' buildings are provided in accordance with the Service Plan and Corporate Objectives.

## 2 Objectives

The project objectives link to the following Council Plan Priorities:

Environment,

- Promote a high quality built environment to live in

High quality cost effective services

- Actively manage assets and resources to ensure the best financial or community return.

Economy

- Capitalise on our high quality culture, leisure and tourism opportunities to bring people to South Somerset

In addition the project will combine with other objectives as listed below;

Service Plan Objectives:

- To deliver the process for planned maintenance as listed in the Property and Engineering Services Service Plan

Asset Management Plan:

- To deliver the process for planned maintenance as listed in the Corporate Strategy.

Audit Recommendation:

- To ensure delivery of planned maintenance to ensure compliance with District Audit.

To continue to provide fully serviced buildings for service managers and commercial and public users. This bid, if successful, is to enable continuation of the enhancement programme and enable essential maintenance thereby maintain asset value.

## 3 Constraints and Decisions

These would fall into the following categories:

- Inability to resource programme due to other commitments and staff changes arising out of the transformation programme.
- Need to programme the works within Service Manager Commitments, and around the use of individual buildings.
- Contractors and materials availability.
- Legislative requirement e.g. Planning Permission, Listed Building Consent or Building Regulation Requirements.

## 4 Interfaces

These would arise from any change to the Property Portfolio, any change in building features or any change in policy:

- Disposal of Property

- Acquisition of Property
- Major refurbishment of a property including carbon reduction measures.
- Accommodation or Building function Reviews

Any one of these would cause a review of the items listed for Improvement or change in the rolling programme of work.

## 5 Measures of Success

Success can be measured by:

- The maintaining or improving of the asset value.
- The improvement of the customer experience gauged via general feedback, level of customer complaints.
- Tenant satisfaction enabling rental values to be maintained.
- The continuation of statutory compliance.

## 6 Anticipated Benefits

The carrying out these projects this will result in the following benefits and outcomes:

- Health and Safety Standards are maintained for Staff, Tenants and the Public.
- Buildings are well maintained and remain capable of securing market/rental value.
- Buildings are available for public access for the published opening hours.
- Expenditure is levelled out to improve budgeting.
- Continued compliance with regard to disability access and data protection regulations.
- Allows for continued funding to address items identified within the five-year maintenance programme as requiring action for 2019.
- Adequate funding to ensure a 75% -25% split in expenditure is achieved for planned maintenance v's reactive maintenance in accordance with District Audit best practice recommendations.
- Replace obsolete equipment no longer supported by manufacturer so unable to be effectively maintained.

To ensure the continued effectiveness of the maintenance programmed works there will be:

- Consultations with service providers / end users to ensure buildings continue to meet their requirements for service delivery
- Property Valuations can reflect the Councils investment in planned capital works.
- No adverse reports from Regulatory Bodies on Health and Safety  
Fire Risk or similar issues as a consequence of lack of building or system upgrades
- Less likelihood of public or employee liability claims arising through lack of building or system enhancements

## 7 Options Discounted

Options considered but discounted:

- Do nothing for an extended period but this will result in further and increased degradation of building fabric resulting in a decrease in value and potential health and safety issues and/or non-compliance.

- Delay the works until next year but this will result also potentially result in a degree of further degradation and adding to the cost of future works, potential non-compliance, closure of some public toilets due to failure of obsolete equipment.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>			
	Start Date:	April 2019		
	Other Key Milestones with Dates:	Approval of funding – Feb 2019 Consultation with interested parties April/May 2019. Prepare programme of works May 2019 Review progress December 2019		
	Expected Completion Date:	March 2020		
<b>8.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Commercial Land & Property Manager Property Specialist Case Worker	3+ per month 12+ per month 12+ per month	Yes Yes Yes	Yes Yes Yes
	<b>Are there any impacts on property?</b>	Commercial Land & Property project and there are adequate resources to develop these projects.		
	<b>Are there any impacts on IT systems?</b>	No significant impact on IT systems is anticipated.		
	<b>Are there any environmental impacts?</b>	It is anticipated that any environmental impact will be minimised by the use of sustainable materials (where possible) <ul style="list-style-type: none"> <li>• Paints</li> <li>• Locally sourced materials</li> <li>• Use of FSC sourced softwoods and hardwoods.</li> </ul> <p>Where possible redundant materials will be recycled.</p> <p>Where possible energy consumption will be reduced by using:</p> <ul style="list-style-type: none"> <li>• LED Lighting</li> <li>• Modern energy efficient electrical items.</li> </ul>		
	<b>Have you appropriately considered all Equality issues?</b>	Elements of this project will assist with meeting the ongoing equality compliance needs of the organisation.		



8.3 Risk Assessment		
Risk	Steps taken to mitigate Risk	
Unable to deliver programmed works due to rising cost of materials	Ensure that competitive or negotiated tender for works to achieve best value are employed.	
Major system or building failures result in funds being switched	Review programme of works based on priority and overall impact if not undertaken.	
Unable to deliver programme because of staff/resources shortfall	Able to employ Consultant employed on a schedule of rates if necessary or negotiated terms if necessary.	
Unable to deliver programme because of Contractor difficulties or market forces	Use of fully accredited companies to ensure Technical, financial and H & S compliance.	
Increase in property portfolio without the additional funds	Seek adequate funding from DX before Purchase.	
Cost over-runs on individual contracts	Effective Project management by Property Services or use of Consultants.	
Restriction on all maintenance back to urgent works only may have Corporate liability issues if problems arise	Ensure monitoring/maintenance of buildings is ongoing to identify any changes to the status of repairs and advise accordingly.	
Reputational risk of building fabrics not being updated for customers and staff	Ensure monitoring/maintenance of buildings is ongoing to identify unexpected necessary repairs and action.	
Reduced business continuity plan for building portfolio by reducing planned enhancements and essential works.	Ensure monitoring/maintenance of buildings is ongoing to identify unexpected necessary repairs and action. Seek additional funding from DX	

## 9 Financial Investment

9.1 Total Costs and Funding						
		Funding Body			£' 000	
	SSDC Capital: -	District Executive			139	
	<b>Total Capital Cost</b>				<b>139</b>	
9.2 Breakdown of main areas of cost						
		2019/20	2020/21	2021/22	2022/23	2023/24
		£'000	£'000	£'000	£'000	£'000
	See attached spreadsheet	139				
	<b>Totals</b>	<b>139</b>				

9.3 External funds to be received							
		Secured? Y/N	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	N/A						
	<b>Totals</b>						
9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Loss of interest @ 2.0%	FT922	2.78				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>2.78</b>				
	<b>Cumulative</b>						
9.5 Whole Life Costing							
	Estimated useful life of asset (years)			Perpetuity			
	Total Revenue Costs Year 1 to 5			Costs met from within existing revenue budgets			
	Annual Revenue Cost after year 5			Costs met from within revenue budgets			
	<b>Total cost over whole life of asset</b>			<b>N/A (at present)</b>			
9.6 VAT Implications							
	Based on the current information provided to us there are no VAT implications.						



# South Somerset District Council Request for Capital

**Capital Request No:** 2019-04

**Capital Name:** Upgrade of E5 Financial Systems

**Date Created** 29/11/2018  
**Document Version:** 1.0  
**Author:** David Chubb

## 1 Purpose of Request

To upgrade the corporate Financial Management System (E5) due to support terminating for SSDC's current version and additional functionality available in the latest version.

## 2 Objectives

- To seamlessly upgrade E5
- To utilise efficiently the new functionality that version 5.5 offers
- To ensure that existing financial data is accessible
- To ensure that the system provides quality management information when and as required
- To ensure that all income and expenditure is correctly accounted for

This project will contribute to our corporate aim:

“to deliver well managed, cost effective service, valued by our customer.”

This project will also enhance the current asset that is owned by SSDC. Ownership will continue for as long as we continue to pay on-going maintenance.

## 3 Constraints and Decisions

- **Officer Time:** It is vital to have adequate staff resources. The project team is small and therefore additional consultancy will need to be purchased from the software supplier Advanced Business Solutions (ABS) The cost of this has been included.
- **Changes to Procedure:** There may be times when influencing users into new ways of working will be of benefit. Users will be consulted as required.
- **Price:** The cost of the upgrade has been quoted.

## 4 Interfaces

- E5 have a range of systems that interface with it, both input and output.
- **General Ledger Interfaces:**
  - Cash Receipting System
  - Procurement cards
  - Bank reconciliation
  - Payroll (Staff and Councillors)
- **Purchase Ledger Interfaces:**
  - Housing Benefits
  - Council Tax
  - Business Rates

## 5 Measures of Success

The Financial System is upgraded to the next supported version of the software with minimal impact to users.

The system counties to provide the functionality required by the organisation.

The upgrade is completed within the budget and timescales set out within this bid.

## 6 Anticipated Benefits

In addition to the protection that system support will give, there are a number of enhancements available in an upgraded e5 system that would be of immediate benefit. The main changes are categorised:

- **General ease of use** – There will be substantial User interface improvements. The user interface (UI) is the means by which users view and interact with the system
- **System maintenance and security** – New features available in e5.5 streamline many aspects of system security, particularly in the area of assigning user privileges and will help to ensure SSDC continues to maintain a flexible but robust financial system.

## 7 Options Discounted

- SSDC could purchase a different Financial Management System, however, the costs are quite significant (a recent quote was in the region of £400,000) and the time to implement a new system could take up to 18 months. There would also be the additional costs of retraining all users.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>			
	Start Date:	01 August 2019		
	Other Key Milestones with Dates:	Testing complete 01 December 2019		
	Expected Completion Date:	31 January 2020		
<b>8.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Support Services Case Officer	480	Yes	Yes
	Lead Specialist Finance	74	Yes	Yes
	ICT Support	350	Yes	Yes
	Creditors/Debtors Input/Advice	74	Yes	Yes
	Accountancy Input/Advice	74	Yes	Yes
	<b>Are there any impacts on property?</b>	N/A		

	<b>Are there any impacts on IT systems?</b>	<p>This upgrade will align the E5 system to the ICT strategy.</p> <p>The use of the HTML5 interface is recommend as it will remove the patching burden and complexity of the existing client software.</p>
<b>8.3 Risk Assessment</b>		
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>
	Key staff not available because of other priorities.	Lead Specialists for Finance and IT will monitor this along with the Support Services Case Team Manager.
	Unforeseen technical difficulties	Draw on support from ABS and IT for advice
	Project not completed within required timescales	Lead Specialists for Finance and IT will monitor progress alongside plan and redirect resources if necessary. ABS will be project managing.

**9 Financial Investment**

<b>9.1 Total Costs and Funding</b>								
				<b>Funding Body</b>		<b>£' 000</b>		
	SSDC Capital: -			District Executive		30		
	Other Sources: - - Grants							
	<b>Total Capital Cost</b>					<b>30</b>		
<b>9.2 Breakdown of main areas of cost</b>								
				2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	E5 Upgrade			30				
	<b>Totals</b>			<b>30</b>				
<b>9.3 External funds to be received</b>								
			Secured? Y/N	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	N/A							
	<b>Totals</b>							

9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Loss of interest @ 2.0%	FT922	0.6				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>0.6</b>				
	<b>Cumulative</b>						
9.5 Whole Life Costing							
	Estimated useful life of asset (years)						
	Total Revenue Costs Year 1 to 5						
	Annual Revenue Cost after year 5 .						
	<b>Total cost over whole life of asset</b>						
9.6 VAT Implications							
	Based on the current information provided to us there are no VAT implications						



# **South Somerset District Council Request for Capital**

**Capital Request No:** 2019-05

**Capital Name:** Goldenstones and Wincanton Community Sports Centre

**Date Created** 21/11/2018  
**Document Version:** 1.1  
**Author:** Lynda Pincombe



## 1 Purpose of Request

To approve capital funding to replace essential systems and components of plant at Goldentsones and Wincanton Community Sports Centre as identified by external consultants in maintenance review.

## 2 Objectives

Goldenstones was built in 1992 and is now 26 years old. Wincanton Community Sports Centre was completed around 1999 and is about 19 years old. As facilities age, it becomes essential to replace major systems and components within pool facilities in order to keep them operating safely and effectively and to avoid forced closure due to plant failure.

Both facilities are currently operated by LED Leisure but the maintenance liability for maintenance of most facility infrastructure lies with SSDC. The 2018 strategic review of the maintenance requirements for Goldenstones and Wincanton showed that both facilities have been maintained effectively to date, but identify some major items that should be prioritised for replacement in the next 1-2 years. The report also identifies some highly desirable maintenance.

**In summary, the key objectives of this funding are therefore:**

- To invest in the replacement of the essential mechanical and electrical components at SSDC owned sports centres in order to maximise the lifespan of these facilities.
- To avoid major plant failure resulting in forced closure, loss of income and customer dissatisfaction.
- To ensure that health and safety standards are maintained to a high standard.
- To maintain asset value.

### Links to Council Objectives

Health and Communities is an area of focus with the Council Plan. This project would specifically support the Council's objectives to:

- Help people to live well by enabling quality cultural, leisure, play, sport & healthy lifestyle facilities & activities
- Actively manage assets and resources to ensure the best financial or community return.

## 3 Constraints and Decisions

The delivery of the programmed maintenance will rest with the Engineering and Property Service Specialists. The Council's recent transformation programme may have some impact on the team's capacity in the short term which could lead to some slippage in expenditure at year end.

Delivery may also be delayed by the availability and capacity of external contractors.

Elements of the proposed works are related to critical operational elements of the centres such as boiler, water heater replacements, control works, ventilation works. The intention will be to programme works in such a way as to minimise the effects of any shutdowns however short term closures during the course of the works will be inevitable but necessary to ensure the ongoing function of the centres.

## 4 Interfaces

Not applicable.

## 5 Measures of Success

Delivery of the proposed maintenance schedule against identified timescales and within budget.

## 6 Anticipated Benefits

- Health and Safety Standards are maintained for our operator, their staff and the public.
- Buildings are available for public access for the published opening hours.

- Routine replacement of mechanical and electrical items before breakdown is more cost effective and efficient and helps to avoid major plant failure and compensation payments to the operator.
- Replace obsolete equipment no longer supported by manufacturer so unable to be effectively maintained.
- Allows for continued funding to address items identified within the ten-year maintenance programme requiring action for 2019/2020.

## 7 Options Discounted

Options considered but discounted:

- Do nothing, but this will result in further and increased degradation of the assets resulting in a decrease in value and potential health and safety issues and/or non-compliance.
- Delay the works until next year but this will also potentially result in a degree of further degradation and adding to the cost of future works, potential non-compliance and closure due to failure of obsolete equipment.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>			
	Start Date:	April 2019		
	Other Key Milestones with Dates:	Approval of funding February 2019 Review of expenditure between the Property Specialist and Specialist (Strategic Planning) each quarter at or just prior to contract monitoring meetings.		
	Expected Completion Date:	March 2020		
<b>8.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Commercial Land & Property Manager	6+ per month	Yes	Yes
	Property Specialist	18+ per month	Yes	Yes
	Case Worker	20+ per month	Yes	Yes
	<b>Are there any impacts on property?</b>	These works work require significant input from the property team. Changes within the team will mean that the impact will be significant so early planning and phasing of the works programme will be essential.		
	<b>Are there any impacts on IT systems?</b>	No significant impact on IT systems is anticipated.		
	<b>Are there any environmental impacts?</b>	It is anticipated that any environmental impact will be minimised by the use of sustainable materials (where possible) <ul style="list-style-type: none"> <li>• Locally sourced materials</li> </ul> Where possible redundant materials will be recycled. Where possible energy consumption will be reduced by using: <ul style="list-style-type: none"> <li>• LED Lighting</li> <li>• Modern energy efficient electrical items.</li> </ul>		
	<b>Have you appropriately considered all Equality issues?</b>	Maintenance of these facilities will maintain access to leisure facilities for all sectors of the population.		

8.3 Risk Assessment		
	Risk	Steps taken to mitigate Risk
	Unable to deliver programmed works due to rising cost of materials	Ensure that competitive or negotiated tender for works to achieve best value are employed.
	Major system or building failures result in funds being switched	Review programme of works based on priority and overall impact if not undertaken.
	Unable to deliver programme because of staff/resources shortfall	Able to employ Consultant employed on a schedule of rates if necessary or negotiated terms if necessary.
	Unable to deliver programme because of Contractor difficulties or market forces	Use of fully accredited companies to ensure Technical, financial and H & S compliance.
	Cost over-runs on individual contracts	Effective Project management by Property Services or use of Consultants.
	Restriction on all maintenance back to urgent works only may have Corporate liability issues if problems arise	Ensure monitoring/maintenance of buildings is ongoing to identify any changes to the status of repairs and advise accordingly.
	Reputational risk of building fabrics not being updated for customers and staff	Ensure monitoring/maintenance of buildings is ongoing to identify unexpected necessary repairs and action.
	Facility closure resulting in a contractor compensation event.	Programme works to minimise disruption to the operator and public. Plan out of hours work as necessary to minimise disruption.

## 9 Financial Investment

9.1 Total Costs and Funding			
		Funding Body	£' 000
	SSDC Capital: Goldenstones Wincanton CSC	District Executive	440 480.5
	Other Sources: - Wincanton Sports Centre Reserve (X8212) Existing capital...		20
	<b>Total Capital Cost -</b>		<b>940.5</b>

9.2 Breakdown of main areas of cost						
		2019/20 £'000	2020/ 21 £'000	2021/ 2022 £'000	2022/ 23 £'000	2023/ 24 £'000
	<b>Goldenstones</b>					
	1. Upgrade control panel to BMS standard & heating pressurisation system	20				
	2. Replace underground submersible pumps	15				
	3. Upgrade pool circulation plant control panel (add to BMS)	15*				
	4. Replace gas boilers, water heaters, pumps and control system	170				
	5. Enhance hot water generation to use plate heat exchangers with storage cylinders	40				
	6. Replace Lennox Unit or install DX in AHU (fitness suite)		25			
	7. Upgrade control system (fitness suite).		20			
	8. Upgrade alarm systems including Fire Alarm.		5			
	9. Replace cold water pressure booster pump.			10		
	10. Replace and enhance CV equipment.			80		
	11. Renew grouting of pool tiles.			15		
	12. Replace and enhance resistance equipment.				25	
	<b>Wincanton Community Sports Centre</b>					
	13. Upgrade Barr and Wray control panel to BMS and upgrade pool water quality sensors & connect to BMS	12.5*				
	14. Replace boilers in plant room	180				
	15. Upgrade control system to modern BMS and connect to SSDC network	50				
	16. Replace Hydromag in plant room, upgrade control system within pool AHU and replace attenuator.	13*				
	17. Improve ventilation in changing rooms	10*				
	18. Install harmonic filters	20**				
	19. Replace heating F+E tank with variable pressure expansion vessel		10			
	20. General upgrade to changing rooms		10			
	21. Replace and enhance resistance equipment (fitness suite)			25		
	22. Replace and enhance resistance equipment (dance studio)			25		
	23. Refurbish pool rising floor and gantry			25		
	24. Sports Hall lighting upgrade			30		
	25. Dance Studio lighting upgrade			10		
	26. Fitness Suite lighting upgrade			10		
	27. Renew grouting of pool tiles				15	
	28. Upgrade pool side shower room and toilets				20	
	29. External lighting upgrade				10	
	30. Renewal of fitness suite flooring					25
	<b>Totals</b>	<b>545.5</b>	<b>70</b>	<b>230</b>	<b>70</b>	<b>25</b>
<p>* Could be deferred until 2020/21 if necessary  ** Can be funded through the available reserve</p>						

9.3 External funds to be received							
		Secured? Y/N	2019/20 £'000	2020/ 21 £'000	2021/ 2022 £'000	2022/ 23 £'000	2023/ 24 £'000
	None identified.						
	<b>Totals</b>						
9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/ 21 £'000	2021/ 2022 £'000	2022/ 23 £'000	2023/ 24 £'000
	Loss of interest @ 2.0%	FT922	12.3	1.4	4.6	1.4	0.5
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>12.3</b>	<b>1.4</b>	<b>4.6</b>	<b>1.4</b>	<b>0.5</b>
	<b>Cumulative</b>			<b>13.7</b>	<b>18.3</b>	<b>19.7</b>	<b>20.2</b>
9.5 Whole Life Costing							
	Estimated useful life of asset (years)	20 years					
	Total Revenue Costs Year 1 to 5	Costs met from within existing revenue budgets.					
	Annual Revenue Cost after year 5	Costs met from within existing revenue budgets.					
	<b>Total cost over whole life of asset</b>	<b>N/A</b>					
9.6 VAT Implications							
	Based on the current information provided to us there are no VAT implications.						



# South Somerset District Council

## Request for Capital

**Capital Request No:** 2019-06

**Capital Name:** Commercial Outlet Improvements - Leisure & Recreation

**Date Created** 30 November 2018

**Document Version:** 1

**Author:** Katy Menday

## 1 Purpose of Request

This application seeks funding to deliver two building enhancement projects at Ninesprings and Yeovil Recreation Centre. The 2018-2021 Leisure and Recreation business plan identifies two projects that through delivering improvements to existing buildings we can improve the health and wellbeing benefits to residents and visitors, whilst also generating increased income. There is a need for this project to enable the service to meet its 5% yield improvements, further cost cutting is not viable, but there are identified opportunities at the two locations to generate greater income providing for a more sustainable future.

The application is for £200K of capital towards a £380K overall project cost. Project delivery is proposed across two years, and enables the realisation of a range of improvements at the two strategic Leisure and Recreation locations.

The Leisure and Recreation business plan identifies both Yeovil Recreation Centre and Ninesprings as centres where income generation should be enhanced through diversification of opportunities including generating increased café income, introduction of new retail elements and the provision of new chargeable fitness / sport, forest school and healthy lifestyle activities. By improving our facilities, we encourage customers to visit frequently, stay longer and spend more on a variety of sessions or other secondary spend items, building a sustainable future for the sites.

## 2 Objectives

Extend the existing Ninesprings building by 50m<sup>2</sup>. Create extra flexible space as an extension to the existing café seating area that provides an increase from 40 café covers to 55. The space will provide a new and appropriate home for the Yeovil Tourist Information Centre, it will also include heritage display space for the Community Heritage Access Centre (CHAC) and enable the sale of bespoke and local retail elements plus storage. The increased space would enable the new Case Officer (Community Heritage) to increase the regularity (and seasonality) of chargeable sessions including educational and public events.

At Yeovil Recreation Centre the proposal is to reduce the number of changing rooms by three (currently 12, plus two for officials) and reconfigure the internal space to create a new, high quality, indoor café space, plus a new multi-disciplinary studio space. The current John O'Donnell pavilion building is primarily made up of changing rooms which are under used. Over the past five years a reduction in football teams playing fixtures on site and decreasing demand for changing spaces (players come and go in their kit) has led to under use of the pavilion which needs to be addressed. By making the proposed alterations to the existing indoor space we will diversify use of the building and also the wider recreational greenspace. The new studio space would be for sports clubs, groups and for the new Case Officer (Activities) to deliver a range of chargeable or free grant funded sessions. Building on the seasonal success of the Galley hatch outlet the new café would also include appropriate retail elements e.g. sports equipment and be the point of hire for golf and tennis equipment.

Both builds and all three new spaces would deliver increased income and serve to reduce the overall running cost of each facility in line with the adopted Commercial Strategy.

The building improvements would enable the two new Case Officers (Activities and Community Heritage) to develop broad activity programmes that target hard to reach and at risk groups. By providing safe, indoor flexible spaces you increase the type and range of sessions that can be delivered.

The projects link to the Council Plan across four themes: High quality cost effective services; as we strive to actively manage the assets to ensure the best financial and community return. Economy; as we capitalise on our high quality leisure, culture and tourism opportunities to encourage more visits to South Somerset. Environment; as we maintain our country parks to promote good mental and physical health. Health and Communities; where the proposed work at Yeovil Recreation Centre would deliver against a number of the elements enabling our communities to live well.

The projects feature in the approved Leisure and Recreation business plan and have a clear fit with the new Area Chapters for Area South, across priorities in Economy, Environment and Health.

### **3 Constraints and Decisions**

Both projects will require planning permission to progress, these will be sought at the earliest opportunity to prevent any delays. The Ninesprings extension application is submitted, with an anticipated decision date of February 2019. The permission for Yeovil Recreation Centre will be submitted in Spring 2019.

The overall project seeks to secure £180K of external grant income from a variety of external funding sources. Applications can be lengthy to complete and may be delayed by mandatory application assessment rounds. Work has started to ensure a timely submission of applications and will include applications to a range of funders to ensure sufficient grant offers are received.

### **4 Interfaces**

There are links to the new SSDC website, the Yeovil Recreation Centre website and the South Somerset Countryside website. As book and pay online comes forward and the variety of sessions available at the sites broadens, the interfaces will become more complex, but these interfaces have already been mapped through process re-design.

### **5 Measures of Success**

The measures of success are broad from both health and wellbeing outcomes through to income generation.

- There is increased customer use of both facilities; on sports pitches, visiting the country park and attending events. Both sites demonstrate increased customer spend per visit.
- Residents and visitors demonstrate improved health and wellbeing through an increased level of participation in activities.
- Incidents of vandalism are reduced at Yeovil Recreation Centre.
- Ninesprings Café extension is constructed and profit from the Café is increased by £5%.
- Public events, activities and sessions are increased through use of the flexible space by 2000 attendees per annum.
- Income generated by the Case Officer (Community Heritage) is £8K in year one.
- At Yeovil Recreation Centre (YRC) the studio space is constructed and new sessions introduced with new groups and clubs regularly using it.
- At Yeovil Recreation Centre, a new community support group is established.
- The Case Officer (Activities) reaches 500 new customers for healthy lifestyle activities or sessions.
- The Case Officer (Activities) generates £8K of income in year one through new sessions and use of the space.



- The Café at YRC is completed and opened and generates increased profit of £5,000 in year one.
- The Yeovil Tourist Information Centre has a higher profile, delivers information to a greater number of customers raising the profile of Yeovil and wider South Somerset. It delivers enhanced ticket and retail sales, increasing income.

## 6 Anticipated Benefits

There are a huge range of anticipated benefits expected from delivery of these improvements.

### Ninesprings

- Will improve customer satisfaction statistics for the existing café and wider County Park. In summer 2018 a survey evaluated customer opinion on the café and country park. Of 279 respondents 21 requested better access to seating both indoors and out. Around half of respondents had attended events and found them to be very satisfactory but comments requested more and continued events in the Country Park programme going forward. The survey specifically records 80% of respondents supporting the idea of local products for sale, 85% supporting a local and tourist information service and 82 % support for heritage displays.
- Creating space to provide a Tourist Information Service (TIC) will attract visitors to the site and to Yeovil. Staff will be able to upsell South Somerset as destination. Ninesprings has already proved itself as a new visitor hub for the town and provision of high quality destination information will enhance that offer. It will attract visitors from Dorset to find information on attractions in South Somerset and improve the visitor economy. Secondary spend through the café will improve income generation for the site. TIC staff will be able to sell products supporting local trades and crafts.
- At SSDC's Community Heritage Access Centre (CHAC) around 30,000 objects and 6,000 photos are professionally cared for, but continue to be difficult to access for the public. By providing a new front of house display case for the service a greater range of visitors and residents will be able to see the exhibits and understand the history of the local area. Events linked to local history and talks would be delivered in the flexible space. An area of increasing interest from overseas visitors is family research and by linking heritage and tourism advice, near to the family research centre in town, packages could be made available to attract visitors.
- An extension to the café would increase covers from 40 to 55 and therefore increase café profits. The café's trade is seasonal and weather dependent. By increasing the amount of indoor seating you build resilience for periods of bad weather, when customers will be more assured that they will be able to get a seat.
- The Case Officer (Community Heritage) would have access to indoor space to run a variety of new sessions to increase income generation. These include public events and session's but also diversify to birthday parties and corporate team building sessions. Other groups would have access to the flexible space to have talk's e.g. wildlife groups or to run events e.g. sporting events. This networking with groups improves engagement and community cohesion across the Country Park and wider town.
- Forecasts for the Ninesprings Café before and after the proposed extension is completed have been drawn up. In summary, the figures are based on the actual takings after four years of trading from the current building. At the end of year two we saw a 25% increase in turnover and year three a 10%. The end of this current financial year is only likely to

see a 4% increase due to the limitations imposed by the building at peak times. Total café operating costs are a combination of salaries, wages, provisions (coffee, cake, sandwiches, milk), utilities, NNDR, equipment servicing and replacement costs, security, safety testing and other property costs, waste handling, cash collections & bank charges.

Turnover and ultimately the net contribution, will be improved by:

- increasing cafe covers from 40 to 55
- introducing appropriate retail sales
- rehoming the TIC to Ninesprings to handle the retail sales and enhanced event and travel ticket sales
- through the work of the Case Officer Community Heritage to increase park events, particularly focusing on those that compliment cafe business e.g. activities during quiet periods.

It should be noted that the staff salaries line will increase from April 2019 after the outcome of job evaluation for the salaried permanent café staff.

### Yeovil Recreation Centre

- Will deliver significant improvements to the existing Galley hatch refreshment outlet that is currently operating by creating a new, high quality indoor café space with views across the Recreation Ground and its facilities. This responds to demand for indoor seating to enable greater and year round use of the wider sporting facility. Better access for all would also be provided through well designed indoor space. Café income would be increased and move the site towards a more sustainable financial future.
- The café at Ninesprings has created its own community and on a daily basis individuals meet there for company and chat. With loneliness and social isolation an increasing issue provision of a community focused café would enable the team to roll out the model from Ninesprings to reach a greater number of customers at a new location. The new Café Outlet Manager post will manage both locations and be able to train staff in the exceptional customer service and visitor welcome that has made the Ninesprings café such a success.
- Creation of a multi-use studio space (club house) would enable existing sporting clubs to stay on site after fixtures to meet and socialise. Access to this room would encourage clubs to return to the site, as home teams, as overall use by football clubs has significantly declined. Improved club liaison through the new Case Officer (Activities) will increase club membership and engage more, and a wider range of, people with sport and activities.
- A studio space would be used by instructors and the Case Officer (Activities) to deliver a range of new classes and activities for all age groups. From women only sessions to entry level fitness classes, hard to reach and at risk groups could start engaging with activity in a welcoming and secure environment.
- The Case Officer (Activities) would also use the studio space to deliver income generating sessions like sport themed birthday parties.
- The Case Officer (Activities) enables increased participation and use of the site by local and regional educational establishments e.g. college games, championships, inter school competitions.
- The service works towards increased engagement with national sporting and heritage organisations.

- Links to local and national charities would be improved as the Recreational Ground would be able to become a venue for large events like Race for Life.
- YRC is a regionally important sporting destination. With top class athletics provision, all weather pitches and a nationally commended grounds team however the site requires an indoor space and a high quality refreshment provision to finalise its offer.
- Forecasts before and after the completion of the two proposed building elements at Yeovil Recreation Centre have also been drawn up. The actual figures are from the existing Galley hatch outlet and are revised (using knowledge from the Ninesprings café business plan and actual performance) once the newly created café space and studio open. Turnover and net contribution will be improved by:
  - Upgrading the hatch outlet to a high quality café with indoor seating of c. 50 covers.
  - Having one café manager across the two café outlets, providing professional outlet management and using the experience from setting up Ninesprings. Driving down costs by having greater buying power from suppliers.
  - Introducing appropriate retail sales.
  - Through the work of the Case Officer Activities increasing general use across the Recreation Ground to capture greater secondary spend in the Café.
  - Through the hire of the studio space to clubs and instructors, and through the delivery of events and sessions by the Case Officer Activities in the studio space.

### Overall

- Both locations will deliver against the Leisure and Recreation business plan targets including a minimum 5% improvement in yield in line with the Commercial Strategy. Putting both locations on the journey to a more sustainable financial future. Income will grow year on year.
- Solar panels are designed into both builds to reduce utility costs.
- Both projects are considered feasible through work with experienced officers who managed the Ninesprings Café project from the outset. The existing café has consistently outperformed its business plan since opening in 2014. With turnover and profit growth now slowed due to the physical constraints of the space at peak times.
- At YRC the Galley (hatch refreshments) performs well in summer holiday months but a lack of indoor space restricts year round and therefore optimal income generation. With both regular (local) and visiting (away clubs and schools) site users and a real need for a community focus on site (as per the Ninesprings model) provision of a high quality space and associated greenspace (with a bespoke events programme) is a sound decision.
- Both locations and facilities are important community spaces for both formal and informal use. Particularly at Yeovil Recreation Centre there is a lack of facilities to enable individuals and groups to come together. By providing the space and services, we improve opportunities for sporting and social engagements. Creating destinations that people will travel to visit to meet family and friends and enjoy activities.
- Both locations, but particularly at Ninesprings, via the Tourist Information point the project would enhance the image and provide the opportunity to disseminate, important resident information from the Council. It will provide a natural opportunity to promote SSDC services and products and pick up information.

Value for money will be secured by

- Working closely with expert property services officers and managers throughout.
- Learning from experience in the original 2014 café build project and kit out.
- Making use of existing café suppliers with whom competitive rates can be negotiated where appropriate.
- Working with Locality and Specialist officers in creating flexible but appropriate group and sporting spaces.
- Appointing a café manager across the two outlets to drive Value for Money, profitability and a five-star business.
- Seeking grant funding where at all possible to match fund the SSDC capital grant.
- Working with the Ninesprings community and Friends of Group and volunteers to fundraise for the building.

## 7 Options Discounted

Option 1 is proposed – progress improvements as detailed and generate increased income with concurrent health and wellbeing improvements delivered.

Option 2 was discounted– leave the buildings and facilities to function as they are, failing to realise extra income, sites are less sustainable for the future and communities do not experience learning and wellbeing benefits.

## 8 Key Information Summary

8.1	Expected Duration Of Work	
	Start Date:	April 2019- planning permission YRC submitted. Ninesprings submitted December 2018.
	Other Key Milestones with Dates:	April 2019 – grant funding submitted YRC
	Other Key Milestones with Dates:	August 2019 – grant funding submitted & ongoing Ninesprings
	Other Key Milestones with Dates:	Winter 2019 – building renovations YRC
	Other Key Milestones with Dates:	March 2020 – YRC cafe and studio opens
	Other Key Milestones with Dates:	Autumn 2020 – building Ninesprings
	Expected Completion Date:	Winter 2021

8.2 Estimate of Officer Time Required: -				
Officer's Name		Estimate of Officer hrs	Officer available? Y/N	Agreement of Officer? Y/N
Leisure and Recreation Manager		120	Y	Y
Countryside Manager		90	Y	Y
Income & Opportunities Manager		10	Y	Y
Case Officer (Activities)		100	Y	Y
Case Officer (Community Heritage)		100	Y	Y
Café Outlet Manager		120	Y	Y
Senior Building Surveyor		90	Y	Y
<b>Are there any impacts on property?</b>		There are significant implications for two existing properties. Plans have already been created by the Senior Building Surveyor to enable cost estimates to be submitted for this bid.		
<b>Are there any impacts on IT systems?</b>		IT support will be required to install two existing EPOS tills, one at Ninesprings and one at YRC. A new small office set up with a thin client will be required at YRC and WiFi will be required at YRC although the main system is already in place in the building.		
<b>Are there any environmental impacts?</b>		The Countryside Manager will work with property services throughout the project to carry out any research required on environmental credentials of products including paint and FSC ratings of timber. Solar panels are proposed as part of both builds. There is no proposed loss of trees at either site. At both locations the impact of the extension on any outside hard landscaping is into poor quality amenity grassland and so no impact on valuable habitats or protected species.		
<b>Have you appropriately considered all Equality issues?</b>		It is considered that this project will improve access for all at both locations, but to the greater extent at YRC. Sporting facilities will become more accessible and so people can visit for longer and feel encouraged to try a greater range of activities. Outside and inside seating will be carefully considered to ensure that there are appropriate options for everyone, lessons from the original Ninesprings development will be considered.		

8.3	Risk Assessment	
	Risk	Steps taken to mitigate Risk
	Anticipated grant income not secured	<ul style="list-style-type: none"> <li>• <i>Multiple applications progressed and submitted to accommodate any unsuccessful bids.</i></li> <li>• <i>Community groups and sports clubs engaged to help with fundraising.</i></li> </ul>
	Revenue shortfall post completion	<i>Appropriate contingency built into project costings. Costs managed throughout.</i>
	Project management risk	<i>Officers engaged early with the project and time required factored into work plans.</i>
	Planning risk	<p><i>Public consultation, including planning exposes unforeseen issues – work started early to build time to manage and fund any unforeseen issues. Relationship with Football Foundation maintained to ensure permissions required are granted early.</i></p> <p><i>Planning does not success or onerous conditions applied – pre application advice sought.</i></p>
	Construction risk (site or weather constraints under construction)	<p><i>Failure or under performance of main contractor – managed by Property Services. Realistic construction timelines developed.</i></p> <p><i>A risk register will be developed working with property services and will form a permanent agenda item for all meetings between the Leisure, property and contractors. Likelihood and impact of each risk will be monitored though the project and updated. The risk register will allocate ownership for all identified risks.</i></p>
	Competency to deliver the project – build and delivery elements	<i>Both Property Services and Leisure and Recreation have extensive experience of managing similar projects and the experience of the Ninesprings café will be used for the Yeovil Recreation Centre Cafe. Experienced Officers have been recruited and appointed to deliver on café management, activity delivery and heritage development to protect the long term future of the facilities developed.</i>

## 9 Financial Investment

9.1 Total Costs and Funding							
		Funding Body			£' 000		
	SSDC Capital: -	District Executive			200		
	Other Sources: - - Grants	Sport England Viridor Friends of Yeovil Country Park Clarks Foundation Hinkley Tourism Fund Others (e.g. Tesco, Coop)			100 40 5 5 10 10		
	<b>Total Capital Cost</b>				<b>380</b>		
9.2 Breakdown of main areas of cost							
		2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
	Build at YRC; café and Studio Extension at Ninesprings	240	140				
	<b>Totals</b>	<b>240</b>	<b>140</b>				
9.3 External funds to be received							
		Secured? Y/N	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Sport England Viridor Hinkley Tourism Fund Friends of Yeovil Country Park Clarks Foundation Others (e.g. Tesco)	N	100 40	10 10 5 5 10			
	<b>Totals</b>		<b>140</b>	<b>40</b>			
9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Loss of interest @ 2.0%	FT922	2	2			
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)	GC167 GL509		13.0 61.4	2.0 2.9	2.0 4.0	3.0 3.0
	Revenue Income	GC167 GL509		-18.0 -77.4	-6.0 -14.0	-4.5 -14.2	-5.5 -14.1
	<b>Total Revenue Expenditure / -Revenue</b>			<b>-19.0</b>	<b>-15.1</b>	<b>-12.7</b>	<b>-13.6</b>
	<b>Cumulative</b>			<b>-19.0</b>	<b>-34.1</b>	<b>-46.8</b>	<b>-60.4</b>

<b>9.5</b>	<b>Whole Life Costing</b>	
	Estimated useful life of asset (years)	50 years
	Total Revenue Costs Year 1 to 5	£1,000
	Annual Revenue Cost after year 5	£350
	<b>Total cost over whole life of asset</b>	<b>£18,500</b>
<b>9.6</b>	<b>VAT Implications</b>	
	<p>The future activity/use has some exempt supplies and will have an adverse effect on the Council's partial exemption calculation.</p> <p>A breakdown of the cost for each site and more detail in regards to expected income streams for each site, will help to establish whether the project can be accommodated within the Council's partial exemption limit and VAT can be fully recoverable.</p> <p>I would expect that once the analysis of cost/income at both sites is completed, due to the expected small percentage of exempt income and size of project, we would establish that we will be able to recover the VAT.</p>	

## Appendices

Due to the size of the files – it has not been possible to insert these appendices into the document, but they are available on request and a hard copy will be available at the meeting.

Appendix 1 – Ninesprings plans

Appendix 2 – John O'Donnell pavilion plans (Yeovil Recreation Centre)





# South Somerset District Council Request for Capital

**Capital Request No:** 2019-07

**Capital Name:** Mobile Devices for Council Members

**Date Created** 29/11/2018  
**Document Version:** 1.0  
**Author:** David Chubb

## 1 Purpose of Request

To provide the Members of the Council with a mobile device following the election in May 2019.

## 2 Objectives

- To provide Members with a SSDC owned and managed device.
- To improve the ICT support offered to Members.
- To provide a device that supports the new ways of working post the Transformation Programme.
- To provide a device that meets the needs of the user.

This project will contribute to our corporate aim:

“to deliver well managed, cost effective service, valued by our customer.”

## 3 Constraints and Decisions

The final decision on the devices will be made after an evaluation with Members. It is anticipated that a small selection of devices will be chosen.

- **Price:** The budget for each device is £550

## 4 Interfaces

It is vital that this project interfaces with the Members' Working group regularly to ensure Members are fully involved.

## 5 Measures of Success

Success will be measured by seeking user feedback

## 6 Anticipated Benefits

- **Improved ICT Support** – The ICT support team (Helpdesk) will be better able to support Members because they will have knowledge and experience of the devices. ICT will hold spare devices so that a faulty device can be swapped out quickly to minimise disruption to the user.
- **System maintenance and security** – All the devices will be managed in a standard way which includes virus and malware protection, security patches and updates as well as drive encryption.
- **Members' Access to Systems** - Using a managed device, members will be able to access the SSDC network which will enable for example access to iTrent to submit expenses claims.

## 7 Options Discounted

- To provide Members with an allowance to purchase their own device. This has been discounted because of feedback from the Members' working group and will not provide the benefits set out in section 6.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>			
	Start Date:	March 2019		
	Other Key Milestones with Dates:	Complete evaluation of and select devices 29 <sup>th</sup> March 2019		
	Expected Completion Date:	31 May 2019		
<b>8.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Support Services Case Officer	148	Yes	Yes
	Specialist ICT	74	Yes	Yes
	<b>Are there any impacts on property?</b>	N/A		
	<b>Are there any impacts on IT systems?</b>	Yes, these have been factored into the bid.		
	<b>Are there any environmental impacts?</b>	No		
	<b>Have you appropriately considered all Equality issues?</b>	This will form part of the device evaluation and selection		
<b>8.3</b>	<b>Risk Assessment</b>			
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	The devices do not meet the requirements of the users.	Carry out an evaluation of a number of different devices and provide a choice of devices.		
	Unforeseen technical difficulties	Ensure ICT Specialist is available to assist if required.		
	Project not completed within required timescales	Lead Specialists for IT will monitor progress alongside plan and redirect resources if necessary		

## 9 Financial Investment

9.1 Total Costs and Funding		Funding Body		£' 000			
	SSDC Capital: -	District Executive Area Committees		33			
	Other Sources: - - Grants						
	<b>Total Capital Cost</b>			<b>33</b>			
9.2 Breakdown of main areas of cost		2019/20	2020/21	2021/22	2022/23	2023/24	
		£'000	£'000	£'000	£'000	£'000	
	Purchase of devices	33					
	<b>Totals</b>	<b>33</b>					
9.3 External funds to be received		Secured? Y/N	2019/20	2020/21	2021/22	2022/23	2023/24
			£'000	£'000	£'000	£'000	£'000
	N/A						
	<b>Totals</b>						
9.4 Revenue Implications of Capital scheme		Cost Centre	2019/20	2020/21	2021/22	2022/23	2023/24
			£'000	£'000	£'000	£'000	£'000
	Loss of interest @ 2.0%	FT922	0.66				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>0.66</b>				
	<b>Cumulative</b>						
9.5 Whole Life Costing							
	Estimated useful life of asset (years)	4					
	Total Revenue Costs Year 1 to 5						
	Annual Revenue Cost after year 5 .						
	<b>Total cost over whole life of asset</b>						
9.6 VAT Implications							
	Based on the current information provided to us there are no VAT implications.						



# South Somerset District Council

## Request for Capital

**Capital Request No:** 2019-08

**Capital Name:** Replacement of Corporate Firewall

**Date Created** 29/11/2018  
**Document Version:** 1.0  
**Author:** David Chubb

## 1 Purpose of Request

To replace the existing Corporate Firewalls which are now five years old and have reached the end of their useful life. The Corporate Firewalls sit between the SSDC network and the Internet.

## 2 Objectives

- To update / increase the level of security protection between the SSDC network and other third party networks such as the Internet.
- To provide reliant protection with no single point of failure.
- To increase the monitoring and alerting of security threats.

This project will contribute to our corporate aim:

“to deliver well managed, cost effective service, valued by our customers.”

## 3 Constraints and Decisions

The decision of which Firewalls to purchase will be made closer to the time of purchase. External security consultants will be engaged to insure we make the best possible decision at the time.

- **Price:** A budget of £25,000 is requested following soft market engagement.

## 4 Interfaces

It is vital that this project interfaces with the Members' Working group regularly to ensure Members are fully involved.

## 5 Measures of Success

The main measures of success are:

- During the implementation there is minimal disruption to users and the customers.
- The SSDC network remains protected.

## 6 Anticipated Benefits

- **Improved Security Protection** – The new Firewalls will be a further generation forward compared to the existing ones and will endeavour to protect against emerging new threats.
- **Monitoring and Alerting** – This will crease the visibility of security threats and improve pro-active security management.

## 7 Options Discounted

- To continue to maintain the existing firewalls. This has been discounted because of the number of risks that would be associated with this course of action.

## 8 Key Information Summary

<b>8.1</b>	<b>Expected Duration Of Work</b>			
	Start Date:	June 2019		
	Other Key Milestones with Dates:	Testing complete 12 July 2019		
	Expected Completion Date:	31 July 2019		
<b>8.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Lead Specialist ICT	20	Yes	Yes
	Specialist ICT	74	Yes	Yes
	<b>Are there any impacts on property?</b>	N/A		
	<b>Are there any impacts on IT systems?</b>	Yes, these have been factored into the bid.		
	<b>Are there any environmental impacts?</b>	No		
	<b>Have you appropriately considered all Equality issues?</b>	Yes		
<b>8.3</b>	<b>Risk Assessment</b>			
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	Unforeseen technical difficulties	Ensure ICT Specialist is available to assist if required along with external expertise.		
	Project not completed within required timescales	Lead Specialists for IT will monitor progress alongside plan and redirect resources if necessary		

## 9 Financial Investment

<b>9.1</b>	<b>Total Costs and Funding</b>					
		<b>Funding Body</b>			<b>£' 000</b>	
	SSDC Capital: -	District Executive			25	
	<b>Total Capital Cost</b>				<b>25</b>	
<b>9.2</b>	<b>Breakdown of main areas of cost</b>					
		<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>
	Purchase of devices	25			25	
	<b>Totals</b>	<b>25</b>			<b>25</b>	

9.3 External funds to be received							
		Secured? Y/N	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	N/A						
	<b>Totals</b>						
9.4 Revenue Implications of Capital scheme							
		Cost Centre	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
	Loss of interest @ 2.0%	FT922	0.5				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>0.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	
	<b>Cumulative</b>			0.5	0.5	1.0	
9.5 Whole Life Costing							
	Estimated useful life of asset (years)			3			
	Total Revenue Costs Year 1 to 5						
	Annual Revenue Cost after year 5 .						
	<b>Total cost over whole life of asset</b>						
9.6 VAT Implications							
	Based on the current information provided to us there are no VAT implications.						



# Agenda Item 10

## Council Tax Setting 2019/20

*Executive Portfolio Holder:* Councillor Peter Seib, Finance & Legal Services  
*Director:* Netta Meadows, Strategy and Commissioning  
*S151 Officer:* Paul Fitzgerald  
*Service Manager:* Nicola Hix, Lead Specialist - Finance  
*Lead Officer:* Catherine Hood, Specialist - Finance  
*Contact Details:* [catherine.hood@southsomerset.gov.uk](mailto:catherine.hood@southsomerset.gov.uk) or (01935) 462157

### Purpose of the Report

1. Council is asked to approve the final council tax resolutions for 2019/20.

### Public Interest

2. This report is for Council to approve the calculation and setting of the Council Tax for 2019/20.

### Recommendations

3. That Council:
  - a. Approve the formal council tax resolutions referred to in paragraphs 6 to 15
  - b. Approve the individual tax settings as follows:
    - i. that the **Somerset County Council; Police and Crime Commissioner for Avon and Somerset and Devon and Somerset Fire and Rescue Authority** has stated that amounts shown in paragraphs 9 to 12 respectively of this report in precept issued to the Council, in accordance with Section 40 of the Local Government Act 1992 (as amended), for each of the categories of dwelling:
    - ii. that the **total amount** of council tax for each band of property in the South Somerset area for 2019/20 be as given in the table below:

A-	A	B	C	D	E	F	G	H
950.65	1,140.77	1,330.89	1,521.02	1,711.16	2,091.42	2,471.66	2,851.94	3,422.31

- NB** The above figures exclude all **town/parish precepts** and assume that the figures provided by Somerset County Council and Devon and Somerset Fire and Rescue are approved at their full Council meetings on 20<sup>th</sup> February and 19<sup>th</sup> February 2019 respectively. If any changes are required they will be reported to the meeting. Police & Crime Commissioner for Avon and Somerset approved their figures on the 5<sup>th</sup> February 2019.
- iii. that, having calculated the totals of each precepting authority's amounts (including town and parish precepts), The Council (in accordance with Section 30(2) of the Local Government Act 1992) (as amended) hereby sets the amounts shown at **TOTAL** in the table shown at Appendix A as the council taxes for the financial year 2019/20 for each category of dwelling.

- c. Notes that if the formal Council Tax Resolution is approved, the total Band D Council Tax as follows:

	2017/18 £	2018/19 £	Increase %
South Somerset District Council	162.48	167.11	2.85
Somerset County Council	1,115.99	1,151.64	3.99
Somerset County Council (Adult Social Care)	76.17	88.09	
Police and Crime Commissioner for Avon and Somerset	193.81	217.81	12.38
Devon And Somerset Fire and Rescue Authority	84.01	86.51	2.98
	<b>1,632.46</b>	<b>1,711.16</b>	<b>4.82%</b>
Town and Parish Council (average)	87.15	91.05	4.48%
	<b>1,719.61</b>	<b>1,802.21</b>	<b>4.80%</b>

## Background

4. The Local Government Finance Act 1992 (amended by The Localism Act 2011) requires the Billing Authority to calculate a Council Tax Requirement.
5. Please note that these are provisional figures for Somerset County Council and Devon and Somerset Fire & Rescue Authority. Final Figures will be tabled at the meeting on the 26<sup>th</sup> February 2019 if there are any changes.

## Council Tax Resolution 2018/19

6. At a meeting on 6<sup>th</sup> December 2018, the S151 Officer calculated the Council Tax Base for 2019/20:
  - a. for the whole South Somerset District Council area as **60,266.07** [Item T in the formula in Section 31B of the Local Government Act 1992 (as amended) (the Act) (**the tax base for the whole district**)]; and
  - b. for dwellings in those parts of its area to which one or more special items relates as in the attached Appendix A (**the tax base for each parish or town council area**).
7. Note that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding parish and town precepts and special expenses) is **£10,071,063**.
8. Approve that the following amounts (that now include all the precepts issued to it by the parish and town councils) be now calculated by the Council for the year 2019/20 in accordance with sections 31 to 36 of the Act
  - a. **£73,968,856** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act; (**expenditure, including all precepts issued to it by parish and town council**);
  - b. **£58,410,467** being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act (**income, including government grants, benefits subsidy and adjustments for deficits on the Collection Fund**);

- c. **£15,558,389** being the amount by which the aggregate at 8(a) above exceeds the aggregate at 8(b) above, calculated by the Council in accordance with Section 31A(4) of the Act; as its **Council Tax requirement** for the year (item R in the formula in Section 31B of the Act); (**expenditure less income**);
- d. **£258.16** being the amount at 8(c) above (item R), all divided by item T (6(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the **basic amount of its Council Tax** for the year; (**this is an overall average amount of Council Tax, per Band D property, for District, Somerset Rivers Authority and parish and town councils requirements including special expenses**);
- e. **£5,487,326** being the aggregate amount of all the special items referred to in Section 34(1) of the Act 9 as per attached Appendix A); (**parish and town council precepts**);
- f. **£167.11** being the amount at 8(d) above less the result given by dividing the amount at 8(e) above by Item T (6(a) above), calculated by the Council, in accordance with Section 34(2) of the Act; as the **basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relates: (the District Council and Somerset Rivers Authority element of the tax for Band D dwellings)**;
- g. the amount shown in Appendix A being, for each parish or town in the Council's area, the amount given by adding to the amount in 8(f) about, the result of dividing the special item relating to that part of its area by the amount referred to at 6(b) above, in accordance with Section 34(3) of the Act, as the basic amount of its Council Tax in those parts of its area to which the special items relate; (**the COMBINED District and parish, or District and town amounts of Council Tax for Band D dwellings**) (Note: for completeness the table shows all areas and parish or town council precepts, if any, and how they affect the total tax);
- h. the amounts shown at Appendix A being, for each parish or town in the Council's area, the amounts given by applying to the amounts referred to at 8(f) and 8(g) above the formula and categories set out in Section 36 of the Act as **the district, parish and town Council Taxes for each valuation band in each parish and town**;
- i. for the parishes of Castle Cary, Henstridge, Ilchester and Wayford the amounts shown include an amount raised relating to special items in accordance with Section 35(2) (d) of the Act.
9. That it be noted that for the year 2019/20 the **Somerset County Council** has stated that following amounts in precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown below (**the County Council tax for each valuation band throughout the District**):

A-	A	B	C	D	E	F	G	H
639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28

10. That it be noted that for the year 2018/19 the **Somerset County Council – Adult Social Care** has stated the following amounts in precept issued to the Council, for each of the categories of dwellings shown below (**the County Council tax for each valuation band throughout the District**):

A-	A	B	C	D	E	F	G	H
48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18

11. That it be noted that for the year 2018/19 the **Police and Crime Commissioner for Avon and Somerset** has stated the following amounts in precept issued to the Council, in accordance with

Section 40 of the Act, for each of the categories of dwellings shown below (**the Police Authority tax for each valuation band throughout the District**):

A-	A	B	C	D	E	F	G	H
121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62

12. That it be noted that for the year 2018/19 the **Devon and Somerset Fire and Rescue Authority** has stated the following amounts in precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown below (**the Fire Authority tax for each valuation band throughout the District**):

A-	A	B	C	D	E	F	G	H
48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01

13. That it be noted that for the year 2018/19 **South Somerset District Council** has stated the following amount will be the council tax charges for each band as follows:

A-	A	B	C	D	E	F	G	H
92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22

14. That the total amount of Council Tax for each band for 2018/19 for South Somerset area be as given in the table below. The table excludes parish and town precepts and special expenses.

A-	A	B	C	D	E	F	G	H
950.65	1,140.77	1,330.89	1,521.02	1,711.16	2,091.42	2,471.66	2,851.94	3,422.31

15. Authorities will be required to hold a referendum if their relevant basic amount of council tax (i.e. the Band D having excluded local precepts) for 2019/20 is in excess of the council tax referendum principles which apply to them. The referendum principles are that their relevant basis amount of council tax would be excessive if they set increases of:
- 6% or more for authorities with responsibility for adult social care purposes (Council tax for general spending requires a referendum if it rises by 3% or more, alongside a maximum of 3% 'social care precept'). The social care precept can be increased to 6% cumulative over 2017/18, 2018/19 and 2019/20, Somerset County Council has increased it by 5% as at 2018/19 and therefore can only increase by 1% in 2019/20 together with the general spending of 3% without a referendum.
  - More than £5, or 3% or more, (the greater of the two) for all district council in 2 tier areas
  - More than £24 for Police and Crime Commissioners
  - 3% or more for all billing and major precepting authorities not covered by the above categories.

### Financial Implications

16. These are contained within the report.

### Council Plan Implications

17. The budget and therefore the Council Tax requirement for the Council's own purposes for 2019/20 are aligned to the current Council Plan.

### **Carbon Emissions and Climate Change Implications**

18. There are no specific implications in these proposals.

### **Equality and Diversity Implications**

19. There are no specific implications in these proposals.

### **Privacy Impact Assessment**

20. There is no personal information included within this report.

### **Background Papers**

21. Background papers used in compiling this report are:

- a. 2019/20 Revenue and Capital Budgets and Medium Term Financial Plan report to District Executive and Full Council
- b. Local Government Finance Act 1992 (as amended)
- c. Localism Act 2011
- d. Council Tax Referendums 2019-20 Information Note for Local Government

## Appendix A

<b>Abbas and Templecombe</b>		Parish Precept			£22,584	Tax Base		576.84		
601	A-	A	B	C	D	E	F	G	H	
Parish	21.75	26.10	30.45	34.80	39.15	47.85	56.55	65.25	78.30	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>972.40</b>	<b>1,166.87</b>	<b>1,361.34</b>	<b>1,555.82</b>	<b>1,750.31</b>	<b>2,139.27</b>	<b>2,528.21</b>	<b>2,917.19</b>	<b>3,500.61</b>	

<b>Alford( Cary Moor)</b>		Parish Precept			£1,464	Tax Base		42.51		
602	A-	A	B	C	D	E	F	G	H	
Parish	19.13	22.95	26.78	30.60	34.43	42.08	49.73	57.38	68.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>969.78</b>	<b>1,163.72</b>	<b>1,357.67</b>	<b>1,551.62</b>	<b>1,745.59</b>	<b>2,133.50</b>	<b>2,521.39</b>	<b>2,909.32</b>	<b>3,491.17</b>	

<b>Aller</b>		Parish Precept			£9,250	Tax Base		157.44		
501	A-	A	B	C	D	E	F	G	H	
Parish	32.64	39.17	45.69	52.22	58.75	71.81	84.86	97.92	117.50	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>983.29</b>	<b>1,179.94</b>	<b>1,376.58</b>	<b>1,573.24</b>	<b>1,769.91</b>	<b>2,163.23</b>	<b>2,556.52</b>	<b>2,949.86</b>	<b>3,539.81</b>	

<b>Ansford</b>		Parish Precept			£35,885	Tax Base		406.01		
603	A-	A	B	C	D	E	F	G	H	
Parish	49.10	58.92	68.74	78.56	88.38	108.02	127.66	147.30	176.76	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>999.75</b>	<b>1,199.69</b>	<b>1,399.63</b>	<b>1,599.58</b>	<b>1,799.54</b>	<b>2,199.44</b>	<b>2,599.32</b>	<b>2,999.24</b>	<b>3,599.07</b>	

<b>Ash</b>	Parish Precept				£31,145	Tax Base				263.10
801	A-	A	B	C	D	E	F	G	H	
Parish	65.77	78.92	92.07	105.23	118.38	144.69	170.99	197.30	236.76	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,016.42</b>	<b>1,219.69</b>	<b>1,422.96</b>	<b>1,626.25</b>	<b>1,829.54</b>	<b>2,236.11</b>	<b>2,642.65</b>	<b>3,049.24</b>	<b>3,659.07</b>	

<b>Ashill</b>	Parish Precept				£5,120	Tax Base				256.15
201	A-	A	B	C	D	E	F	G	H	
Parish	11.11	13.33	15.55	17.77	19.99	24.43	28.87	33.32	39.98	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>961.76</b>	<b>1,154.10</b>	<b>1,346.44</b>	<b>1,538.79</b>	<b>1,731.15</b>	<b>2,115.85</b>	<b>2,500.53</b>	<b>2,885.26</b>	<b>3,462.29</b>	

<b>Babcary</b>	Parish Precept				£3,812	Tax Base				116.81
502	A-	A	B	C	D	E	F	G	H	
Parish	18.13	21.75	25.38	29.00	32.63	39.88	47.13	54.38	65.26	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>968.78</b>	<b>1,162.52</b>	<b>1,356.27</b>	<b>1,550.02</b>	<b>1,743.79</b>	<b>2,131.30</b>	<b>2,518.79</b>	<b>2,906.32</b>	<b>3,487.57</b>	

<b>Barrington</b>	Parish Precept				£16,479	Tax Base				203.71
503	A-	A	B	C	D	E	F	G	H	
Parish	44.94	53.93	62.91	71.90	80.89	98.87	116.84	134.82	161.78	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>995.59</b>	<b>1,194.70</b>	<b>1,393.80</b>	<b>1,592.92</b>	<b>1,792.05</b>	<b>2,190.29</b>	<b>2,588.50</b>	<b>2,986.76</b>	<b>3,584.09</b>	

<b>Barton St. David</b>		Parish Precept				£10,651	Tax Base		240.18	
504	A-	A	B	C	D	E	F	G	H	
Parish	24.64	29.57	34.49	39.42	44.35	54.21	64.06	73.92	88.70	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>975.29</b>	<b>1,170.34</b>	<b>1,365.38</b>	<b>1,560.44</b>	<b>1,755.51</b>	<b>2,145.63</b>	<b>2,535.72</b>	<b>2,925.86</b>	<b>3,511.01</b>	

<b>Barwick</b>		Parish Precept				£34,947	Tax Base		404.39	
802	A-	A	B	C	D	E	F	G	H	
Parish	48.01	57.61	67.22	76.82	86.42	105.62	124.83	144.03	172.84	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>998.66</b>	<b>1,198.38</b>	<b>1,398.11</b>	<b>1,597.84</b>	<b>1,797.58</b>	<b>2,197.04</b>	<b>2,596.49</b>	<b>2,995.97</b>	<b>3,595.15</b>	

<b>Beercrocombe</b>		Parish Precept				£1,385	Tax Base		65.83	
505	A-	A	B	C	D	E	F	G	H	
Parish	11.69	14.03	16.36	18.70	21.04	25.72	30.39	35.07	42.08	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>962.34</b>	<b>1,154.80</b>	<b>1,347.25</b>	<b>1,539.72</b>	<b>1,732.20</b>	<b>2,117.14</b>	<b>2,502.05</b>	<b>2,887.01</b>	<b>3,464.39</b>	

<b>Bratton Seymour</b>		Parish Precept				£0	Tax Base		52.81	
604	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	



<b>Brewham</b>	Parish Precept				£4,000	Tax Base				205.00
605	A-	A	B	C	D	E	F	G	H	
Parish	10.84	13.01	15.17	17.34	19.51	23.85	28.18	32.52	39.02	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>961.49</b>	<b>1,153.78</b>	<b>1,346.06</b>	<b>1,538.36</b>	<b>1,730.67</b>	<b>2,115.27</b>	<b>2,499.84</b>	<b>2,884.46</b>	<b>3,461.33</b>	

<b>Broadway</b>	Parish Precept				£8,750	Tax Base				340.72
202	A-	A	B	C	D	E	F	G	H	
Parish	14.27	17.12	19.97	22.83	25.68	31.39	37.09	42.80	51.36	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>964.92</b>	<b>1,157.89</b>	<b>1,350.86</b>	<b>1,543.85</b>	<b>1,736.84</b>	<b>2,122.81</b>	<b>2,508.75</b>	<b>2,894.74</b>	<b>3,473.67</b>	

<b>Bruton</b>	Parish Precept				£120,699	Tax Base				953.17
606	A-	A	B	C	D	E	F	G	H	
Parish	70.35	84.42	98.49	112.56	126.63	154.77	182.91	211.05	253.26	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,021.00</b>	<b>1,225.19</b>	<b>1,429.38</b>	<b>1,633.58</b>	<b>1,837.79</b>	<b>2,246.19</b>	<b>2,654.57</b>	<b>3,062.99</b>	<b>3,675.57</b>	

<b>Brympton</b>	Parish Precept				£61,445	Tax Base				2,655.44
803	A-	A	B	C	D	E	F	G	H	
Parish	12.86	15.43	18.00	20.57	23.14	28.28	33.42	38.57	46.28	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>963.51</b>	<b>1,156.20</b>	<b>1,348.89</b>	<b>1,541.59</b>	<b>1,734.30</b>	<b>2,119.70</b>	<b>2,505.08</b>	<b>2,890.51</b>	<b>3,468.59</b>	

<b>Buckland St. Mary</b>	Parish Precept				£8,600	Tax Base				235.30
203	A-	A	B	C	D	E	F	G	H	
Parish	20.31	24.37	28.43	32.49	36.55	44.67	52.79	60.92	73.10	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>970.96</b>	<b>1,165.14</b>	<b>1,359.32</b>	<b>1,553.51</b>	<b>1,747.71</b>	<b>2,136.09</b>	<b>2,524.45</b>	<b>2,912.86</b>	<b>3,495.41</b>	

<b>Castle Cary</b>	Parish Precept				£157,000	Tax Base				844.98
607	A-	A	B	C	D	E	F	G	H	
Parish	103.22	123.87	144.51	165.16	185.80	227.09	268.38	309.67	371.60	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,053.87</b>	<b>1,264.64</b>	<b>1,475.40</b>	<b>1,686.18</b>	<b>1,896.96</b>	<b>2,318.51</b>	<b>2,740.04</b>	<b>3,161.61</b>	<b>3,793.91</b>	

<b>Castle Cary (All Saints Churchyard)</b>	Parish Precept				£6,130	Tax Base				844.98
607	A-	A	B	C	D	E	F	G	H	
Parish	4.03	4.83	5.64	6.44	7.25	8.86	10.47	12.08	14.50	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
<b>Total Council Tax Bill</b>	<b>4.03</b>	<b>4.83</b>	<b>5.64</b>	<b>6.44</b>	<b>7.25</b>	<b>8.86</b>	<b>10.47</b>	<b>12.08</b>	<b>14.50</b>	

<b>Chaffcombe</b>	Parish Precept				£3,000	Tax Base				105.17
204	A-	A	B	C	D	E	F	G	H	
Parish	15.85	19.02	22.19	25.36	28.53	34.87	41.21	47.55	57.06	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>966.50</b>	<b>1,159.79</b>	<b>1,353.08</b>	<b>1,546.38</b>	<b>1,739.69</b>	<b>2,126.29</b>	<b>2,512.87</b>	<b>2,899.49</b>	<b>3,479.37</b>	

<b>Chard Town</b>	Parish Precept				£629,500	Tax Base		4,251.10		
101	A-	A	B	C	D	E	F	G	H	
Parish	82.27	98.72	115.17	131.63	148.08	180.99	213.89	246.80	296.16	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,032.92</b>	<b>1,239.49</b>	<b>1,446.06</b>	<b>1,652.65</b>	<b>1,859.24</b>	<b>2,272.41</b>	<b>2,685.55</b>	<b>3,098.74</b>	<b>3,718.47</b>	

<b>Charlton Horethorne</b>	Parish Precept				£7,918	Tax Base		296.49		
608	A-	A	B	C	D	E	F	G	H	
Parish	14.84	17.81	20.77	23.74	26.71	32.65	38.58	44.52	53.42	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>965.49</b>	<b>1,158.58</b>	<b>1,351.66</b>	<b>1,544.76</b>	<b>1,737.87</b>	<b>2,124.07</b>	<b>2,510.24</b>	<b>2,896.46</b>	<b>3,475.73</b>	

<b>Charltons (The)</b>	Parish Precept				£14,600	Tax Base		422.78		
506	A-	A	B	C	D	E	F	G	H	
Parish	19.18	23.02	26.86	30.69	34.53	42.20	49.88	57.55	69.06	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>969.83</b>	<b>1,163.79</b>	<b>1,357.75</b>	<b>1,551.71</b>	<b>1,745.69</b>	<b>2,133.62</b>	<b>2,521.54</b>	<b>2,909.49</b>	<b>3,491.37</b>	

<b>Charlton Musgrove</b>	Parish Precept				£6,700	Tax Base		195.41		
609	A-	A	B	C	D	E	F	G	H	
Parish	19.05	22.86	26.67	30.48	34.29	41.91	49.53	57.15	68.58	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>969.70</b>	<b>1,163.63</b>	<b>1,357.56</b>	<b>1,551.50</b>	<b>1,745.45</b>	<b>2,133.33</b>	<b>2,521.19</b>	<b>2,909.09</b>	<b>3,490.89</b>	

<b>Chillington</b>	Parish Precept				£160	Tax Base				58.72
206	A-	A	B	C	D	E	F	G	H	
Parish	1.52	1.82	2.12	2.43	2.73	3.34	3.94	4.55	5.46	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>952.17</b>	<b>1,142.59</b>	<b>1,333.01</b>	<b>1,523.45</b>	<b>1,713.89</b>	<b>2,094.76</b>	<b>2,475.60</b>	<b>2,856.49</b>	<b>3,427.77</b>	

<b>Chilthorne Domer</b>	Parish Precept				£9,500	Tax Base				198.21
804	A-	A	B	C	D	E	F	G	H	
Parish	26.63	31.95	37.28	42.60	47.93	58.58	69.23	79.88	95.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>977.28</b>	<b>1,172.72</b>	<b>1,368.17</b>	<b>1,563.62</b>	<b>1,759.09</b>	<b>2,150.00</b>	<b>2,540.89</b>	<b>2,931.82</b>	<b>3,518.17</b>	

<b>Chilton Cantelo</b>	Parish Precept				£0	Tax Base				52.36
805	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Chiselborough</b>	Parish Precept				£6,025	Tax Base				148.19
806	A-	A	B	C	D	E	F	G	H	
Parish	22.59	27.11	31.62	36.14	40.66	49.70	58.73	67.77	81.32	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>973.24</b>	<b>1,167.88</b>	<b>1,362.51</b>	<b>1,557.16</b>	<b>1,751.82</b>	<b>2,141.12</b>	<b>2,530.39</b>	<b>2,919.71</b>	<b>3,503.63</b>	

<b>Closworth</b>	Parish Precept					£0	Tax Base	92.44		
807	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Combe St. Nicholas</b>	Parish Precept					£17,440	Tax Base	592.52		
207	A-	A	B	C	D	E	F	G	H	
Parish	16.35	19.62	22.89	26.16	29.43	35.97	42.51	49.05	58.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>967.00</b>	<b>1,160.39</b>	<b>1,353.78</b>	<b>1,547.18</b>	<b>1,740.59</b>	<b>2,127.39</b>	<b>2,514.17</b>	<b>2,900.99</b>	<b>3,481.17</b>	

<b>Compton Dundon</b>	Parish Precept					£29,000	Tax Base	305.22		
507	A-	A	B	C	D	E	F	G	H	
Parish	52.78	63.34	73.90	84.45	95.01	116.12	137.24	158.35	190.02	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,003.43</b>	<b>1,204.11</b>	<b>1,404.79</b>	<b>1,605.47</b>	<b>1,806.17</b>	<b>2,207.54</b>	<b>2,608.90</b>	<b>3,010.29</b>	<b>3,612.33</b>	

<b>Compton Pauncefoot</b>	Parish Precept					£1,750	Tax Base	87.53		
610	A-	A	B	C	D	E	F	G	H	
Parish	11.11	13.33	15.55	17.77	19.99	24.43	28.87	33.32	39.98	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>961.76</b>	<b>1,154.10</b>	<b>1,346.44</b>	<b>1,538.79</b>	<b>1,731.15</b>	<b>2,115.85</b>	<b>2,500.53</b>	<b>2,885.26</b>	<b>3,462.29</b>	

<b>Corton Denham</b>	Parish Precept				£3,500	Tax Base				117.16
611	A-	A	B	C	D	E	F	G	H	
Parish	16.59	19.91	23.23	26.55	29.87	36.51	43.15	49.78	59.74	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>967.24</b>	<b>1,160.68</b>	<b>1,354.12</b>	<b>1,547.57</b>	<b>1,741.03</b>	<b>2,127.93</b>	<b>2,514.81</b>	<b>2,901.72</b>	<b>3,482.05</b>	

<b>Crewkerne Town</b>	Parish Precept				£409,391	Tax Base				2,482.18
301	A-	A	B	C	D	E	F	G	H	
Parish	91.63	109.95	128.28	146.60	164.93	201.58	238.23	274.88	329.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,042.28</b>	<b>1,250.72</b>	<b>1,459.17</b>	<b>1,667.62</b>	<b>1,876.09</b>	<b>2,293.00</b>	<b>2,709.89</b>	<b>3,126.82</b>	<b>3,752.17</b>	

<b>Cricket St. Thomas</b>	Parish Precept				£0	Tax Base				29.34
208	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Cucklington</b>	Parish Precept				£1,900	Tax Base				95.36
612	A-	A	B	C	D	E	F	G	H	
Parish	11.07	13.29	15.50	17.72	19.93	24.36	28.79	33.22	39.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>961.72</b>	<b>1,154.06</b>	<b>1,346.39</b>	<b>1,538.74</b>	<b>1,731.09</b>	<b>2,115.78</b>	<b>2,500.45</b>	<b>2,885.16</b>	<b>3,462.17</b>	

<b>Cudworth</b>	Parish Precept					£0	Tax Base			27.30
209	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Curry Mallet</b>	Parish Precept					£4,987	Tax Base			127.20
508	A-	A	B	C	D	E	F	G	H	
Parish	21.78	26.14	30.50	34.85	39.21	47.92	56.64	65.35	78.42	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>972.43</b>	<b>1,166.91</b>	<b>1,361.39</b>	<b>1,555.87</b>	<b>1,750.37</b>	<b>2,139.34</b>	<b>2,528.30</b>	<b>2,917.29</b>	<b>3,500.73</b>	

<b>Curry Rivel</b>	Parish Precept					£38,142	Tax Base			939.95
509	A-	A	B	C	D	E	F	G	H	
Parish	22.54	27.05	31.56	36.07	40.58	49.60	58.62	67.63	81.16	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>973.19</b>	<b>1,167.82</b>	<b>1,362.45</b>	<b>1,557.09</b>	<b>1,751.74</b>	<b>2,141.02</b>	<b>2,530.28</b>	<b>2,919.57</b>	<b>3,503.47</b>	

<b>Dinnington</b>	Parish Precept					£0	Tax Base			29.75
210	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Donyatt</b>	Parish Precept				£7,985	Tax Base				149.26
211	A-	A	B	C	D	E	F	G	H	
Parish	29.72	35.67	41.61	47.56	53.50	65.39	77.28	89.17	107.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>980.37</b>	<b>1,176.44</b>	<b>1,372.50</b>	<b>1,568.58</b>	<b>1,764.66</b>	<b>2,156.81</b>	<b>2,548.94</b>	<b>2,941.11</b>	<b>3,529.31</b>	

<b>Dowlish Wake</b>	Parish Precept				£2,500	Tax Base				134.38
212	A-	A	B	C	D	E	F	G	H	
Parish	10.33	12.40	14.47	16.53	18.60	22.73	26.87	31.00	37.20	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>960.98</b>	<b>1,153.17</b>	<b>1,345.36</b>	<b>1,537.55</b>	<b>1,729.76</b>	<b>2,114.15</b>	<b>2,498.53</b>	<b>2,882.94</b>	<b>3,459.51</b>	

<b>Drayton</b>	Parish Precept				£4,020	Tax Base				178.38
511	A-	A	B	C	D	E	F	G	H	
Parish	12.52	15.03	17.53	20.04	22.54	27.55	32.56	37.57	45.08	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>963.17</b>	<b>1,155.80</b>	<b>1,348.42</b>	<b>1,541.06</b>	<b>1,733.70</b>	<b>2,118.97</b>	<b>2,504.22</b>	<b>2,889.51</b>	<b>3,467.39</b>	

<b>East Chinnock</b>	Parish Precept				£9,920	Tax Base				219.84
808	A-	A	B	C	D	E	F	G	H	
Parish	25.07	30.08	35.09	40.11	45.12	55.15	65.17	75.20	90.24	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>975.72</b>	<b>1,170.85</b>	<b>1,365.98</b>	<b>1,561.13</b>	<b>1,756.28</b>	<b>2,146.57</b>	<b>2,536.83</b>	<b>2,927.14</b>	<b>3,512.55</b>	



<b>East Coker</b>		Parish Precept				£54,325		Tax Base		787.77
809	A-	A	B	C	D	E	F	G	H	
Parish	38.31	45.97	53.64	61.30	68.96	84.28	99.61	114.93	137.92	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>988.96</b>	<b>1,186.74</b>	<b>1,384.53</b>	<b>1,582.32</b>	<b>1,780.12</b>	<b>2,175.70</b>	<b>2,571.27</b>	<b>2,966.87</b>	<b>3,560.23</b>	

<b>Fivehead</b>		Parish Precept				£14,453		Tax Base		254.58
512	A-	A	B	C	D	E	F	G	H	
Parish	31.54	37.85	44.15	50.46	56.77	69.39	82.00	94.62	113.54	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>982.19</b>	<b>1,178.62</b>	<b>1,375.04</b>	<b>1,571.48</b>	<b>1,767.93</b>	<b>2,160.81</b>	<b>2,553.66</b>	<b>2,946.56</b>	<b>3,535.85</b>	

<b>Hambridge &amp; Westport</b>		Parish Precept				£12,860		Tax Base		212.03
510	A-	A	B	C	D	E	F	G	H	
Parish	33.69	40.43	47.17	53.91	60.65	74.13	87.61	101.08	121.30	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>984.34</b>	<b>1,181.20</b>	<b>1,378.06</b>	<b>1,574.93</b>	<b>1,771.81</b>	<b>2,165.55</b>	<b>2,559.27</b>	<b>2,953.02</b>	<b>3,543.61</b>	

<b>Hardington Mandeville</b>		Parish Precept				£15,000		Tax Base		268.44
810	A-	A	B	C	D	E	F	G	H	
Parish	31.04	37.25	43.46	49.67	55.88	68.30	80.72	93.13	111.76	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>981.69</b>	<b>1,178.02</b>	<b>1,374.35</b>	<b>1,570.69</b>	<b>1,767.04</b>	<b>2,159.72</b>	<b>2,552.38</b>	<b>2,945.07</b>	<b>3,534.07</b>	

<b>Haselbury Plucknett</b>	Parish Precept				£13,100	Tax Base				291.51
811	A-	A	B	C	D	E	F	G	H	
Parish	24.97	29.96	34.95	39.95	44.94	54.93	64.91	74.90	89.88	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>975.62</b>	<b>1,170.73</b>	<b>1,365.84</b>	<b>1,560.97</b>	<b>1,756.10</b>	<b>2,146.35</b>	<b>2,536.57</b>	<b>2,926.84</b>	<b>3,512.19</b>	

<b>Henstridge</b>	Parish Precept				£52,099	Tax Base				661.68
613	A-	A	B	C	D	E	F	G	H	
Parish	43.74	52.49	61.24	69.99	78.74	96.24	113.74	131.23	157.48	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>994.39</b>	<b>1,193.26</b>	<b>1,392.13</b>	<b>1,591.01</b>	<b>1,789.90</b>	<b>2,187.66</b>	<b>2,585.40</b>	<b>2,983.17</b>	<b>3,579.79</b>	

<b>Henstridge (St Nicholas Churchyard)</b>	Parish Precept				£6,359	Tax Base				661.68
613	A-	A	B	C	D	E	F	G	H	
Parish	5.34	6.41	7.47	8.54	9.61	11.75	13.88	16.02	19.22	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
<b>Total Council Tax Bill</b>	<b>5.34</b>	<b>6.41</b>	<b>7.47</b>	<b>8.54</b>	<b>9.61</b>	<b>11.75</b>	<b>13.88</b>	<b>16.02</b>	<b>19.22</b>	

<b>High Ham</b>	Parish Precept				£21,750	Tax Base				409.11
513	A-	A	B	C	D	E	F	G	H	
Parish	29.53	35.44	41.35	47.25	53.16	64.97	76.79	88.60	106.32	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>980.18</b>	<b>1,176.21</b>	<b>1,372.24</b>	<b>1,568.27</b>	<b>1,764.32</b>	<b>2,156.39</b>	<b>2,548.45</b>	<b>2,940.54</b>	<b>3,528.63</b>	

<b>Hinton St. George</b>		Parish Precept				£18,150		Tax Base		229.40
213	A-	A	B	C	D	E	F	G	H	
Parish	43.96	52.75	61.54	70.33	79.12	96.70	114.28	131.87	158.24	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>994.61</b>	<b>1,193.52</b>	<b>1,392.43</b>	<b>1,591.35</b>	<b>1,790.28</b>	<b>2,188.12</b>	<b>2,585.94</b>	<b>2,983.81</b>	<b>3,580.55</b>	

<b>Holton (North Vale)</b>		Parish Precept				£2,951		Tax Base		126.64
614	A-	A	B	C	D	E	F	G	H	
Parish	12.94	15.53	18.12	20.71	23.30	28.48	33.66	38.83	46.60	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>963.59</b>	<b>1,156.30</b>	<b>1,349.01</b>	<b>1,541.73</b>	<b>1,734.46</b>	<b>2,119.90</b>	<b>2,505.32</b>	<b>2,890.77</b>	<b>3,468.91</b>	

<b>Horsington</b>		Parish Precept				£10,980		Tax Base		288.11
615	A-	A	B	C	D	E	F	G	H	
Parish	21.17	25.41	29.64	33.88	38.11	46.58	55.05	63.52	76.22	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>971.82</b>	<b>1,166.18</b>	<b>1,360.53</b>	<b>1,554.90</b>	<b>1,749.27</b>	<b>2,138.00</b>	<b>2,526.71</b>	<b>2,915.46</b>	<b>3,498.53</b>	

<b>Horton</b>		Parish Precept				£13,300		Tax Base		325.01
214	A-	A	B	C	D	E	F	G	H	
Parish	22.73	27.28	31.83	36.37	40.92	50.01	59.11	68.20	81.84	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>973.38</b>	<b>1,168.05</b>	<b>1,362.72</b>	<b>1,557.39</b>	<b>1,752.08</b>	<b>2,141.43</b>	<b>2,530.77</b>	<b>2,920.14</b>	<b>3,504.15</b>	

<b>Huish Episcopi</b>	Parish Precept				£60,000	Tax Base				921.41
514	A-	A	B	C	D	E	F	G	H	
Parish	36.18	43.41	50.65	57.88	65.12	79.59	94.06	108.53	130.24	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>986.83</b>	<b>1,184.18</b>	<b>1,381.54</b>	<b>1,578.90</b>	<b>1,776.28</b>	<b>2,171.01</b>	<b>2,565.72</b>	<b>2,960.47</b>	<b>3,552.55</b>	

<b>Ilchester</b>	Parish Precept				£25,000	Tax Base				693.00
812	A-	A	B	C	D	E	F	G	H	
Parish	20.04	24.05	28.05	32.06	36.07	44.09	52.10	60.12	72.14	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>970.69</b>	<b>1,164.82</b>	<b>1,358.94</b>	<b>1,553.08</b>	<b>1,747.23</b>	<b>2,135.51</b>	<b>2,523.76</b>	<b>2,912.06</b>	<b>3,494.45</b>	

<b>Ilchester (St Mary Major Churchyard)</b>	Parish Precept				£1,669	Tax Base				693.00
812	A-	A	B	C	D	E	F	G	H	
Parish	1.34	1.61	1.87	2.14	2.41	2.95	3.48	4.02	4.82	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
<b>Total Council Tax Bill</b>	<b>1.34</b>	<b>1.61</b>	<b>1.87</b>	<b>2.14</b>	<b>2.41</b>	<b>2.95</b>	<b>3.48</b>	<b>4.02</b>	<b>4.82</b>	

<b>Ilminster Town</b>	Parish Precept				£325,740	Tax Base				2,056.57
401	A-	A	B	C	D	E	F	G	H	
Parish	87.99	105.59	123.19	140.79	158.39	193.59	228.79	263.98	316.78	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,038.64</b>	<b>1,246.36</b>	<b>1,454.08</b>	<b>1,661.81</b>	<b>1,869.55</b>	<b>2,285.01</b>	<b>2,700.45</b>	<b>3,115.92</b>	<b>3,739.09</b>	

<b>Ilton</b>	Parish Precept				£20,000	Tax Base				306.74
215	A-	A	B	C	D	E	F	G	H	
Parish	36.22	43.47	50.71	57.96	65.20	79.69	94.18	108.67	130.40	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>986.87</b>	<b>1,184.24</b>	<b>1,381.60</b>	<b>1,578.98</b>	<b>1,776.36</b>	<b>2,171.11</b>	<b>2,565.84</b>	<b>2,960.61</b>	<b>3,552.71</b>	

<b>Isle Abbotts</b>	Parish Precept				£1,790	Tax Base				83.43
515	A-	A	B	C	D	E	F	G	H	
Parish	11.92	14.31	16.69	19.08	21.46	26.23	31.00	35.77	42.92	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>962.57</b>	<b>1,155.08</b>	<b>1,347.58</b>	<b>1,540.10</b>	<b>1,732.62</b>	<b>2,117.65</b>	<b>2,502.66</b>	<b>2,887.71</b>	<b>3,465.23</b>	

<b>Isle Brewers</b>	Parish Precept				£0	Tax Base				64.52
516	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Keinton Mandeville</b>	Parish Precept				£17,000	Tax Base				426.12
517	A-	A	B	C	D	E	F	G	H	
Parish	22.16	26.59	31.03	35.46	39.89	48.75	57.62	66.48	79.78	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>972.81</b>	<b>1,167.36</b>	<b>1,361.92</b>	<b>1,556.48</b>	<b>1,751.05</b>	<b>2,140.17</b>	<b>2,529.28</b>	<b>2,918.42</b>	<b>3,502.09</b>	

<b>Kingsbury Episcopi</b>	Parish Precept				£35,000	Tax Base			560.00
518	A-	A	B	C	D	E	F	G	H
Parish	34.72	41.67	48.61	55.56	62.50	76.39	90.28	104.17	125.00
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>985.37</b>	<b>1,182.44</b>	<b>1,379.50</b>	<b>1,576.58</b>	<b>1,773.66</b>	<b>2,167.81</b>	<b>2,561.94</b>	<b>2,956.11</b>	<b>3,547.31</b>

<b>Kingsdon</b>	Parish Precept				£19,995	Tax Base			163.38
519	A-	A	B	C	D	E	F	G	H
Parish	67.99	81.59	95.18	108.78	122.38	149.58	176.77	203.97	244.76
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>1,018.64</b>	<b>1,222.36</b>	<b>1,426.07</b>	<b>1,629.80</b>	<b>1,833.54</b>	<b>2,241.00</b>	<b>2,648.43</b>	<b>3,055.91</b>	<b>3,667.07</b>

<b>Kingstone</b>	Parish Precept				£0	Tax Base			52.36
216	A-	A	B	C	D	E	F	G	H
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>

<b>Kingweston</b>	Parish Precept				£1,000	Tax Base			30.80
520	A-	A	B	C	D	E	F	G	H
Parish	18.04	21.65	25.25	28.86	32.47	39.69	46.90	54.12	64.94
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>968.69</b>	<b>1,162.42</b>	<b>1,356.14</b>	<b>1,549.88</b>	<b>1,743.63</b>	<b>2,131.11</b>	<b>2,518.56</b>	<b>2,906.06</b>	<b>3,487.25</b>

<b>Knowle St. Giles</b>	Parish Precept				£1,450	Tax Base				74.10
217	A-	A	B	C	D	E	F	G	H	
Parish	10.87	13.05	15.22	17.40	19.57	23.92	28.27	32.62	39.14	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>961.52</b>	<b>1,153.82</b>	<b>1,346.11</b>	<b>1,538.42</b>	<b>1,730.73</b>	<b>2,115.34</b>	<b>2,499.93</b>	<b>2,884.56</b>	<b>3,461.45</b>	

<b>Langport</b>	Parish Precept				£86,980	Tax Base				332.71
521	A-	A	B	C	D	E	F	G	H	
Parish	145.24	174.29	203.33	232.38	261.43	319.53	377.62	435.72	522.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,095.89</b>	<b>1,315.06</b>	<b>1,534.22</b>	<b>1,753.40</b>	<b>1,972.59</b>	<b>2,410.95</b>	<b>2,849.28</b>	<b>3,287.66</b>	<b>3,945.17</b>	

<b>Limington</b>	Parish Precept				£0	Tax Base				87.56
813	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Long Load</b>	Parish Precept				£9,450	Tax Base				142.03
814	A-	A	B	C	D	E	F	G	H	
Parish	36.97	44.36	51.75	59.15	66.54	81.33	96.11	110.90	133.08	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>987.62</b>	<b>1,185.13</b>	<b>1,382.64</b>	<b>1,580.17</b>	<b>1,777.70</b>	<b>2,172.75</b>	<b>2,567.77</b>	<b>2,962.84</b>	<b>3,555.39</b>	

<b>Long Sutton</b>	Parish Precept				£18,520	Tax Base				396.86
522	A-	A	B	C	D	E	F	G	H	
Parish	25.93	31.11	36.30	41.48	46.67	57.04	67.41	77.78	93.34	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>976.58</b>	<b>1,171.88</b>	<b>1,367.19</b>	<b>1,562.50</b>	<b>1,757.83</b>	<b>2,148.46</b>	<b>2,539.07</b>	<b>2,929.72</b>	<b>3,515.65</b>	

<b>Lopen</b>	Parish Precept				£6,183	Tax Base				113.50
218	A-	A	B	C	D	E	F	G	H	
Parish	30.26	36.31	42.37	48.42	54.47	66.57	78.68	90.78	108.94	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>980.91</b>	<b>1,177.08</b>	<b>1,373.26</b>	<b>1,569.44</b>	<b>1,765.63</b>	<b>2,157.99</b>	<b>2,550.34</b>	<b>2,942.72</b>	<b>3,531.25</b>	

<b>Lovington (Cary Moor)</b>	Parish Precept				£2,880	Tax Base				83.61
616	A-	A	B	C	D	E	F	G	H	
Parish	19.13	22.96	26.79	30.61	34.44	42.09	49.75	57.40	68.88	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>969.78</b>	<b>1,163.73</b>	<b>1,357.68</b>	<b>1,551.63</b>	<b>1,745.60</b>	<b>2,133.51</b>	<b>2,521.41</b>	<b>2,909.34</b>	<b>3,491.19</b>	

<b>Maperton (North Vale)</b>	Parish Precept				£1,383	Tax Base				61.35
617	A-	A	B	C	D	E	F	G	H	
Parish	12.52	15.03	17.53	20.04	22.54	27.55	32.56	37.57	45.08	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>963.17</b>	<b>1,155.80</b>	<b>1,348.42</b>	<b>1,541.06</b>	<b>1,733.70</b>	<b>2,118.97</b>	<b>2,504.22</b>	<b>2,889.51</b>	<b>3,467.39</b>	



<b>Marston Magna</b>		Parish Precept				£8,048	Tax Base		201.99	
815	A-	A	B	C	D	E	F	G	H	
Parish	22.13	26.56	30.99	35.41	39.84	48.69	57.55	66.40	79.68	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>972.78</b>	<b>1,167.33</b>	<b>1,361.88</b>	<b>1,556.43</b>	<b>1,751.00</b>	<b>2,140.11</b>	<b>2,529.21</b>	<b>2,918.34</b>	<b>3,501.99</b>	

<b>Martock</b>		Parish Precept				£344,525	Tax Base		1,646.16	
816	A-	A	B	C	D	E	F	G	H	
Parish	116.27	139.53	162.78	186.04	209.29	255.80	302.31	348.82	418.58	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,066.92</b>	<b>1,280.30</b>	<b>1,493.67</b>	<b>1,707.06</b>	<b>1,920.45</b>	<b>2,347.22</b>	<b>2,773.97</b>	<b>3,200.76</b>	<b>3,840.89</b>	

<b>Merriott</b>		Parish Precept				£44,000	Tax Base		714.17	
219	A-	A	B	C	D	E	F	G	H	
Parish	34.23	41.07	47.92	54.76	61.61	75.30	88.99	102.68	123.22	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>984.88</b>	<b>1,181.84</b>	<b>1,378.81</b>	<b>1,575.78</b>	<b>1,772.77</b>	<b>2,166.72</b>	<b>2,560.65</b>	<b>2,954.62</b>	<b>3,545.53</b>	

<b>Milborne Port</b>		Parish Precept				£89,174	Tax Base		1,145.69	
618	A-	A	B	C	D	E	F	G	H	
Parish	43.24	51.89	60.53	69.18	77.83	95.13	112.42	129.72	155.66	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>993.89</b>	<b>1,192.66</b>	<b>1,391.42</b>	<b>1,590.20</b>	<b>1,788.99</b>	<b>2,186.55</b>	<b>2,584.08</b>	<b>2,981.66</b>	<b>3,577.97</b>	

<b>Misterton</b>	Parish Precept				£22,332	Tax Base			401.31
220	A-	A	B	C	D	E	F	G	H
Parish	30.92	37.10	43.28	49.47	55.65	68.02	80.38	92.75	111.30
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>981.57</b>	<b>1,177.87</b>	<b>1,374.17</b>	<b>1,570.49</b>	<b>1,766.81</b>	<b>2,159.44</b>	<b>2,552.04</b>	<b>2,944.69</b>	<b>3,533.61</b>

<b>Montacute</b>	Parish Precept				£24,390	Tax Base			260.97
818	A-	A	B	C	D	E	F	G	H
Parish	51.92	62.31	72.69	83.08	93.46	114.23	135.00	155.77	186.92
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>1,002.57</b>	<b>1,203.08</b>	<b>1,403.58</b>	<b>1,604.10</b>	<b>1,804.62</b>	<b>2,205.65</b>	<b>2,606.66</b>	<b>3,007.71</b>	<b>3,609.23</b>

<b>Muchelney</b>	Parish Precept				£0	Tax Base			84.60
523	A-	A	B	C	D	E	F	G	H
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>

<b>Mudford</b>	Parish Precept				£27,115	Tax Base			277.83
819	A-	A	B	C	D	E	F	G	H
Parish	54.22	65.07	75.91	86.76	97.60	119.29	140.98	162.67	195.20
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>1,004.87</b>	<b>1,205.84</b>	<b>1,406.80</b>	<b>1,607.78</b>	<b>1,808.76</b>	<b>2,210.71</b>	<b>2,612.64</b>	<b>3,014.61</b>	<b>3,617.51</b>

<b>North Barrow (Cary Moor)</b>		Parish Precept				£2,214		Tax Base		64.30
	A-	A	B	C	D	E	F	G	H	
619 Parish	19.13	22.95	26.78	30.60	34.43	42.08	49.73	57.38	68.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>969.78</b>	<b>1,163.72</b>	<b>1,357.67</b>	<b>1,551.62</b>	<b>1,745.59</b>	<b>2,133.50</b>	<b>2,521.39</b>	<b>2,909.32</b>	<b>3,491.17</b>	

<b>North Cadbury</b>		Parish Precept				£10,925		Tax Base		439.05
	A-	A	B	C	D	E	F	G	H	
620 Parish	13.82	16.59	19.35	22.12	24.88	30.41	35.94	41.47	49.76	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>964.47</b>	<b>1,157.36</b>	<b>1,350.24</b>	<b>1,543.14</b>	<b>1,736.04</b>	<b>2,121.83</b>	<b>2,507.60</b>	<b>2,893.41</b>	<b>3,472.07</b>	

<b>North Cheriton (North Vale)</b>		Parish Precept				£4,131		Tax Base		102.26
	A-	A	B	C	D	E	F	G	H	
621 Parish	22.44	26.93	31.42	35.91	40.40	49.38	58.36	67.33	80.80	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>973.09</b>	<b>1,167.70</b>	<b>1,362.31</b>	<b>1,556.93</b>	<b>1,751.56</b>	<b>2,140.80</b>	<b>2,530.02</b>	<b>2,919.27</b>	<b>3,503.11</b>	

<b>North Perrott</b>		Parish Precept				£5,145		Tax Base		121.11
	A-	A	B	C	D	E	F	G	H	
821 Parish	23.60	28.32	33.04	37.76	42.48	51.92	61.36	70.80	84.96	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>974.25</b>	<b>1,169.09</b>	<b>1,363.93</b>	<b>1,558.78</b>	<b>1,753.64</b>	<b>2,143.34</b>	<b>2,533.02</b>	<b>2,922.74</b>	<b>3,507.27</b>	

<b>Norton sub Hamdon</b>	Parish Precept				£19,200	Tax Base			300.58
822	A-	A	B	C	D	E	F	G	H
Parish	35.49	42.59	49.68	56.78	63.88	78.08	92.27	106.47	127.76
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>986.14</b>	<b>1,183.36</b>	<b>1,380.57</b>	<b>1,577.80</b>	<b>1,775.04</b>	<b>2,169.50</b>	<b>2,563.93</b>	<b>2,958.41</b>	<b>3,550.07</b>

<b>Odcombe</b>	Parish Precept				£18,500	Tax Base			289.20
823	A-	A	B	C	D	E	F	G	H
Parish	35.54	42.65	49.75	56.86	63.97	78.19	92.40	106.62	127.94
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>986.19</b>	<b>1,183.42</b>	<b>1,380.64</b>	<b>1,577.88</b>	<b>1,775.13</b>	<b>2,169.61</b>	<b>2,564.06</b>	<b>2,958.56</b>	<b>3,550.25</b>

<b>Pen Selwood</b>	Parish Precept				£5,951	Tax Base			168.08
622	A-	A	B	C	D	E	F	G	H
Parish	19.67	23.61	27.54	31.48	35.41	43.28	51.15	59.02	70.82
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>970.32</b>	<b>1,164.38</b>	<b>1,358.43</b>	<b>1,552.50</b>	<b>1,746.57</b>	<b>2,134.70</b>	<b>2,522.81</b>	<b>2,910.96</b>	<b>3,493.13</b>

<b>Pitcombe</b>	Parish Precept				£7,192	Tax Base			203.17
623	A-	A	B	C	D	E	F	G	H
Parish	19.67	23.60	27.53	31.47	35.40	43.27	51.13	59.00	70.80
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>970.32</b>	<b>1,164.37</b>	<b>1,358.42</b>	<b>1,552.49</b>	<b>1,746.56</b>	<b>2,134.69</b>	<b>2,522.79</b>	<b>2,910.94</b>	<b>3,493.11</b>

Pitney	Parish Precept				£4,200	Tax Base				175.27
	A	B	C	D	E	F	G	H		
524										
Parish	13.31	15.97	18.64	21.30	23.96	29.28	34.61	39.93	47.92	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>963.96</b>	<b>1,156.74</b>	<b>1,349.53</b>	<b>1,542.32</b>	<b>1,735.12</b>	<b>2,120.70</b>	<b>2,506.27</b>	<b>2,891.87</b>	<b>3,470.23</b>	

Puckington	Parish Precept				£0	Tax Base				53.00
	A-	A	B	C	D	E	F	G	H	
525										
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

Queen Camel	Parish Precept				£17,300	Tax Base				342.31
	A-	A	B	C	D	E	F	G	H	
624										
Parish	28.08	33.69	39.31	44.92	50.54	61.77	73.00	84.23	101.08	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>978.73</b>	<b>1,174.46</b>	<b>1,370.20</b>	<b>1,565.94</b>	<b>1,761.70</b>	<b>2,153.19</b>	<b>2,544.66</b>	<b>2,936.17</b>	<b>3,523.39</b>	

Rimpton	Parish Precept				£7,021	Tax Base				119.75
	A-	A	B	C	D	E	F	G	H	
824										
Parish	32.57	39.09	45.60	52.12	58.63	71.66	84.69	97.72	117.26	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>983.22</b>	<b>1,179.86</b>	<b>1,376.49</b>	<b>1,573.14</b>	<b>1,769.79</b>	<b>2,163.08</b>	<b>2,556.35</b>	<b>2,949.66</b>	<b>3,539.57</b>	

<b>Seavington St. Mary</b>		Parish Precept				£11,721		Tax Base		166.23
221	A-	A	B	C	D	E	F	G	H	
Parish	39.17	47.01	54.84	62.68	70.51	86.18	101.85	117.52	141.02	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>989.82</b>	<b>1,187.78</b>	<b>1,385.73</b>	<b>1,583.70</b>	<b>1,781.67</b>	<b>2,177.60</b>	<b>2,573.51</b>	<b>2,969.46</b>	<b>3,563.33</b>	

<b>Seavington St. Michael</b>		Parish Precept				£4,029		Tax Base		57.15
222	A-	A	B	C	D	E	F	G	H	
Parish	39.17	47.00	54.83	62.67	70.50	86.17	101.83	117.50	141.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>989.82</b>	<b>1,187.77</b>	<b>1,385.72</b>	<b>1,583.69</b>	<b>1,781.66</b>	<b>2,177.59</b>	<b>2,573.49</b>	<b>2,969.44</b>	<b>3,563.31</b>	

<b>Shepton Beauchamp</b>		Parish Precept				£18,501		Tax Base		290.40
223	A-	A	B	C	D	E	F	G	H	
Parish	35.39	42.47	49.55	56.63	63.71	77.87	92.03	106.18	127.42	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>986.04</b>	<b>1,183.24</b>	<b>1,380.44</b>	<b>1,577.65</b>	<b>1,774.87</b>	<b>2,169.29</b>	<b>2,563.69</b>	<b>2,958.12</b>	<b>3,549.73</b>	

<b>Shepton Montague</b>		Parish Precept				£2,090		Tax Base		97.92
625	A-	A	B	C	D	E	F	G	H	
Parish	11.86	14.23	16.60	18.97	21.34	26.08	30.82	35.57	42.68	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>962.51</b>	<b>1,155.00</b>	<b>1,347.49</b>	<b>1,539.99</b>	<b>1,732.50</b>	<b>2,117.50</b>	<b>2,502.48</b>	<b>2,887.51</b>	<b>3,464.99</b>	

<b>Somerton</b>		Parish Precept				£352,962		Tax Base		1,787.68
526	A-	A	B	C	D	E	F	G	H	
Parish	109.69	131.63	153.56	175.50	197.44	241.32	285.19	329.07	394.88	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,060.34</b>	<b>1,272.40</b>	<b>1,484.45</b>	<b>1,696.52</b>	<b>1,908.60</b>	<b>2,332.74</b>	<b>2,756.85</b>	<b>3,181.01</b>	<b>3,817.19</b>	

<b>South Barrow (Cary Moor)</b>		Parish Precept				£2,282		Tax Base		66.27
626	A-	A	B	C	D	E	F	G	H	
Parish	19.13	22.95	26.78	30.60	34.43	42.08	49.73	57.38	68.86	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>969.78</b>	<b>1,163.72</b>	<b>1,357.67</b>	<b>1,551.62</b>	<b>1,745.59</b>	<b>2,133.50</b>	<b>2,521.39</b>	<b>2,909.32</b>	<b>3,491.17</b>	

<b>South Cadbury and Sutton Montis</b>		Parish Precept				£6,000		Tax Base		149.04
627	A-	A	B	C	D	E	F	G	H	
Parish	22.37	26.84	31.31	35.79	40.26	49.21	58.15	67.10	80.52	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>973.02</b>	<b>1,167.61</b>	<b>1,362.20</b>	<b>1,556.81</b>	<b>1,751.42</b>	<b>2,140.63</b>	<b>2,529.81</b>	<b>2,919.04</b>	<b>3,502.83</b>	

<b>South Petherton</b>		Parish Precept				£170,000		Tax Base		1,465.06
825	A-	A	B	C	D	E	F	G	H	
Parish	64.47	77.36	90.25	103.15	116.04	141.83	167.61	193.40	232.08	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,015.12</b>	<b>1,218.13</b>	<b>1,421.14</b>	<b>1,624.17</b>	<b>1,827.20</b>	<b>2,233.25</b>	<b>2,639.27</b>	<b>3,045.34</b>	<b>3,654.39</b>	

<b>Sparkford</b>	Parish Precept				£6,170	Tax Base		266.79	
628	A-	A	B	C	D	E	F	G	H
Parish	12.85	15.42	17.99	20.56	23.13	28.27	33.41	38.55	46.26
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>963.50</b>	<b>1,156.19</b>	<b>1,348.88</b>	<b>1,541.58</b>	<b>1,734.29</b>	<b>2,119.69</b>	<b>2,505.07</b>	<b>2,890.49</b>	<b>3,468.57</b>

<b>Stocklinch</b>	Parish Precept				£2,000	Tax Base		63.28	
224	A-	A	B	C	D	E	F	G	H
Parish	17.56	21.07	24.58	28.09	31.60	38.62	45.64	52.67	63.20
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>968.21</b>	<b>1,161.84</b>	<b>1,355.47</b>	<b>1,549.11</b>	<b>1,742.76</b>	<b>2,130.04</b>	<b>2,517.30</b>	<b>2,904.61</b>	<b>3,485.51</b>

<b>Stoke sub Hamdon</b>	Parish Precept				£61,135	Tax Base		722.38	
826	A-	A	B	C	D	E	F	G	H
Parish	47.02	56.42	65.82	75.23	84.63	103.44	122.24	141.05	169.26
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>997.67</b>	<b>1,197.19</b>	<b>1,396.71</b>	<b>1,596.25</b>	<b>1,795.79</b>	<b>2,194.86</b>	<b>2,593.90</b>	<b>2,992.99</b>	<b>3,591.57</b>

<b>Stoke Trister</b>	Parish Precept				£7,580	Tax Base		160.65	
629	A-	A	B	C	D	E	F	G	H
Parish	26.21	31.45	36.70	41.94	47.18	57.66	68.15	78.63	94.36
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>976.86</b>	<b>1,172.22</b>	<b>1,367.59</b>	<b>1,562.96</b>	<b>1,758.34</b>	<b>2,149.08</b>	<b>2,539.81</b>	<b>2,930.57</b>	<b>3,516.67</b>



<b>Tatworth and Forton</b>		Parish Precept				£45,000	Tax Base		983.36		
	A-	A	B	C	D	E	F	G	H		
205											
Parish	25.42	30.51	35.59	40.68	45.76	55.93	66.10	76.27	91.52		
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22		
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28		
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18		
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62		
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01		
<b>Total Council Tax Bill</b>	<b>976.07</b>	<b>1,171.28</b>	<b>1,366.48</b>	<b>1,561.70</b>	<b>1,756.92</b>	<b>2,147.35</b>	<b>2,537.76</b>	<b>2,928.21</b>	<b>3,513.83</b>		

<b>Tintinhull</b>		Parish Precept				£34,600	Tax Base		348.97		
	A-	A	B	C	D	E	F	G	H		
827											
Parish	55.08	66.10	77.12	88.13	99.15	121.18	143.22	165.25	198.30		
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22		
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28		
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18		
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62		
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01		
<b>Total Council Tax Bill</b>	<b>1,005.73</b>	<b>1,206.87</b>	<b>1,408.01</b>	<b>1,609.15</b>	<b>1,810.31</b>	<b>2,212.60</b>	<b>2,614.88</b>	<b>3,017.19</b>	<b>3,620.61</b>		

<b>Wambrook</b>		Parish Precept				£0	Tax Base		89.47		
	A-	A	B	C	D	E	F	G	H		
225											
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22		
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28		
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18		
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62		
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01		
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>		

<b>Wayford</b>		Parish Precept				£3,000	Tax Base		48.25		
	A-	A	B	C	D	E	F	G	H		
226											
Parish	34.54	41.45	48.36	55.27	62.18	76.00	89.82	103.63	124.36		
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22		
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28		
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18		
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62		
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01		
<b>Total Council Tax Bill</b>	<b>985.19</b>	<b>1,182.22</b>	<b>1,379.25</b>	<b>1,576.29</b>	<b>1,773.34</b>	<b>2,167.42</b>	<b>2,561.48</b>	<b>2,955.57</b>	<b>3,546.67</b>		

<b>Wayford (St Michaels Churchyard)</b>	Parish Precept				£960	Tax Base			48.25
226	A-	A	B	C	D	E	F	G	H
Parish	11.06	13.27	15.48	17.69	19.90	24.32	28.74	33.17	39.80
South Somerset District Council									
Somerset County Council									
Somerset County Council (Adult Social Care)									
Avon & Somerset Crime and Police Commissioner									
Devon & Somerset Fire & Rescue Authority									
<b>Total Council Tax Bill</b>	<b>11.06</b>	<b>13.27</b>	<b>15.48</b>	<b>17.69</b>	<b>19.90</b>	<b>24.32</b>	<b>28.74</b>	<b>33.17</b>	<b>39.80</b>

<b>West Camel</b>	Parish Precept				£8,363	Tax Base			189.68
828	A-	A	B	C	D	E	F	G	H
Parish	24.49	29.39	34.29	39.19	44.09	53.89	63.69	73.48	88.18
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>975.14</b>	<b>1,170.16</b>	<b>1,365.18</b>	<b>1,560.21</b>	<b>1,755.25</b>	<b>2,145.31</b>	<b>2,535.35</b>	<b>2,925.42</b>	<b>3,510.49</b>

<b>West &amp; Middle Chinnock</b>	Parish Precept				£9,500	Tax Base			247.59
829	A-	A	B	C	D	E	F	G	H
Parish	21.32	25.58	29.84	34.11	38.37	46.90	55.42	63.95	76.74
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>971.97</b>	<b>1,166.35</b>	<b>1,360.73</b>	<b>1,555.13</b>	<b>1,749.53</b>	<b>2,138.32</b>	<b>2,527.08</b>	<b>2,915.89</b>	<b>3,499.05</b>

<b>West Coker</b>	Parish Precept				£58,937	Tax Base			815.91
830	A-	A	B	C	D	E	F	G	H
Parish	40.13	48.15	56.18	64.20	72.23	88.28	104.33	120.38	144.46
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>990.78</b>	<b>1,188.92</b>	<b>1,387.07</b>	<b>1,585.22</b>	<b>1,783.39</b>	<b>2,179.70</b>	<b>2,575.99</b>	<b>2,972.32</b>	<b>3,566.77</b>

<b>West Crewkerne</b>		Parish Precept				£6,182	Tax Base		219.52	
	A-	A	B	C	D	E	F	G	H	
227										
Parish	15.64	18.77	21.90	25.03	28.16	34.42	40.68	46.93	56.32	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>966.29</b>	<b>1,159.54</b>	<b>1,352.79</b>	<b>1,546.05</b>	<b>1,739.32</b>	<b>2,125.84</b>	<b>2,512.34</b>	<b>2,898.87</b>	<b>3,478.63</b>	

<b>Whitelackington</b>		Parish Precept				£480	Tax Base		83.79	
	A-	A	B	C	D	E	F	G	H	
228										
Parish	3.18	3.82	4.46	5.09	5.73	7.00	8.28	9.55	11.46	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>953.83</b>	<b>1,144.59</b>	<b>1,335.35</b>	<b>1,526.11</b>	<b>1,716.89</b>	<b>2,098.42</b>	<b>2,479.94</b>	<b>2,861.49</b>	<b>3,433.77</b>	

<b>Whitestaunton</b>		Parish Precept				£0	Tax Base		116.10	
	A-	A	B	C	D	E	F	G	H	
229										
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>950.65</b>	<b>1,140.77</b>	<b>1,330.89</b>	<b>1,521.02</b>	<b>1,711.16</b>	<b>2,091.42</b>	<b>2,471.66</b>	<b>2,851.94</b>	<b>3,422.31</b>	

<b>Wincanton Town</b>		Parish Precept				£267,850	Tax Base		2,125.37	
	A-	A	B	C	D	E	F	G	H	
630										
Parish	70.01	84.01	98.02	112.02	126.02	154.02	182.03	210.03	252.04	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>1,020.66</b>	<b>1,224.78</b>	<b>1,428.91</b>	<b>1,633.04</b>	<b>1,837.18</b>	<b>2,245.44</b>	<b>2,653.69</b>	<b>3,061.97</b>	<b>3,674.35</b>	

<b>Winsham</b>	Parish Precept				£21,825	Tax Base			294.93
230	A-	A	B	C	D	E	F	G	H
Parish	41.11	49.33	57.56	65.78	74.00	90.44	106.89	123.33	148.00
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>991.76</b>	<b>1,190.10</b>	<b>1,388.45</b>	<b>1,586.80</b>	<b>1,785.16</b>	<b>2,181.86</b>	<b>2,578.55</b>	<b>2,975.27</b>	<b>3,570.31</b>

<b>Yarlington (North Cadbury)</b>	Parish Precept				£1,575	Tax Base			63.30
631	A-	A	B	C	D	E	F	G	H
Parish	13.82	16.59	19.35	22.12	24.88	30.41	35.94	41.47	49.76
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>964.47</b>	<b>1,157.36</b>	<b>1,350.24</b>	<b>1,543.14</b>	<b>1,736.04</b>	<b>2,121.83</b>	<b>2,507.60</b>	<b>2,893.41</b>	<b>3,472.07</b>

<b>Yeovil Town</b>	Parish Precept				#####	Tax Base			9,108.12
701	A-	A	B	C	D	E	F	G	H
Parish	63.04	75.65	88.25	100.86	113.47	138.69	163.90	189.12	226.94
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>1,013.69</b>	<b>1,216.42</b>	<b>1,419.14</b>	<b>1,621.88</b>	<b>1,824.63</b>	<b>2,230.11</b>	<b>2,635.56</b>	<b>3,041.06</b>	<b>3,649.25</b>

<b>Yeovil Without</b>	Parish Precept				£85,171	Tax Base			3,110.78
832	A-	A	B	C	D	E	F	G	H
Parish	15.21	18.25	21.30	24.34	27.38	33.46	39.55	45.63	54.76
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01
<b>Total Council Tax Bill</b>	<b>965.86</b>	<b>1,159.02</b>	<b>1,352.19</b>	<b>1,545.36</b>	<b>1,738.54</b>	<b>2,124.88</b>	<b>2,511.21</b>	<b>2,897.57</b>	<b>3,477.07</b>

<b>Yeovilton</b>	Parish Precept				£3,000	Tax Base				156.37
831	A-	A	B	C	D	E	F	G	H	
Parish	10.66	12.79	14.93	17.06	19.19	23.45	27.72	31.98	38.38	
South Somerset District Council	92.84	111.41	129.97	148.54	167.11	204.25	241.38	278.52	334.22	
Somerset County Council	639.80	767.75	895.72	1,023.68	1,151.64	1,407.56	1,663.48	1,919.40	2,303.28	
Somerset County Council (Adult Social Care)	48.94	58.73	68.51	78.30	88.09	107.67	127.24	146.82	176.18	
Avon & Somerset Crime and Police Commissioner	121.01	145.21	169.41	193.61	217.81	266.21	314.61	363.02	435.62	
Devon & Somerset Fire & Rescue Authority	48.06	57.67	67.28	76.89	86.51	105.73	124.95	144.18	173.01	
<b>Total Council Tax Bill</b>	<b>961.31</b>	<b>1,153.56</b>	<b>1,345.82</b>	<b>1,538.08</b>	<b>1,730.35</b>	<b>2,114.87</b>	<b>2,499.38</b>	<b>2,883.92</b>	<b>3,460.69</b>	

# Agenda Item 11

## **SSDC Capital Strategy 2019/20**

<i>Portfolio Holder:</i>	<i>Councillor Peter Seib, Finance and Legal Services</i>
<i>Director:</i>	<i>Netta Meadows, Strategy &amp; Support Services</i>
<i>Lead Officers:</i>	<i>Paul Fitzgerald, S151 Officer</i> <i>Paul Matravers, Specialist - Finance</i>
<i>Contact Details:</i>	<i>Paul.fitzgerald@southsomerset.gov.uk or (01935) 462226</i> <i>Paul.matravers@southsomerset.gov.uk or (01935) 462275</i>

### **Purpose of the Report**

1. Full Council must approve the annual capital strategy before the start of the financial year in line with the revised CIPFA Prudential Code. District Executive considered the report on 5<sup>th</sup> February and agreed to recommend the 2019/20 capital strategy and the borrowing and investment limits to Council for approval.

### **Recommendation**

2. That Full Council approves the 2019/20 capital strategy and the borrowing and investment limits contained within.

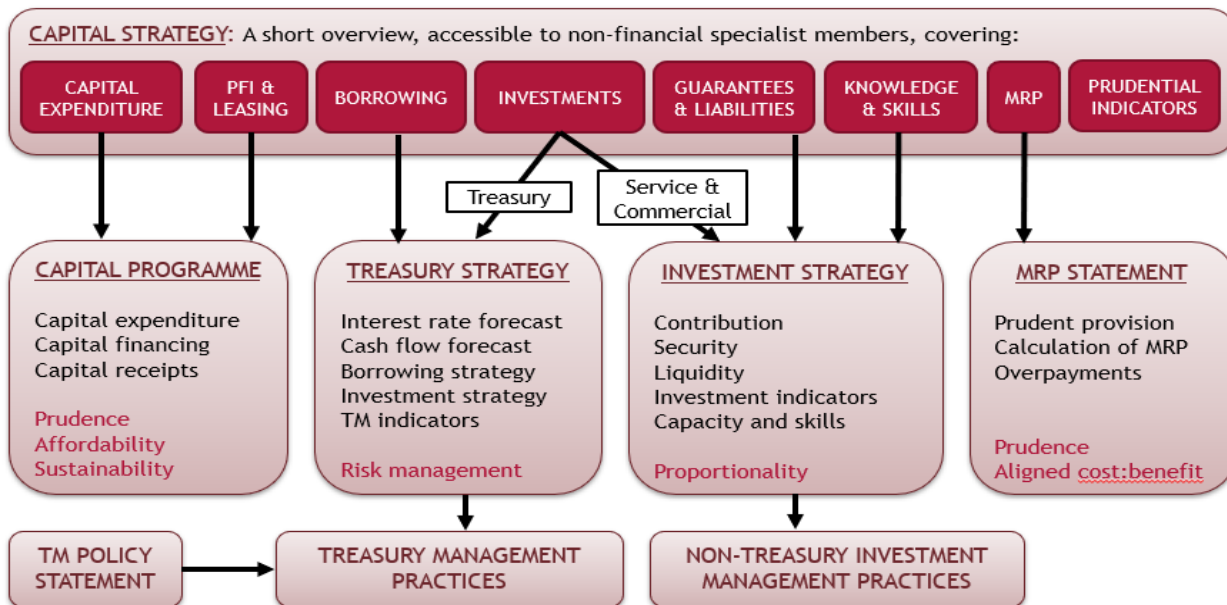
### **Introduction**

3. The capital strategy is a new report for 2019/20, which is a mandatory requirement of the CIPFA Prudential Code (revised December 2017).
4. The revised code states that the council will ensure that *'all investments are covered in the capital strategy, investment strategy or equivalent, and will set out, where relevant, the organisation's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.'*

### **Background**

5. The capital strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services.
6. It also includes an overview of how the associated risk is managed, the implications for future financial sustainability and information on how stewardship, value for money, prudence, sustainability and affordability will be secured.
7. The strategy sets out the long-term context in which both capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
8. The flowchart below provides a visual picture of the requirements and contents of the various strategies that are required on an annual basis, and how these are inter-related. This report may be read in conjunction with the Treasury Strategy and Investment Strategy reports, and relates to the Capital Programme included in the main Budget report on the agenda for this Full Council meeting.

# Strategy Reports: England



9. The proposed Capital Strategy for 2019/20 is included in Appendix A to this covering report.

## Financial Implications

10. The proposed capital strategy aligns with the 2019/20 Capital Programme and the updated Medium Term Financial Plan. Those reports seek to establish approval of spending and funding requirements to meet the Council’s priorities. This report establishes the borrowing and investment limits that are considered prudent and affordable in meeting those plans.

**Background Papers:** *CIPFA Prudential Code (revised December 2018)*  
*Treasury Management Strategy Statement 2019/20*  
*Statutory guidance on Local Government Investments (revised February 2018)*

**South Somerset District Council  
Capital Strategy 2019/20**

**Introduction**

1. This capital strategy follows the principles and requirements of the Prudential Code and sets out a high-level overview of:
  - how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services
  - how associated risk is managed
  - the implications for future financial sustainability of local services provided or funded by the Council.

**Capital Expenditure and Financing**

2. Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to the revenue account in year.
3. In 2019/20, the Council is planning capital expenditure of £28.1m as summarised below:

*Table 1: Prudential Indicator: Estimates of Capital Expenditure and financing in £ millions*

	<b>2017/18 Actual</b>	<b>2018/19 Forecast</b>	<b>2019/20 Budget</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
<b>Capital Expenditure</b>	17.9	24.0	28.1	24.7	20.5
<b>Financed by:</b>					
External sources	1.0	2.5	1.7	0	0
Own resources	16.9	2.6	12.9	3.5	0
Debt	0	18.9	13.5	21.2	20.5
<b>Total Financing</b>	<b>17.9</b>	<b>24.0</b>	<b>28.1</b>	<b>24.7</b>	<b>20.5</b>

4. Service managers have submitted bids to include projects in the Council's capital programme. Bids are collated by Finance who calculate the financing cost (which can be nil if the project is fully externally financed). The Strategic Leadership Team appraises all bids based on a comparison of service priorities against financing costs and makes recommendations to District Executive. The proposed capital programme is then presented to District Executive in January and to Council in February each year.
5. All capital expenditure must be financed, from either external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is included in table 1.
6. Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue budget resources, which is known as minimum revenue provision (MRP). The Council is required to make an annual MRP statement which is submitted to Full Council for approval. The planned MRP payments are as follows:



Table 3: MRP Payments in £ millions

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 Estimate	2021/22 Estimate
MRP	0.169	0.186	0.401	0.440	0.430

7. The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £22m during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 Estimate	31.3.2022 Estimate
CFR	17.44	39.18	61.73	84.11	104.60

8. **Asset management:** To ensure that capital assets continue to be of long-term use, the Council has an asset management plan, which is incorporated in the Council's Commercial Strategy and an Asset Disposal and Community Asset Transfer Policy.
9. This Asset Disposal and Community Asset Transfer Policy provides a transparent, robust and strategic framework to enable Asset Disposal and Community Asset Transfer decisions to be made, together with a clear process for both SSDC and community organisations to progress with transfers/disposals, with long term sustainable benefits both to the Council and the community.
10. The Disposals element of the policy refers to Council owned assets that are sold on the open market for a financial consideration or otherwise transferred out of Council ownership. The aim is to enable SSDC to retain only sound assets that support the effective and efficient delivery of services, achieve corporate priorities or produce a healthy financial return each year in accordance with the Commercial Land and Property Strategy.
11. **Asset disposals:** When a capital asset is identified as surplus to requirements or an enabler for others to deliver council priorities, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The Council estimates it will receive £3.78 million of capital receipts in the coming financial year as follows:

Table 5: Capital receipts in £ millions

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 Estimate	2021/22 Estimate
Asset sales	0.13	0.60	0.18	0.15	0.15
Loans repaid	0.21	0.25	3.60	2.71	2.36
<b>TOTAL</b>	<b>0.34</b>	<b>0.85</b>	<b>3.78</b>	<b>2.86</b>	<b>2.51</b>

### Treasury Management

12. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash flow balances are invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received

before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

13. The Council held a short-term loan of £1.5million at 31 December 2018. This loan was required for working capital cash flow purposes and was for a period of only 13 days. The loan was repaid on 2 January 2019. The Council anticipates further short-term borrowing over the period February to April 2019 to cover part of the Capital Financing Requirement.
14. **Borrowing strategy:** The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between low-cost short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).
15. Projected levels of the Council's total outstanding debt (which comprises borrowing, liabilities, leases are shown below, compared with the capital financing requirement (see above).

*Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions*

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 Estimate</b>	<b>31.3.2022 Estimate</b>
Debt (incl. leases)	0.10	30.10	52.60	75.00	95.50
Capital Financing Requirement	17.44	39.18	61.73	84.11	104.60

16. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this for the foreseeable future.
17. **Affordable borrowing limit:** The Council is required to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

*Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m*

	<b>2018/19 limit</b>	<b>2019/20 limit</b>	<b>2020/21 limit</b>	<b>2021/22 limit</b>
Authorised limit – borrowing	124.0	124.0	124.0	124.0
Authorised limit – leases	1.0	1.0	1.0	1.0
Authorised limit – total external debt	125.0	125.0	125.0	125.0
Operational boundary – borrowing	30.0	50.0	75.0	95.5
Operational boundary – leases	0.8	0.8	0.8	0.8
Operational boundary – total external debt	30.8	50.8	75.8	96.3

18. Further details on borrowing are included in the 2019/20 treasury management strategy.
19. **Investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

20. The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

*Table 8: Treasury management investments in £millions*

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 Estimate</b>	<b>31.3.2022 Estimate</b>
Near-term investments	27.88	3.00	3.00	3.00	2.00
Longer-term investments	7.16	32.00	30.00	30.00	30.00
<b>TOTAL</b>	<b>35.04</b>	<b>35.00</b>	<b>33.00</b>	<b>33.00</b>	<b>32.00</b>

21. Further details on treasury investments are included in the 2019/20 treasury management strategy.
22. **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated by the S151 Officer to specified staff members, who must act in line with the treasury management strategy approved by Full Council in February 2019. A mid-year update report on treasury management activity is presented to Audit Committee and Full Council every October. The audit committee is responsible for scrutinising treasury management decisions.

### **Investments for Service Purposes**

23. The Council can make service investments; service investments can be in the form of a loan to an organisation or the purchase of shares in organisations. The purpose of service investments is to support local public services and to stimulate local economic growth.
24. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break even after all costs.
25. **Governance:** Decisions on service investments are presented to Strategic Leadership Team, which includes the Section 151 Officer. Investments must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

### **Commercial Activities**

26. The commercial property investment portfolio is an integral part of the Council's medium term financial plan and contributes towards the overall income generation target that is needed to mitigate the significant reduction in government funding, enable the Council to maintain and improve services and service standards, and meet our priorities and objectives. The Commercial Strategy details the Council's approach to commercialisation. One of the aims of the strategy is to align with and support the Council Plan and ensure that the Council is the partner of choice for the community and commercial sectors by demonstrating its commercial awareness and effective delivery of services.

27. The value of the property held for investment purposes was £17,632,682 as at 31 March 2018 and is anticipated to be £25,596,322 at 31 March 2019, the forecast rate of return net of financing costs is anticipated to be in the region of 3.6%.
28. With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. It has a robust risk assessment process in place which includes assessing the risk of loss before entering into and whilst holding service investments.
29. This increased risk is balanced with an efficient and proportional regard to governance, policy, management, processes and systems to ensure robust decision-making, performance and success of new commercial enterprises, contracts and partnerships. All of which will continue to evolve and be refined over time to ensure that the Council adheres to its statutory responsibilities and that public money continues to be appropriately invested, used and accounted for.
30. In considering investment opportunities, a predetermined set of assessment criteria for each proposed investment is used and a business case is completed to ensure transparency, due diligence, governance and consistency to aid achievement of the investment objectives.
31. In order that commercial investments remain proportionate to the size of the authority, these are subject to an overall maximum investment limit of £75m.
32. If the returns on investments are not maintained at the required levels contingency plans to continue to provide services are in place. The contingency plan includes holding adequate general reserves and a specific investment risk earmarked reserve.
33. **Governance:** Decisions on commercial investments are made in line with the criteria and limits approved by council in the 2019/20 investment strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.
34. Further details on commercial investments and limits are included in the investment strategy.

### **Liabilities**

35. In addition to debt detailed above, the Council is committed to making future payments to cover its pension fund deficit should it arise. The Council is also at risk of having to pay for its contingent liabilities, such liabilities arise where an event has taken place that gives the authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the Council's control.
36. **Governance:** Decisions on incurring new discretionary liabilities are taken by the Senior Leadership Team, which includes the Section 151 Officer. The risk of liabilities crystallising and requiring payment is monitored by Finance and reported to committee. New liabilities are reported to full council for approval/notification as appropriate.

### **Revenue Budget Implications**

37. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net

revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

*Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
Proportion of net revenue stream	(2.8%)	(1.2%)	(6.6%)	(5.8%)	(5.2%)

38. **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable.

### **Knowledge and Skills**

39. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Section 151 Officer is a qualified accountant, and the Director of Commercial Services and Income Generation is highly experienced in the commercial property field. The Council pays for staff to study towards relevant professional qualifications including CIPFA.

40. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and utilises services of property consultants who provide a diligent assessment of the market and assists in preparing a bid, acting as the sounding board for the in house Investment Surveyor. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

# Agenda Item 12

## **SSDC Investment Strategy 2019/20**

*Portfolio Holder:* Councillor Peter Seib, Finance & Legal Services  
*Director:* Netta Meadows, Strategy & Support Services  
*Lead Officers:* Paul Fitzgerald, S151 Officer  
Paul Matravers, Specialist - Finance  
*Contact Details:* Paul.fitzgerald@southsomerset.gov.uk or (01935) 462226  
Paul.matravers@southsomerset.gov.uk or (01935) 462275

### **Purpose of the Report**

1. To approve the Investment Strategy for 2019/20. Full Council must approve the investment strategy by 31 March prior to each financial year in line with regulations. The report was considered by District Executive on 5<sup>th</sup> February who agreed to recommend that Full Council approve the Investment Strategy for 2019/20.

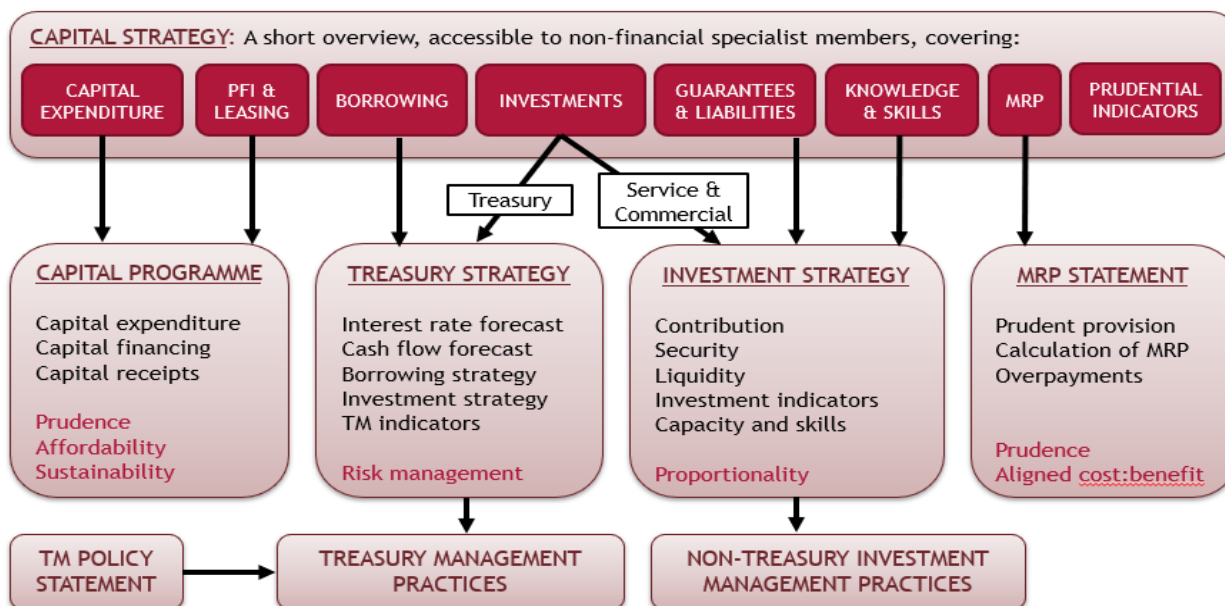
### **Recommendation(s)**

2. That Full Council approves the Investment Strategy for 2019/20.

### **Introduction**

3. The investment strategy is a new report for 2019/20, which is a mandatory requirement of the revised Statutory Guidance on Local Government Investments (3rd edition) issued by the Ministry of Housing, Communities and Local Government 2 February 2018.
4. The updated guidance contains a number of provisions requiring local authorities to have a transparent financial strategy. The investment strategy in Appendix A addresses the provisions and the regulatory requirements in the updated statutory guidance.
5. The guidance is issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003. Under that section local authorities are required to “have regard” to “such guidance as the Secretary of State may issue”. The legal requirement to “have regard” to guidance is not the same as a requirement to fully comply with the guidance.
6. The updated guidance can be accessed at the link below:  
  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/678866/Guidance\\_on\\_local\\_government\\_investments.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/678866/Guidance_on_local_government_investments.pdf)
7. In addition to the investment strategy there is an additional requirement to produce a Capital Strategy. This strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services.
8. The flowchart below provides a visual picture of the requirements and contents of the various strategies that are required on an annual basis.

## Strategy Reports: England



### Background

9. The Statutory Guidance on Local Government Investments requires the Council to prepare an investment strategy annually (or include the required details in their treasury management strategy) and explain how investments made (including commercial property portfolios) relate to the Council's core purposes.
10. The investment strategy for this Council was previously included as part of the treasury management strategy required by CIPFA, however the Council's treasury management advisor's advice is to create two separate strategy reports to cover the two different areas and not include the investment strategy as part of the treasury management report.
11. The new investment strategy focuses on two types of investments which are:
  - Investments made to support local public services by lending to or buying shares in other organisations, known as **service investments**.
  - Investments made to earn investment income known as **commercial investments**.
12. The strategy provides detailed information on the policies and procedures that the Council has in place to address the fundamental concepts that are associated with each investment type, which are risk, security and liquidity.
13. The strategy also deals with the concept of proportionality and the Council's reliance on investment income to fund services in the immediate and long-term and the concept of 'borrowing in advance of need' on which a statement of the Council's position is required.
14. The issue of capacity, skills and culture is included in the strategy with a disclosure requirement on the steps taken to ensure that elected members and officers involved in the investment decision making process have appropriate capacity, skills and information to enable them to:
  - Take informed decisions as to whether to enter into a specific investment

- To assess individual assessments in the context of the strategic objectives and risk profile of the Council.
  - To enable them to understand how the quantum of these decisions have changed the overall risk exposure of the Council.
15. Further information is included in respect of corporate governance arrangements and investment indicators that ensure elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

### **Financial Implications**

16. The budget in respect of commercial investment income in 2019/20 is £1.16 million, based on an investment portfolio of £25.6 million and a projected net yield of 3.6%. This figure will be exceeded if further investments are completed between the drafting of this report and the end of the next financial year.
17. Income from service level investments in 2019/20 is estimated to be £328,000 which relates entirely to loans in respect of waste services, renewable energy and community services.

**Background Papers:** *Statutory guidance on Local Government Investments (revised February 2018)*



## South Somerset District Council

### Investment Strategy 2019/20

#### Introduction

1. The Council invests its money for three broad purposes:
  - to provide safe and financially efficient custody for cash received in advance of expenditure (known as **treasury management investments**),
  - to support local public services by lending to or buying shares in other organisations (**service investments**), and
  - to earn investment income (known as **commercial investments** where this is the main purpose).
2. This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in January 2018.

#### Treasury Management Investments

3. The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government.
4. These activities, plus the timing of borrowing decisions, lead to a cash surplus that is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £35m and £50m during the 2019/20 financial year.
5. The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.
6. Full details of the Council's policies and its plan for 2019/20 for treasury management investments are covered in the treasury management strategy, which is available on request/on the council's website at [South Somerset District Council - Finance](#).

#### Service Investments

7. The Council can make service investments; service investments can be in the form of a loan to an organisation or the purchase of shares in organisations. The purpose of service investments is to support local public services and to stimulate local economic growth.
8. A summary of the loans made and shares purchased (by category) are included in table 1 below.

#### Risk Assessment

9. It is accepted that the Council will need to take more risk than in previous years in order to achieve its ambitions and commercial success. It has a robust risk assessment process in place which includes assessing the risk of loss before entering into and whilst holding service investments.

10. This increased risk is balanced with an efficient and proportional regard to governance, policy, management, processes and systems to ensure robust decision-making, performance and success of new commercial enterprises, contracts and partnerships. All of which will continue to evolve and be refined over time to ensure that the Council adheres to its statutory responsibilities and that public money continues to be appropriately invested, used and accounted for.
11. The Investment Assessment Group (IAG) comprising members and senior officers have distinct roles in the assessment of risk. The purpose of the IAG is to assess the investment proposals; and this group is integral to the Council's risk assessment processes in respect of investments.
12. In considering investment opportunities, a predetermined set of assessment criteria for each proposed investment is used and a business case is completed to ensure transparency, due diligence, governance and consistency to aid achievement of the investment objectives.
13. The investment proposals are measured against agreed assessment criteria, in order to ensure it meets the required returns/objectives and so that investment of public money is applied with proportionate and efficient regard to procurement and governance procedures. This process is undertaken prior to the formal decision making process to ensure that only valid projects or investment proposals are taken forward.
14. The Council's Property, Land and Development Team have an operational investment brief, which sits under the formally approved Commercial Strategy and includes comprehensive information on the Council's competitors, where to invest, what to invest in and an indicative budget per portfolio element (ie industrial, retail office etc). Further details are provided on the barriers to entry. The barriers to entry are continually monitored and updated as market conditions change.

### **External Advisors – Treasury**

15. Arlingclose are contracted to provide the treasury advisory service for the council; the contract specification includes risk assessment of investments. If the council plan to undertake an investment for service purposes, if required, the advisors will be provided with details of the investment with a remit of reviewing the proposal and provide feedback on issues with the proposal.
16. The advisors are also used to:
  - Provide technical advice, including interpretation, advice and guidance on legislation and regulation changes that impact on investments.
  - Provide guidance on governance issues
  - Provide training/briefings for elected members.
17. Monitoring and maintaining the quality of advice provided by the external advisors is undertaken by:
  - Reviewing the returns on investment that have been advised by the advisors on a quarterly basis.
  - Quarterly meetings are held with the advisors at which benchmarking data is provided on the return on investments.
  - General discussions are held with the advisors on an ongoing basis in order to ensure that any issues that arise on the provision of advice are resolved immediately.

### **External Advisors - Property**

18. In line with the conventions of the market, the Council will, from time to time, be introduced to property by an Investment Surveyor, who is typically paid a fee totalling one percent of the purchase price. The surveyor provides a diligent assessment of the market and assists in preparing a bid, acting as the sounding board for the in house Investment Surveyor. The Council has attempted to implement a policy of reducing the fee payable to the Investment Surveyor to take into account the cost of third party Building Surveying and RICS 'Red Book' Valuation. The Council has historically employed the services of Mssrs. Alder King, JLL, Charters, and Altitude Asset Management.
19. No property is acquired without Building Survey or 'Red Book' Valuation. These are obtained to show that the Council is achieving best value. The Council have historically employed Mssrs. Alder King, JLL and Lambert Smith Hampton to provide third party Valuations and Mssrs. Lambert Smith Hampton and Kirkham Board to provide third party Building Surveys.

### **Monitoring the quality of external advisor's advice**

20. The commercial property industry is well regulated with Chartered Members of the RICS required to undertake a minimum of 20 hours of continuing professional development annually. The investment market is financially lucrative and fast paced; any business or operative failing to stay abreast of the pace of the market finds themselves without prospective clients or properties with which to suit their needs. It is incumbent upon any advisor to maintain consistent quality advice.
21. Registered Valuers are the only Members of the RICS permitted to undertake 'Red Book' valuations. Registered Valuers undertake a further annual return ensuring that they remain fit to practice. The Council undertake internal 'Red Book' valuations, signed by two Registered Valuers, for each proposed acquisition to ensure comparable quality of the third party and our own reports.

### **Risk Assessment and Credit Ratings**

22. The commercial property industry uses Dun & Bradstreet credit rating as a standard. In addition, the Council used Co-Credo credit scoring to assess credit limit, risk rating and filing history. The principle body of each Co-Credo report contains circa 10 A4 pages of financial information which is used to help ascertain covenant strength of any tenant with a property the Council proposes to acquire. Should the council go on to acquire a property the tenant is added to a monitoring list, managed by an in house credit specialist.

### **Monitoring Credit Ratings**

23. Credit ratings for treasury investments are obtained and monitored by the Council's treasury advisors, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
  - any existing investments that can be recalled or sold at no cost will be, and
  - full consideration will be given to the recall or sale of all other existing investments with the affected organisation.
24. In addition, the Council monitors the credit ratings by:
- having an alert on any change to the credit rating, with a minimum review of once a quarter.

- for the properties that the Council are in the process of acquiring, a significant alteration in credit score may prompt a reassessment of the value of the property and reduce or retract the bid.
  - a significant alteration in credit score may prompt the expelling of the tenant at the end of the lease if a suitable alternative can be found. This is in respect of tenanted properties outside the provisions of S24-28 of the Landlord and Tenant Act reaching the end of the lease.
25. No risk assessment should be solely based on credit ratings however, and the Council Investment Surveyor will always seek to meet with representatives of any tenant, search for news articles and consider any macro or micro-economic phenomena likely to have an impact on the covenant prior to completing an acquisition.
26. As part of the Commercial Services and Income Generation Strategy it is necessary to ensure the assets are reviewed against Performance Management Indicators that identify the performance of each asset. Assets which are performing poorly against the PMI's will be reviewed and the appropriate remedial actions will be taken.

### Service Investments: Loans

27. The Council lends money to its subsidiaries, its suppliers, local businesses, local charities, housing associations, local residents and its employees.
28. The Council provides small loans to community groups, local councils, registered charities and not for profit organisations for purposes that meet the Council's objectives and where alternative forms of borrowing are not available.
29. The Council will also issue other service loans to support projects that benefit the local economy and regeneration objectives and to partners in meeting service objectives.
30. The main risk when making a service loan is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council.
31. Upper limits on the outstanding loans to each category of borrower have been set for 2019/20 and are also detailed in table 1.

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2018 actual			2019/20
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Local Authorities	1.24	-	1.24	6.25
Local businesses	0.16	-	0.16	0.17
Community (small) Loans	0	-	0	1.00
Employees	0.06	-	0.06	0.10
<b>TOTAL</b>	<b>1.46</b>	<b>-</b>	<b>1.46</b>	<b>7.52</b>

32. Accounting standards require a loss allowance for loans to be set aside, reflecting the likelihood of non-payment. From 2018/19, the figure for loans in the Council's statement of accounts will be shown net of the loss allowance.
33. However, the Council makes every effort to collect the full sum lent and has a policy which details the general principles that apply to debt management across all Council services.

34. **Liquidity:** For financial investments that are not treasury management investments or loans.
35. The Council has no current plans to use financial investments that are not treasury management investments or loans. If this position changes, procedures for determining the maximum periods for which funds may prudently be committed, what maximum periods are, and how the Council will stay within its investment limits will be produced.
36. **Non-specified Investments:** Shares are the only investment type that the Council has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Council's upper limits on non-specified investments. The Council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

### **Commercial Investments: Property**

37. The Council is aware that the commercial property market has been improving since 2009, and is considered by many to be near its peak. Therefore, any investment needs to show potential for improvement to allow values to be maintained should there be a downturn.
38. The Council's Commercial Strategy allows for investment nationally, but to date it has focussed on investment in the South West as appropriate opportunities have arisen. These have been within three hours travelling time of Yeovil, to allow for hands on management, with particular consideration given to opportunities within the Council's area. The portfolio is currently retail and alternative energy focused, and the requirement is to now balance the portfolio across industrial and office markets. The Council has set a target rate of return for the portfolio within the confidential commercial strategy which was approved by Council in August 2017. Achieving the target may be influenced by the market and other factors and therefore choice of investment is very selective to try and ensure that the target rate across the portfolio is maintained, as some investments will meet all other criteria but be above or below the target rate of return.
39. The aim is to develop a diverse portfolio in terms of location, sector and tenant. The Council notes that many other local authorities are currently investing in similar portfolios and have made it a point of principle to engage the local authority within which any proposed acquisition lies, to ensure public funds will not be used to bid against another local authority.
40. The Council's intention is to use capital expenditure by the tenant within the property, for infrastructural improvements locally, and development potential within the site, to raise Market Values.
41. The commercial property investment portfolio is an integral part of the Council's medium term financial plan and contributes towards the overall income generation target that is needed to mitigate the significant reduction in government funding, enabling the Council to maintain and improve services and service standards, and to meet our priorities and objectives. The Commercial Strategy details the Council's approach to commercialisation. One of the aims of the strategy is to align with and support the Council Plan and ensure that the Council is the partner of choice for the community and commercial sectors by demonstrating its commercial awareness and effective delivery of services.

42. The value of the property held for investment purposes was £17.6 million as at 31 March 2018 and is anticipated to be £25.6 million at 31 March 2019. Table 3 provides details of the property portfolio as at the above dates.

### **Property Investments**

43. The Council has a number of property investments, details of 2 recent investments are detailed below.

- Building A, Somerset** - With some prime investments in the vicinity achieving yields in the 4-5% range, Building A is self-evidently secondary achieving a higher yield to its comparable investments. Physically, this is due to the age of construction and low eaves heights for such a substantial unit. It is also because the current tenant has mentioned that they intend to leave at the end of the current tenancy. However, we believe that the market has priced in this tenant uncertainty harshly and our initial exchanges have suggested that the tenant may indeed be amenable to staying at the premises. The infrastructure changes likely to be brought about by the Hinkley Point C development will lead to investment and job creation in the local area, which will in turn drive up rents and secure tenants for longer terms, from the mid-2020's. We are of the opinion that the unit can easily be subdivided to provide three units of circa 12,000 square feet, with the further potential for development of a detached unit to the north of the site. The likely running yield of approximately 7.5% contributes to the council meeting its target yield for the portfolio.
- Building B, Devon** – Currently under offer and reflecting a net initial yield that is above target. The net initial yield is keener than a number of recent transactions, however we are of the opinion that this doesn't take into account the fact the property is currently underlet at a rent equating to £6.25psf, when we assess Market Rent to be c£9.00psf. This underletting is to take into account the £6,000,000 capital expenditure of the tenant. On reversion we would expect a significant reversionary yield of approximately 10%. The tenant, the University of Plymouth, is a strong covenant and is likely to be in situ for seven years (subject to a break option after five years). We are of the opinion that the capital expenditure will significantly improve the building and we also bear in mind the potential for developing the west part of the site under an option, which would improve the investment value. The net initial yield provides an annual income, net of borrowing, of £147,000, towards the funding requirement of the Council's services and priorities.

*Table 3: Property held for investment purposes in £ millions*

Property	Actual	31.3.2018 actual		31.3.2019 expected	
	Purchase cost	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
Retail	12.3	-0.6	11.7	-0.6	11.7
Industrial	5.7	-0.1	5.7	-0.1	13.7
Energy	0.0	0.0	0.0	0.0	0.0
Office	0.3	0.0	0.2	0.0	0.2
<b>TOTAL</b>	<b>18.3</b>	<b>-0.7</b>	<b>17.6</b>	<b>-0.7</b>	<b>25.6</b>

44. Security of investment is a primary consideration, in accordance with government guidance, and the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

45. A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment.
46. Should the 2018/19 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising.
47. Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions.
48. The Council's asset disposal policy includes the approved process for asset disposal and performance indicators (property management indicators) which provide the information on the performance of each property. The performance indicators provide information on assets which are not yielding the level of return required by the Commercial Strategy.
49. The Council uses Argus Enterprise software, the industry standard, to track the performance of its investment portfolio. This software is capable of monitoring running yields asset by asset and across the portfolio, and adopting multiple scenarios. By continually reviewing the market, the tenant covenant and unexpired lease term of each property, the Council is able to find the optimum time to dispose of assets.
50. Upon disposal, the Council will appoint two agents, one regional and one national, to market the property to the investment market, ensuring Market Value is achieved. In the current market a sale is typically achievable within six months.

### **Other Categories of Investment**

#### **Special Purpose Vehicles (SPV)**

51. The Council has recently setup SSDC Opium Power Ltd which is a special purpose vehicle (SPV) setup to deliver a renewable energy project. This is the Council's first step into ownership and development of renewable energy which will provide essential support to the National Grid for balancing power demand and storing renewable energy.
52. The company is 50:50 owned between the Council and Opium Power Limited, with the Council providing a secured term loan facility to the SPV. The agreed rate of interest on the loan is 5% per annum. A repayment schedule has been agreed with the SPV as part of the loan conditions.

#### **Green Technology and Renewable Energy**

53. Renewable energy investments not only assist with the Council's income generation needs and contributes towards the objectives of the commercial strategy, they also meet the Council Plan commitment to promote the use of green technology.
54. Renewable energy measures and investments are continually sought to ensure that the Council's existing and future energy costs and requirements on our own operational property are considered.

#### **Community Benefit**

55. Other investments that do not meet the internal rate of return target, but do provide some financial return and also bring collective benefit to the community in accordance with the

wider Corporate Plan objectives are considered with a different form of assessment criteria but similar decision making process.

56. The primary objective may not be to generate income but to deliver a service of community benefit i.e. economic development, jobs, health, welfare, leisure, housing need etc.

### **Regeneration Schemes**

57. Major investment in Regeneration Schemes are planned or are in progress, such as the Chard Regeneration Scheme and the Yeovil Refresh, and these are projects with their own strategies and plans for delivery, but they link to the Commercial Strategy objectives in the longer term and the same principles apply in executing these projects. Therefore, the council will progress, consider and assess Regeneration proposals, using an investment based approach that seeks to create viable regeneration schemes that not only pay for themselves but generate a return on the investment over the longer term where possible.
58. Regeneration delivers both tangible commercial and community objectives resulting in income generation for the wider district in the medium to long-term, as well as directly to the Council through business rates or council tax, for example.

### **Loan Commitments and Financial Guarantees**

59. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.
60. There is a potential environmental risk in the Birchfield Park area as part of the land is an old landfill site. There is a bond in place with the developer to meet any liabilities resulting from the development of the road. However, there remains a residual liability of £311k that falls on the Council. A specific working group manages any risks within existing revenue and capital budgets.
61. In transferring employees to the Somerset Waste Partnership (SWP) South Somerset agreed a guarantee of last resort to the Somerset County Council Pension Fund for those employees transferred to Kier. The actuarial valuation at the time assessed the maximum liability at £748k. However, unlikely that this will ever be required as the SWP has the right over vehicles and depots and the staff would transfer back to the authority.
62. South West Audit Partnership became a company limited by guarantee on 1st April 2013. SSDC has guaranteed the Somerset County Council Pension fund deficit relating to ex-employees to a value of £149k. The nursery that was run by South Somerset District Council has now transferred to Mama Bears. The Council has guaranteed £36k to the Somerset County Council Pension fund.

### **Proportionality**

63. The income from investment activity contributes to the achievement of funding needed to maintain services and meet Council priorities and objectives. Table 4 shows the proportion of expenditure on delivery of service objectives that is funded from investment income, this is shown year by year over the lifecycle of the Medium Term Financial Plan.
64. If the investment income is anticipated to drop below amount included in table 4 the Council's contingency plans for continuing to provide these services are supported by holding adequate general reserves and a specific investment risk earmarked reserve.



Table 4: Proportionality of Investments

	<b>2017/18 Actual</b>	<b>2018/19 Forecast</b>	<b>2019/20 Budget</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
Gross service expenditure	76,505,204	66,612,101	67,582,350	65,048,694	68,576,710
Investment income	1,185,388	2,149,940	2,391,345	2,337,302	2,245,899
<b>Proportion</b>	<b>1.55%</b>	<b>3.23%</b>	<b>3.54%</b>	<b>3.59%</b>	<b>3.28%</b>

### **Borrowing in Advance of Need**

65. Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Council has chosen not to follow this guidance and plans to borrow for this purpose because its financial strategy requires significant additional income to replace reductions in government grant and provide essential resources to maintain and improve services to the local community.
66. Large efficiency savings have been delivered through transformation savings, however this is not enough on its own to result in affordable, sustainable services and avoid major cuts to local services. Additional income is needed to meet the Council's priority of maintaining and improving services.

### **Capacity, Skills and Culture**

#### **Elected members and statutory officers:**

67. The Council have enterprising staff, partners and members, their skills and ideas need to be clearly and effectively communicated and harnessed to help achieve our Commercial Strategy. The Council have invested in staff training to enhance staff and member skills and raise the level of commercial expertise across the Council.
68. Staff training is a continuing priority in this area with continuing professional development being an integral part of this.
69. The Council has recruited a highly experienced commercial director and qualified property specialists, which ensures that the necessary skills and knowledge are in place to achieve the aims of the Commercial Strategy and ensures that the risks involved in commercial investments are fully understood.
70. In addition, the Council has qualified accountants and solicitors who provide the required legal and financial advice. A significant budget is available to buy in the required expertise and advice if required.
71. Officers involved in the identification of investment opportunities are continually developing and enhancing their knowledge and skills by attending training events and seminars on a regular basis. This ensures that developments in the market are understood which is essential when considering and assessing potential investment opportunities.
72. Reporting to members on a regular basis on the performance on current investments, and on potential new investments is an integral part of the Commercial Strategy, the continual reporting ensures that elected members have the information needed to assess the risks and rewards that are associated in this area.

73. In considering investment opportunities, a predetermined set of assessment criteria for each proposed investment is used and a business case is completed to ensure transparency, due diligence, governance and consistency to aid achievement of the investment objectives.

**Commercial deals:**

74. Officers who are tasked with negotiating commercial deals have been provided with the necessary training and information and are aware of the core principles of the prudential framework and of the regulatory regime within which local authorities operate.

- Briefings and guidance provided to, and discussed with the senior leadership team and officers involved in commercial deals.
- There is a requirement for continuing professional development for qualified professionals who are part of the decision making process for commercial deals.

**Corporate governance:**

75. The Council has robust governance arrangements in place, the Commercial Strategy (2017-2021) sets out the arrangements which:

- Sets out the approved budget for the financial years that the strategy covers, the authority to manage the budget of either borrowings or reserves is delegated to the S151 officer in consultation with the Investment Assessment Group.
- An Investment Assessment Group established who undertake due diligence, report on performance and recommend investments to acquire, or assets to dispose of, to the CEO that meet required criteria set out in the Commercial Strategy
- The IAG comprises of the Property, Land and Development Manager, Director of Commercial Services & Income Generation, S151 Officer, Monitoring Officer, and Portfolio Holder.
- Delegation of individual investment / acquisition approvals up to a value of £10 Million for any single transaction to the Chief Executive Officer in consultation with the Leader.
- In considering opportunities, a predetermined set of assessment criteria for each proposed investment project is used.
- A business case is completed in each case to ensure transparency, due diligence, governance and consistency to aid achievement of the Commercial Strategy and the Corporate Plan objectives.
- Where the criteria are met, there is a schedule of delegation agreed that enables positive decisions to be made that respect market requirements for swift action and confidentiality.
- If a unanimous recommendation to proceed is made by the IAG, the proposal will be recommended to the Chief Executive Officer for a final decision in consultation with the Council Leader.
- There is regular performance monitoring to demonstrate how investments are performing over time, and to enable portfolio review to take place to maximise benefit over time.

76. In line with feedback from the Peer Review team in 2018, the intent is to update the governance arrangements of commercial investments in future, for example to ensure that the Finance and Legal Portfolio Holder is appraised of planned investments and is satisfied that financial and risk aspects are fully covered in the decisions process.

## Investment Indicators

77. The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

78. **Total risk exposure:** The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and guarantees the Council has issued over third party loans.

Table 5: Total investment exposure in £millions

<b>Total investment exposure</b>	<b>31.03.2018 Actual</b>	<b>31.03.2019 Forecast</b>	<b>31.03.2020 Forecast</b>
Treasury management investments	34.2	32.1	29.8
Service investments: Loans	1.5	1.3	3.0
Commercial investments: Property	11.9	18.9	13.5
Other investments: SPV	0.0	9.8	7.4
<b>TOTAL INVESTMENTS</b>	<b>47.6</b>	<b>62.1</b>	<b>53.7</b>
Commitments to lend			
Guarantees issued on loans			
<b>TOTAL EXPOSURE</b>	<b>47.6</b>	<b>62.1</b>	<b>53.7</b>

79. **How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the Council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Council's investments are funded by usable reserves and income received in advance of expenditure.

Table 6: Investments funded by borrowing in £millions

<b>Investments funded by borrowing</b>	<b>31.03.2018 Actual</b>	<b>31.03.2019 Forecast</b>	<b>31.03.2020 Forecast</b>
Treasury management investments	0.0	0.0	0.0
Service investments: Loans	0.0	5.0	4.5
Commercial investments: Property	0.0	30.0	50.0
Other investments: SPV	0.0	9.8	7.3
<b>TOTAL FUNDED BY BORROWING</b>	<b>0.0</b>	<b>44.8</b>	<b>61.8</b>

80. **Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 7: Investment rate of return (net of all costs)

<b>Investments net rate of return</b>	<b>2017/18 Actual</b>	<b>2018/19 Forecast</b>	<b>2019/20 Forecast</b>
Treasury management investments	1.82%	1.94%	1.86%
Service investments: Loans	2.49%	2.49%	2.49%
Commercial investments: Property	3.27%	3.62%	3.50%
Other investments: SPV		5.00%	5.00%
<b>ALL INVESTMENTS</b>	<b>2.53%</b>	<b>3.26%</b>	<b>3.21%</b>

81. The Commercial Strategy for commercial investments includes a benchmark Internal Rate of Return. We also measure investment returns for budgeting purposes taking into the full cost of acquisition including any costs of borrowing (principal repayments and interest), sinking funds and void risk.
82. Also the sinking fund provisions are ring fenced within the council from the revenue so that future capital bids should reduce/or not be needed for future maintenance and repair of these assets. All of these actions mean that the Commercial Strategy objectives are being met and appropriate prudent financial management of the assets for now and the future is being undertaken.
83. **Other Investment Indicators:** The MHCLG guidance lists a number of additional indicators which are included in order to enhance understandability and transparency.
84. Table 8 includes a selection of additional indicators which aim to allow members and other interested parties to understand the total exposure from borrowing and investment decisions. The indicators cover both the Council's current position and the expected position assuming all planned investments for the following year are completed.

Table 8: Other investment indicators in £millions

**Commercial Income to net service expenditure ratio:** The indicator measures the dependence on non-fees and charges income to deliver core services

	2017/18 Actual £million	2018/19 Forecast £million	2019/20 Forecast £million
Commercial Income	0.58	1.12	1.16
Net Service Expenditure	18.57	18.00	17.17
<b>Commercial Income as a percentage of net service expenditure</b>	<b>3.11%</b>	<b>6.23%</b>	<b>6.67%</b>

**Interest cover ratio:** The indicator measures the total net income from property investments, compared to the interest expense.

	2017/18 Actual £million	2018/19 Forecast £million	2019/20 Forecast £million
Income from Property Investments	0.58	1.12	1.16
Interest Expense	0	0.20	0.41
<b>Interest cover ratio</b>	<b>-</b>	<b>5.5</b>	<b>2.9</b>

**Loan to value ratio:** The indicator details the amount of debt compared to the total asset value.

	2017/18 Actual £million	2018/19 Forecast £million	2019/20 Forecast £million
Debt	0.00	30.00	50.00
Total Asset Value	17.44	39.18	61.73
<b>Loan to value ratio</b>	<b>0.00%</b>	<b>76.57%</b>	<b>80.99%</b>

**Gross and net income:** Compares the income received from the investment portfolio at a gross level and net level (less costs of Property Team).

	<b>2017/18 Actual £million</b>	<b>2018/19 Forecast £million</b>	<b>2019/20 Forecast £million</b>
Gross Income from Property Investments	0.58	1.12	1.16
Less Property Team Cost	(0.45)	(0.45)	(0.46)
<b>Net Income from Property Investments</b>	<b>0.13</b>	<b>0.67</b>	<b>0.70</b>

# Agenda Item 13

## **Treasury Management Strategy Statement 2019/20, Prudential Indicators and Annual MRP Statement**

*Portfolio Holder:* Councillor Peter Seib, Finance and Legal Services  
*Director:* Netta Meadow, Director – Strategy and Support Services  
*Lead Officer:* Paul Fitzgerald, S151 Officer  
Paul Matravers, Specialist - Finance  
*Contact Details:* Paul.fitzgerald@southsomerset.gov.uk or (01935) 462226  
Paul.matravers@southsomerset.gov.uk or (01935) 462275

### **Purpose of the Report**

1. To approve the Treasury Management Strategy Statement for 2019/20. The report was considered by the Audit Committee on 24 January 2019 who agreed the recommendations to approve the details of the Treasury Management Strategy Statement for 2019/20 and note the Prudential Indicators and Annual MRP statement.

### **Recommendation(s)**

2. That full Council:
  - (a) Approve the details of the proposed Treasury Management Strategy Statement for 2019/20 as set out in Appendix 1.
  - (b) Note and approve the Capital prudential indicators and the annual MRP statement as set out in Appendix 2.

### **Introduction**

3. Treasury risk management is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Treasury Code) which requires the Council to approve a treasury management strategy before the start of each financial year.
4. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.
5. In addition, the Ministry of Housing, Communities and Local Government (MHCLG) issued revised Guidance on Local Authority Investments in February 2018. The revised guidance requires the Council to prepare an investment strategy annually (or include the required details in their treasury management strategy) and explain how investments made (including commercial property portfolios) relate to the Council's core purposes.
6. The investment strategy was previously included as part of the treasury management strategy required by CIPFA. The Council's treasury management advisor's advice is to create two separate strategy reports to cover the two different areas and not include the investment strategy as part of the treasury management report.
7. It should be noted that the Treasury Management Strategy Statement includes the strategy for investing surplus cash funds, i.e. the strategy is in respect of treasury investments and not non-treasury investments such as council-owned investment properties.

8. The investment strategy mentioned in point 3 and 4, focuses on two types of investments which are:
  - Investments made to support local public services by lending to or buying shares in other organisations, known as **service investments**.
  - Investments made to earn investment income known as **commercial investments**.

The Investment Strategy was presented to District Executive on 7 February 2019 to review, and recommend to Full Council for approval in conjunction with the 2019/20 Revenue and Capital Budgets.

## **Background**

9. The CIPFA Treasury Code and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators (PIs) on an annual basis.
10. CIPFA has defined Treasury Management as:
11. “the management of the organisation’s borrowing, investments and cash flows, its banking, its money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
12. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Specific treasury management risks are identified and managed through the Council’s Treasury Management Practices. The risks include:
  - Liquidity Risk (Adequate cash resources)
  - Market or Interest Rate Risk (Fluctuations in the value of investments).
  - Inflation Risks (Exposure to inflation)
  - Credit and Counterparty Risk (Security of Investments)
  - Refinancing Risks (Impact of debt maturing in future years).
  - Legal & Regulatory Risk (Compliance with statutory and regulatory requirements).
  - Fraud, Error and Corruption Risk (Exposure to risk of loss in its treasury management dealings).
13. The Local Government Act 2003 requires the Council to have regard to the Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow.
14. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out indicators that must be set and monitored each year.
15. The Treasury Management Strategy Statement is attached at Appendix 1 and is split into the following main areas:
  - Local Context

- Borrowing Strategy
- Treasury Investment Strategy
- Treasury Management Indicators
- Other Items (related matters)

16. The capital prudential indicators and MRP Statement for 2019/20 are set out in Appendix 2.

### **Proposed Changes to Strategy**

17. The main change to the Treasury Strategy Statement for 2019/20 is in respect of the approved counterparty types. The Council's advisors have added Real Estate Investment Trusts (REIT's) as a counterparty available for investment.

18. REIT's purchase shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

19. The investment limit advised by the advisors, and requested for approval, for a REIT is £10m per fund.

20. There are no other changes requested to the approved investment counterparties or the respective investment limits.

### **Financial Implications**

21. The budget for investment income in 2019/20 is £927,820, based on an average investment portfolio of £50 million at an interest rate of 1.86%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

22. The budget for minimum revenue provision (MRP) i.e. the charge to the revenue budget for capital debt repayment in 2019/20 is £372,950.

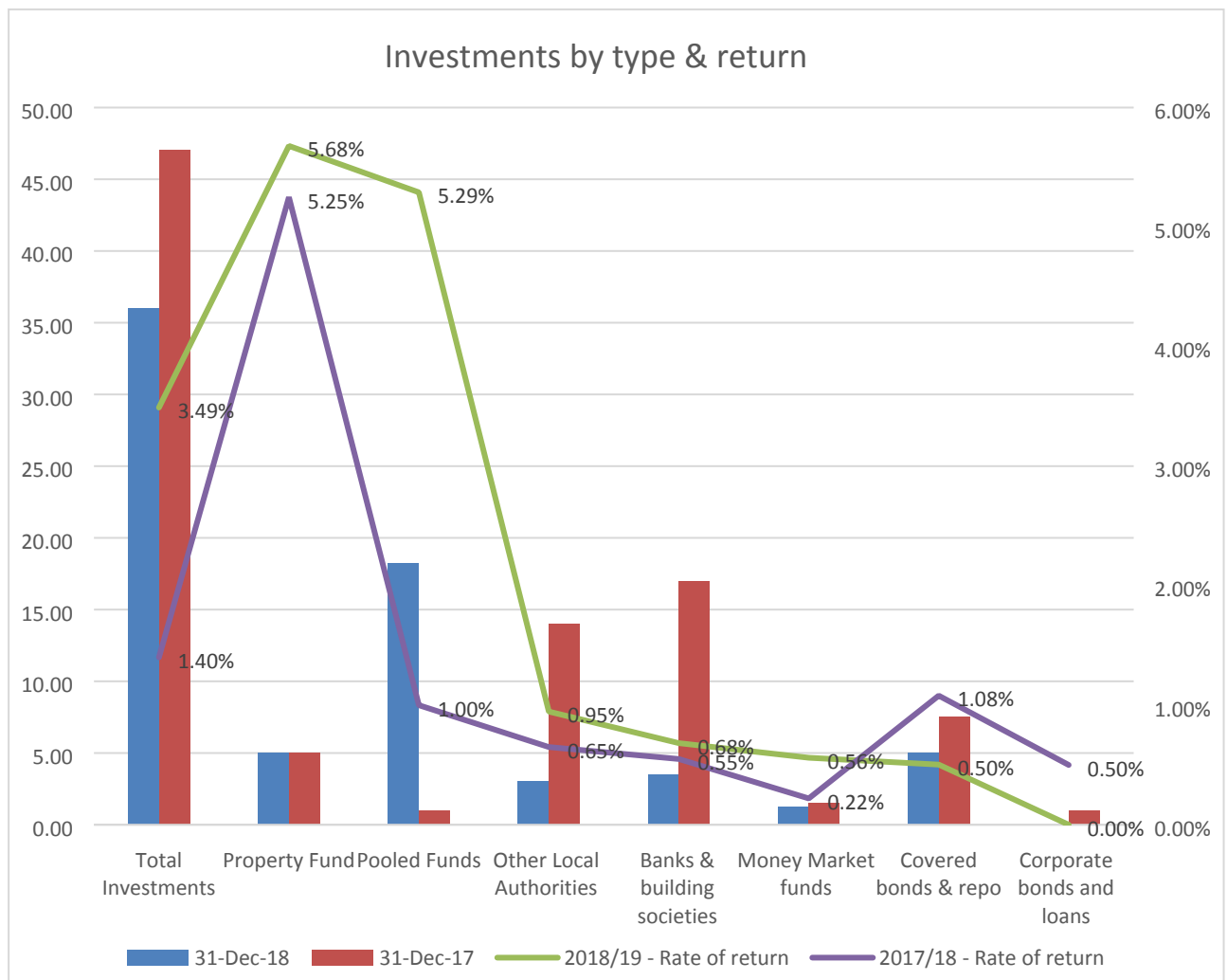


## Summary of Key Points from the TMSS

23. The TMSS is quite a lengthy, and arguably complex, document. This section of the cover report aims to summarise the key points from the proposed full TMSS to provide a simpler presentation of the main elements.

### LOCAL CONTEXT – INVESTMENT BALANCES

Investment Type	Investment Balance £m			Rate of Return	
	31-Dec-18	31-Dec-17	Change	2018/19	2017/18
Property Fund	5.00	5.00	0.00	5.68%	5.25%
<b>Pooled Funds</b>	<b>18.25</b>	<b>1.00</b>	<b>17.25</b>	<b>5.29%</b>	<b>1.00%</b>
Other Local Authorities	3.00	14.00	-11.00	0.95%	0.65%
Banks & building societies	3.50	17.00	-13.50	0.68%	0.55%
Money Market funds	1.25	1.53	-0.28	0.56%	0.22%
Covered bonds & repo	5.00	7.50	-2.50	0.50%	1.08%
Corporate bonds and loans	0.00	1.00	-1.00	0.00%	0.50%
<b>Total Investments</b>	<b>36.00</b>	<b>47.03</b>	<b>-11.03</b>	<b>3.49%</b>	<b>1.40%</b>



## INVESTMENT STRATEGY

1. Anticipated investment balance range = between **£39 million** and **£59 million**
2. Objectives:
  - a. invest its funds **prudently**, and to have regard to the **security** and **liquidity** of its investments before seeking the **highest rate of return**.
  - b. balance between **risk** and **return**, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
3. Strategy:
  - a. maintain investments in the **secure** and **higher yielding asset classes**.
  - b. strategic (long-term) investments estimated at **£25m** by the end of 2018/19 and continue to be **maintained at this level**. Monitor for potential to increase this limit in future to maximum £35m.
  - c. **Increase of £14m** in year in strategic investments, the diversification is a continuation of the strategy adopted in 2017/18.
  - d. **Low proportion** of the Council's surplus cash to be invested in:
    - i. short-term unsecured bank deposits
    - ii. certificates of deposit
    - iii. money market funds.
  - e. Proportion of investments used for **liquidity purposes** which ensures ability to cover day to day cash flow requirements.
4. Counterparties:
  - a. invest with the counterparty types in table below, subject to the **cash limits (per counterparty)** and the **time limits** shown.
  - b. **Addition for 2019/20** – Real Estate Investment Trusts

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3 m 5 years	£6 m 20 years	£6 m 50 years	£3 m 20 years	£3 m 20 years
AA+	£3 m 5 years	£6 m 10 years	£6 m 25 years	£3 m 10 years	£3 m 10 years
AA	£3 m 4 years	£6 m 5 years	£6 m 15 years	£3 m 5 years	£3 m 10 years
AA-	£3 m 3 years	£6 m 4 years	£6 m 10 years	£3 m 4 years	£3 m 10 years
A+	£3 m 2 years	£6 m 3 years	£3 m 5 years	£3 m 3 years	£3 m 5 years
A	£3 m 13 months	£6 m 2 years	£3 m 5 years	£3m 2 years	£3 m 5 years
A-	£3 m 6 months	£6 m 13 months	£3 m 5 years	£3 m 13 months	£3 m 5 years
None	n/a	n/a	£6 m 25 years*	n/a	£3 m 5 years
<b>Pooled funds and real estate investment trusts</b>		£10m (nominal value) per fund			

## INVESTMENT STRATEGY - Continued

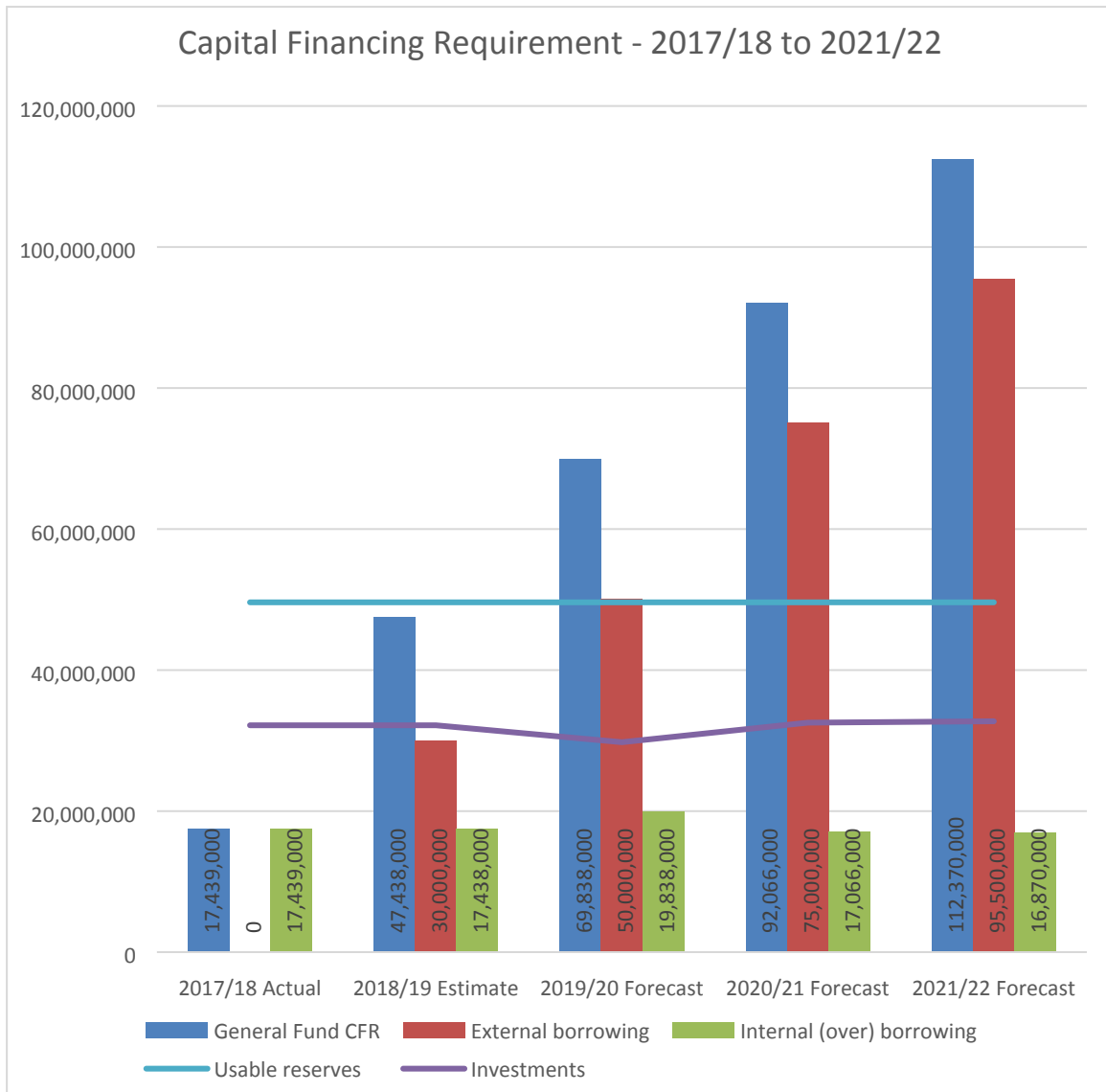
5. Investment Limits  
a. Cash limit by counterparty type are:

	<b>Cash limit</b>
Any single organisation, except the UK Central Government	£10m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£20m per group
Any group of pooled funds under the same management	£20m per manager
Negotiable instruments held in a broker's nominee account	£30m per broker
Foreign countries	£12m per country
Registered providers and registered social landlords	£8m in total
Unsecured investments with building societies	£8m in total
Loans to unrated corporates	£4m in total
Money market funds	£20m in total
Real estate investment trusts	£10m in total

## CAPITAL FINANCING REQUIREMENT

1. Forecast changes in the CFR:  
a. underlying need to borrow (capital purposes) is measured by the CFR  
b. usable reserves are the underlying resources available for investment

	<b>31.3.18 Actual £'000</b>	<b>31.3.19 Estimate £'000</b>	<b>31.3.20 Forecast £'000</b>	<b>31.3.21 Forecast £'000</b>	<b>31.3.22 Forecast £'000</b>
General Fund CFR	17,439	47,438	69,838	92,066	112,370
Less: External borrowing *	0	30,000	50,000	75,000	95,500
<b>Internal (over) borrowing</b>	<b>17,439</b>	<b>17,438</b>	<b>19,838</b>	<b>17,066</b>	<b>16,870</b>
Less: Usable reserves	-49,610	-49,610	-49,610	-49,610	-49,610
<b>Investments</b>	<b>32,171</b>	<b>32,172</b>	<b>29,772</b>	<b>32,544</b>	<b>32,740</b>



**BORROWING STRATEGY**

1. Current borrowing position:
  - a. as at 31 December 2018 = **£1.5 million** (short term working capital, repaid 2 January 2019).
  
2. Borrowing forecast:
  - a. **£30m** by 31 March 2019
  - b. **£50m** by 31 March 2020
  - c. **£75m** by 31 March 2021
  
3. Authorised borrowing limit:
  - a. £124m
  - b. Required to progress with significant **regeneration programmes** and investment properties acquisition needed for income generation to fund services

- c. Financing approach for programmes meanings the CFR **could grow further**.
4. Objectives:
- a. strike an appropriately **low risk balance** between **securing low interest costs** and achieving **certainty costs**.
  - b. Ensure have **flexibility to renegotiate loans** should the Council's long-term plans change.
5. Strategy:
- a. Key issues are **affordability, cost effectiveness** and **treasury risk**.
  - b. Short-term, long-term or internal borrowing...
    - i. Short-term rates currently lower – cost effective
    - ii. Use internal resources if available
    - iii. Long-term rates an option to use
  - c. Monitoring
    - i. Continually **monitor rates, options** and **other alternatives** (within strategy).
    - ii. Deferring borrowing – an option when **long-term rates forecast to rise** modestly.
    - iii. TM advisors will **assist with rate monitoring** and **options appraisal**.
6. Sources of borrowing:
- a. Public Works Loans Board (PWLB)
  - b. Bank or building society in UK
  - c. UK Public Sector Body
  - d. Various others
7. Other Sources of Debt Finance:
- a. Leasing
  - b. Hire Purchase
  - c. Sale and Leaseback

**Background Papers:** *CIPFA Treasury Management Code of Practice*  
*CIPFA Prudential Code*  
*Treasury Management Practices*

## Appendix 1

# Treasury Management Strategy Statement 2019/20

### Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Treasury Code) which requires the Council to approve a treasury management strategy before the start of each financial year.

Commercial investments and investments held for service purposes are considered in the investment strategy report. The investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the Government in January 2018, and focuses on the two investment types mentioned above.

Arlingclose, the council's treasury advisor, has provided commentary on the economic outlook, credit outlook and interest rate forecast in **Appendix A**.

### Local Context

On 31st December 2018, the Council had no external borrowing for capital purposes and £36m of investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	<b>31.3.18 Actual £'000</b>	<b>31.3.19 Estimate £'000</b>	<b>31.3.20 Forecast £'000</b>	<b>31.3.21 Forecast £'000</b>	<b>31.3.22 Forecast £'000</b>
General Fund CFR	17,439	47,438	69,838	92,066	112,370
Less: External borrowing *	0	30,000	50,000	75,000	95,500
<b>Internal (over) borrowing</b>	<b>17,439</b>	<b>17,438</b>	<b>19,838</b>	<b>17,066</b>	<b>16,870</b>
Less: Usable reserves	-49,610	-49,610	-49,610	-49,610	-49,610
<b>Investments</b>	<b>32,171</b>	<b>32,172</b>	<b>29,772</b>	<b>32,544</b>	<b>32,740</b>

\* finance leases and transferred debt that form part of the Council's total debt

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

The Council is currently “debt free” (no external borrowing), but is anticipating external borrowing of up to £30m as at 31 March 2019. The Capital Financing Requirement is increasing due to planned spending within the capital programme, and will therefore be required to borrow a minimum of £75m over the forecast period. Maintaining strategic investments as part of the treasury strategy will mean the borrowing requirement is expected to exceed this sum, potentially up to a maximum £124m. It should be noted that the Council has also agreed to progress with significant regeneration programmes.

The financing approach agreed in the governance for these programmes is quite elastic meaning the CFR could grow further in line with supported business cases, however a ‘worst case’ position in terms of potential up front borrowing has been taken into account in setting the required borrowing limit.

CIPFA’s Prudential Code for Capital Finance in Local Authorities recommends that the Council’s total debt should be lower than its highest forecast CFR over the next three years. Table 1 above shows that the Council expects to comply with this recommendation during 2019/20.

### **Borrowing Strategy**

The Council held a short-term loan of £1.5million at 31 December 2018. This loan was required for working capital cash flow purposes and was for a period of only 13 days. The loan was repaid on 2 January 2019, there has been no borrowing requirement since this date.

The balance sheet forecast in table 1 shows that the Council expects to borrow in 2018/19 and holding an increasing external borrowing balance in subsequent years. Whilst it is unlikely, the Council may decide to borrow to pre-fund future years’ requirements as well if the market conditions indicate this would be a prudent treasury approach, providing this does not exceed the authorised limit for borrowing of £124 million and only to meet certain capital commitments.

**Objectives:** The Council’s chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council’s long-term plans change is a secondary objective.

**Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council’s borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this ‘cost of carry’ and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period, and maintain the benefits of using short term borrowing in the meantime.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

**Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except Somerset County Council Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

**Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- sale and leaseback

The Council could prioritise meeting its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local Council loans and bank loans, that may be available at more favourable rates.

**Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Full Council.

**Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

**Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.



## **Investment Strategy**

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months the Council's investment balance has ranged between £31 million and £59 million, and similar levels are expected to be maintained in the forthcoming year.

**Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income thus eroding the value of cash investments in real terms. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

**Negative interest rates:** If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

**Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to maintain its investments in the secure and higher yielding asset classes during 2019/20.

The Council has increased its strategic (long-term) investments from £11m at the start of the financial year to an estimated £25m by the 31 March 2019. This diversification represents a continuation of the new strategy adopted in 2017/18.

A low proportion of the Council's surplus cash is invested in short-term unsecured bank deposits, certificates of deposit and money market funds. These investments are used for liquidity purposes which ensures the Council is able to cover day to day cash flow requirements.

**Business models:** Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

**Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

<b>Credit rating</b>	<b>Banks unsecured</b>	<b>Banks secured</b>	<b>Government</b>	<b>Corporates</b>	<b>Registered Providers</b>
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3 m 5 years	£6 m 20 years	£6 m 50 years	£3 m 20 years	£3 m 20 years
AA+	£3 m 5 years	£6 m 10 years	£6 m 25 years	£3 m 10 years	£3 m 10 years
AA	£3 m 4 years	£6 m 5 years	£6 m 15 years	£3 m 5 years	£3 m 10 years
AA-	£3 m 3 years	£6 m 4 years	£6 m 10 years	£3 m 4 years	£3 m 10 years
A+	£3 m 2 years	£6 m 3 years	£3 m 5 years	£3 m 3 years	£3 m 5 years
A	£3 m 13 months	£6 m 2 years	£3 m 5 years	£3m 2 years	£3 m 5 years
A-	£3 m 6 months	£6 m 13 months	£3 m 5 years	£3 m 13 months	£3 m 5 years
None	n/a	n/a	£6 m 25 years*	n/a	£3 m 5 years
<b>Pooled funds and real estate investment trusts</b>		£10m (nominal value) per fund			

This table must be read in conjunction with the notes below

**Credit rating:** Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

**Banks unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Banks secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

**Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to

bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

**Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made either following an external credit assessment as part of a diversified pool in order to spread the risk widely.

**Registered providers:** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

**Pooled funds:** Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

**Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

**Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £200,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

**Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,

- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

**Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council’s treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council’s cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

**Investment limits:** The Council’s revenue reserves available to cover investment losses are forecast to be £3 million on 31<sup>st</sup> March 2019. The maximum that will be lent to any one organisation (other than the UK Government) will be £10 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£10m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£20m per group
Any group of pooled funds under the same management	£20m per manager
Negotiable instruments held in a broker's nominee account	£30m per broker
Foreign countries	£12m per country
Registered providers and registered social landlords	£8m in total
Unsecured investments with building societies	£8m in total
Loans to unrated corporates	£4m in total
Money market funds	£20m in total
Real estate investment trusts	£10m in total

**Liquidity management:** The Council uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

### **Treasury Management Indicators**

The Council measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	5.0

**Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£10m

**Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£200,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£150,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

**Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	100%
12 months and within 24 months	100%	100%
24 months and within 5 years	100%	100%
5 years and within 10 years	100%	100%
10 years and above	100%	100%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. Upper and lower limits are set at 100% providing full flexibility to optimise borrowing arrangements.

**Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£50m	£30m	£25m

### **Related Matters**

The CIPFA Code requires the Council to include the following in its treasury management strategy.

**Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

**Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisers, banks and brokers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Section 151 Officer believes this to be the most appropriate status.

### **Financial Implications**

The budget for investment income in 2019/20 is £927,820, based on an average investment portfolio of £50 million at an interest rate of 1.86%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

The budget for minimum revenue provision (MRP) for debt repayment in 2019/20 is £372,950.

### **Other Options Considered**

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The S151 Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain

Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain



## Appendix 1 – Annex A

### Arlingclose Economic & Interest Rate Forecast December 2018

#### Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that:
  - 1) tight labour markets will prompt inflationary pressure in the future,
  - 2) ultra-low interest rates result in other economic problems
  - 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

#### Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations.

- Our central case is for Bank Rate is to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Ca	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Downside risk	0.00	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>3-mth money market rate</b>													
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Arlingclose Central Ca	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35
Downside risk	0.20	0.45	0.60	0.80	0.90	0.90	0.90	0.85	0.85	0.85	0.85	0.85	0.85
<b>1-yr money market rate</b>													
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Arlingclose Central Ca	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35
Downside risk	0.35	0.50	0.60	0.80	0.90	0.90	0.90	0.85	0.85	0.85	0.85	0.85	0.85
<b>5-yr gilt yield</b>													
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Ca	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30
Downside risk	0.50	0.60	0.65	0.80	0.80	0.70	0.65	0.65	0.65	0.65	0.65	0.65	0.65
<b>10-yr gilt yield</b>													
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Ca	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70	1.70	1.70	1.70	1.70	1.70
Downside risk	0.55	0.70	0.70	0.80	0.80	0.75	0.75	0.70	0.70	0.70	0.70	0.70	0.70
<b>20-yr gilt yield</b>													
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Ca	2.00	2.10	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20
Downside risk	0.60	0.70	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
<b>50-yr gilt yield</b>													
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Ca	1.90	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Downside risk	0.60	0.70	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

## Appendix 1 – Annex B

### Existing Investment & Debt Portfolio Position

	31 December 18 Actual Portfolio £000's	31 December 18 Average Rate %
<b>External borrowing:</b>		
Public Works Loan Board	0	-
Local authorities	1,500	0.69%
LOBO loans from banks	0	-
Other loans	0	-
<b>Total external borrowing</b>	<b>1,500</b>	<b>0.69%</b>
<b>Other long-term liabilities:</b>		
Finance Leases	138	-
<b>Total other long-term liabilities</b>		
<b>Total gross external debt</b>	<b>1,638</b>	<b>0.69%</b>
<b>Treasury investments:</b>		
Banks & building societies (unsecured)	2,500	0.68%
Covered bonds & repo (secured)	5,000	0.50%
Government (incl. local authorities)	3,000	0.95%
Money Market Funds	1,250	0.56%
Property Funds	5,000	5.68%
Pooled Funds	18,250	5.29%
<b>Total treasury investments</b>	<b>36,000</b>	<b>3.49%</b>
<b>Net investments</b>	<b>34,362</b>	

## Appendix 2

### Prudential Indicators and MRP Statement 2019/20

#### Prudential Indicators 2019/20

The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

**Estimates of Capital Expenditure:** The Authority's planned capital expenditure and financing may be summarised as follows.

<b>Capital Expenditure and Financing</b>	<b>2018/19 Revised £'000</b>	<b>2019/20 Estimate £'000</b>	<b>2020/21 Estimate £'000</b>	<b>2021/22 Estimate £'000</b>
Capital Expenditure	38,813	33,898	27,162	20,497
<b>Total Expenditure</b>	<b>38,813</b>	<b>33,898</b>	<b>27,162</b>	<b>20,497</b>
Capital Receipts	4,723	5,530	1,912	(2,832)
Grants/Contributions	4,090	5,782	2,836	2,839
Borrowing	30,000	22,586	22,414	20,490
<b>Total Financing</b>	<b>38,813</b>	<b>33,898</b>	<b>27,162</b>	<b>20,497</b>

**Estimates of Capital Financing Requirement:** The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

<b>Capital Financing Requirement</b>	<b>31.3.19 Estimate £'000</b>	<b>31.3.20 Forecast £'000</b>	<b>31.3.21 Forecast £'000</b>	<b>31.3.22 Forecast £'000</b>
Adjustment A	9,113	9,113	9,113	9,113
Leases	62	30	0	0
Unsupported Borrowing	30,000	52,586	75,000	95,490
<b>Total CFR</b>	<b>39,175</b>	<b>61,729</b>	<b>84,113</b>	<b>104,603</b>

The CFR is forecast to rise by £75m over the next three years as capital expenditure financed by debt outweighs resources put aside for debt repayment.

**Gross Debt and the Capital Financing Requirement:** In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

<b>Debt</b>	<b>31.3.19 Revised £'000</b>	<b>31.3.20 Estimate £'000</b>	<b>31.3.21 Estimate £'000</b>	<b>31.3.22 Estimate £'000</b>
Borrowing	30,000	52,586	75,000	95,490
Finance leases	62	30	0	0
<b>Total Debt</b>	<b>30,062</b>	<b>52,556</b>	<b>75,000</b>	<b>95,490</b>

Total debt is expected to remain below the CFR during the forecast period.

**Ratio of Financing Costs to Net Revenue Stream:** This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

<b>Ratio of Financing Costs to Net Revenue Stream</b>	<b>2018/19 Revised %</b>	<b>2019/20 Estimate %</b>	<b>2020/21 Estimate %</b>	<b>2020/21 Estimate %</b>
General Fund	(1.19)	(6.56)	(5.84)	(5.24)

## **Annual Minimum Revenue Provision Statement 2019/20**

Where the Authority finances capital expenditure through borrowing it must put aside resources to repay it. This is usually undertaken by a charge to the annual revenue budget known as Minimum Revenue Provision (MRP). It is also possible to use or 'set aside' capital receipts to repay capital borrowing. This may be in lieu of and/or additional to a charge to the revenue budget.

The Statutory Guidance on Minimum Revenue Provision was updated in February 2018, with the requirement that it is fully implemented from 2019/20 financial year. The latest edition provides specific guidance related to investment properties.

The broad aim of the guidance is to require local authorities to put aside revenue over time to cover their Capital Financing Requirement. In doing so, local authorities should align the period over which they charge MRP to one that is commensurate with the period over which their capital expenditure provides benefits.

The Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement only incorporates options recommended in the Guidance.

For capital expenditure incurred before 1<sup>st</sup> April 2008, MRP will be determined in accordance with the former regulations that applied on 31<sup>st</sup> March 2008, incorporating an "Adjustment A" of £9,113k.

For capital expenditure on operational assets incurred after 31<sup>st</sup> March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset by either of the following methods:

- a) In equal instalments
- b) Using an annuity basis

For freehold land, MRP will be applied over 50 years, except where there is a structure on the land which the Council considers to have a life of more than 50 years where in such cases the longer life may also be applied to the land.

For capital expenditure not related to council assets but which has been capitalised by regulation or direction (e.g. capital grants to third parties) will be charged in equal instalments over a period of up to 25 years.

For assets acquired by finance leases, MRP will be determined as being equal to the element of the rent or charge that goes to write down the lease obligation.

For investment properties, MRP will be calculated over a period of no more than 50 years, and MRP may be calculated by either of the following methods:

- a) In equal instalments
- b) Using an annuity basis
- c) Weighted to reflect projected net income cash flows over the expected life of investment (up to 50 years)

MRP will be charged from the start of the financial year after the expenditure is incurred, meaning capital expenditure incurred during 2019/20 will not be subject to a MRP charge until 2020/21.

Based on the Authority's latest estimate of its Capital Financing Requirement on 31<sup>st</sup> March 2019, the budget for MRP has been set as follows:

	<b>31.03.2019 Estimated CFR £'000</b>	<b>2019/20 Estimated MRP £'000</b>
Capital expenditure before 01/04/2008	9,113	0
Unsupported capital expenditure after 31/03/2008	30,000	373
Finance leases and Private Finance Initiative	62	28
<b>Total</b>	<b>39,175</b>	<b>401</b>

# Agenda Item 14

## **Report of Executive Decisions**

*Portfolio Holder:* Val Keitch, Leader of Council  
*Director:* Netta Meadows, Director (Strategy & Support Services)  
*Lead Officer:* Angela Cox, Democratic Services Specialist  
*Contact Details:* [angela.cox@southsomerset.gov.uk](mailto:angela.cox@southsomerset.gov.uk) or (01935) 462148

This report is submitted for information and summarises decisions taken by the District Executive and Portfolio Holders since the last meeting of Council in January 2019. The decisions are set out in the attached Appendix.

Members are invited to ask any questions of the Portfolio Holders.

## **Background Papers**

All Published

*Val Keitch, Leader of the Council*  
*Angela Cox, Democratic Services Specialist*  
*[angela.cox@southsomerset.gov.uk](mailto:angela.cox@southsomerset.gov.uk) or (01935) 462148*

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## Appendix

Portfolio	Subject	Decision	Taken By	Date
Leisure & Culture	Funding for Citizens Advice South Somerset (CASS)	District Executive agreed to:-  a. note the report and support the inclusion of £32,000 to Citizens Advice South Somerset (CASS) within the draft budget to be recommended to Council, included in Item 13 on this agenda within the 2019/20 budget.  b. receive a further report by, December 2019, with proposals for consolidating and securing the long-term future of CASS beyond March 31st 2020.	District Executive	07/02/019
Strategic Planning (Place Making)	Local Plan Review 2016-2036 Preferred Options for Consultation	District Executive agreed to:-  a. approve for consultation the Regulation 18 Local Plan Review 2016-2036 Preferred Options document (published in a separate appendix) in June 2019.  b. delegate responsibility for the production, technical editing and styling of the consultation document to the Lead Specialist-Strategic Planning in association with the Director, Strategy and Support Services and the Portfolio Holder Strategic Planning (Place Making).	District Executive	07/02/2019
Leader of the Council	SSDC Council Plan Update 2019-20	This report appears elsewhere on the Agenda.	District Executive	07/02/2019
Environment, Economic Development & Transformation	Economic Development Strategy (2019 – 2028) Delivery Budget	District Executive supported the one off revenue funding of £200,000 for the Economic Development Strategy (EDS) Delivery Programme, with £146,000 allocated in 2019/20 and the remaining £54,000 in the 2020/21 budget as included within the draft budget for 2019/20 and 2020/21 to be recommended to Council.	District Executive	07/02/2019

Strategy & Policy	Adoption of the Somerset Housing Strategy (2019 – 2023)	District Executive agreed to adopt the Somerset Housing Strategy (it's Vision, Themes, Priorities and Objectives) and supports the action plan for the district.	District Executive	07/02/2019
Finance & Legal Services	Revenue Budget Monitoring Report for the Period Ending 31 <sup>st</sup> December 2018	District Executive agreed to:- a. note the current 2018/19 financial position of the Council; b. note the reasons for variations to the previously approved Directorate Budgets as detailed in paragraph 9, Table 1; c. note the virements made under delegated authority as detailed in Appendix B; and d. note the transfers made to and from reserves outlined in paragraph 28, Table 5 and the position of the Area Reserves as detailed in Appendix C and the Corporate Reserves as detailed in Appendix D.	District Executive	07/02/2019
Finance & Legal Services	2018/19 Capital Budget Monitoring Report for the Period Ending 31 <sup>st</sup> December 2018	District Executive agreed to:- a. note the content of the report; b. approve the revised Capital Programme spend profile as detailed in paragraph 7, Table 1. c. approve the projects listed in Appendix B remain in the capital programme.	District Executive	07/02/2019
Finance & Legal Services	2019/20 Draft Revenue and Capital Budgets and Medium Term Financial Plan	This report appears elsewhere on the Agenda	District Executive	07/02/2019
Finance & Legal Services	SSDC Capital Strategy 2019/20	This report appears elsewhere on the Agenda	District Executive	07/02/2019

Finance & Legal Services	SSDC Investment Strategy 2019/20	This report appears elsewhere on the Agenda	District Executive	07/02/2019
Finance & Legal Services	Council Tax Discount Review	District Executive approved the increase in the Empty Home Premium on empty properties to the maximum percentage, as detailed in the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018.	District Executive	07/02/2019
Strategy & Policy	Corporate Performance Report 2018-19: 3 <sup>rd</sup> Quarter	District Executive noted the Corporate Performance Report 2018-19: 3 <sup>rd</sup> Quarter.	District Executive	07/02/2019
Private Sector Housing	Policy for Awarding Private Sector Housing Grants/Loans and other Financial Assistance	District Executive agreed that the Policy for Awarding Private Sector Housing Grants/Loans and other Financial Assistance in Appendix 1 concerning the provision of financial assistance for private sector housing and associated matters, including disabled facilities grants be adopted as the future policy of the Council.	District Executive	07/02/2019

# Agenda Item 15

## **Audit Committee**

This report summarises the items considered by the Audit Committee on Thursday 24<sup>th</sup> January:

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### **46. Internal Audit Annual Activity Report 2018/19 (Agenda Item 6)**

The Assistant Director – South West Audit Partnership, addressed the Committee. He explained that this was a quarterly report, based on the Audit Plan which was approved in March 2018.

He advised that a number of audits had been finalised and explained that these were detailed on page 9 of the agenda. He pointed out one area, which had been given partial assurance, which was financial resilience and contract management. He clarified that this was not considered a significant risk.

He pointed out an amendment to the plan; attention had been given to cyber security and this would now be looked at in more detail. He explained that agile working would now be considered at a later date as agile working policies were still being developed, however he noted that this was still an area of concern.

He explained that there was overview of the progress of the plan on pages 14-16.

In response to a question from a member, he advised that an audit on lone working had been drafted, however had not yet been finalised. He explained that systems are in place to protect staff that were lone working; however clarified once again that the audit had not yet been finalised and explained that this would be completed within the current audit plan.

The Assistant Director briefly explained the reasons why the contract resilience audit had been given a partial assurance. He pointed out that these reasons and the recommendations which were now in place were detailed on pages 18-19 of the agenda. He added that the results were similar when compared to other local authorities.

In response to a members question, the Finance Specialist agreed to look at whether officers could be named on the audit plan as job titles alone made it hard to contact the relevant member of staff. The Assistant Director confirmed that issues were discussed at the Senior Leadership Team meetings, so officers and managers would be fully aware of the issues raised during the audit plan.

**RESOLVED:** that members noted the progress made in the delivery of the 2018/19 internal audit plan and noted that two significant findings had been identified.

Members were in agreement that audits within the plan which were given partial assurance, should be referred back to the Audit Committee for a three month review, even if this requires an additional committee meeting.

(Voting: Unanimous)

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### **47. Treasury Management Strategy Statement 2019/20 (Agenda Item 7)**

The Finance Specialist presented his report to Members. He explained to members that this was an annual report and that the statement was a requirement of CIPFA.

He advised that the Treasury Management Statement had been updated and would need to be submitted to Full Council for approval.

He explained to members that there had been some changes in legislation. Following these changes, the Investment Strategy and Capital Strategies would now be reported separately. He advised that the investment strategy would normally be contained within the Treasury Management Report.

He pointed out some changes to the strategy, advising that these were detailed on page 22 of the agenda. He explained that an additional counterparty had been added to the counterparty list and informed members that real estate investment trusts were the addition. He clarified that the investment limit for real estate investment trusts is to a maximum of £10 million per fund.

He drew members attention to the financial implications which were detailed on page 22.

A summary of key points from the TMSS were detailed on pages 23-27. The Finance Specialist clarified some points of detail from within this summary. He pointed out detail to show the investment types and balances as well as the rate of the return. He also pointed out that some figures were projections and could vary depending on opportunities that may arise.

The full strategy was detailed on pages 28-39.

In response to a members question, the Finance Specialist advised that joint ventures were carefully monitored.

He explained that a short-term loan had been used and had now been repaid. He advised that the current borrowing limit was £124 million.

The SSDC Financial Advisors' view and forecast was detailed on page 39 of the agenda. He added that their recommendation was to borrow short term, if borrowing was required.

One member questioned whether the Committee would be provided with full details of any loans, to include interest rates, amounts and lengths. The Finance Specialist agreed that this could be made available.

**RESOLVED:** that members;

- a) approved the details of the proposed Treasury Management Strategy Statement for 2019/20 to be submitted to Full Council for approval (as detailed in Appendix 1) and
- b) noted the capital prudential indicators and the annual MRP statement (as detailed in Appendix 2)

(Voting: Unanimous)

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#### **48. Certification of Claims Report (Agenda Item 8)**

The Audit Manager from Grant Thornton, presented his report to Members. He explained that the report detailed the external auditor's findings from the signing off of the Housing Benefit Subsidy Claim 2017/18 and included a copy of the certification letter.

He explained to members that the final outcome of the claim was a refund of £9,783 from the DWP. He hoped that this figure wouldn't mask the amount of work which had gone into this claim, both from the Council's side and from Grant Thornton.

He explained that the errors outlined on page 47 of the report were tested again in the following year. The findings from the subsequent tests were detailed on page 49-50 of the report.

He explained that errors had been made in the allocation of payment for pension allowance for modified schemes in all cases. He explained that housing benefit claims were complicated and added that these were mistakes made by staff which resulted in the error in claims. He added that further testing will be undertaken during 2018-19.

He clarified that all comments had been fed back to management.

During the discussion, the effect of Universal Credit was discussed and it was noted that there would be decrease in the amount of claims. Debt collection was also briefly discussed.

**RESOLVED:** that members noted the contents of the Certification of Claim Report for 2017/18.

(Voting: Unanimous)

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**49. Audit Committee Forward Plan (Agenda Item 9)**

**RESOLVED:** that members noted the contents of the Audit Committee Forward Plan.

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Cllr Derek Yeomans,  
Chairman of Audit Committee

# Agenda Item 16

## Scrutiny Committee

This report summarises the work of the Scrutiny Committee since the last report to Full Council. The Committee met on 8 January 2019 and 5 February to consider:

**8 January 2019**

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### **Monitoring SSDC Council Tax Support Scheme - Draft Report of the Task and Finish Group**

Update since the Scrutiny meeting of 8 January 2019 – A report on the Council Tax Reduction Scheme 2019/20 was considered and agreed at Council on 17 January 2019. Comments made at the Scrutiny Committee meeting are detailed in the minutes of that meeting and can be viewed at <http://modgov.southsomerset.gov.uk/ieListMeetings.aspx?CId=141&Year=0>

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### **Reports to be considered by District Executive on 10 January 2019**

Members considered the reports within the District Executive agenda for 10 January 2019 and made comments, as detailed in the minutes (available via this link). <http://modgov.southsomerset.gov.uk/ieListDocuments.aspx?CId=141&MId=2543&Ver=4> Responses to most of the comments were provided at the Scrutiny Committee by the relevant officer or Portfolio Holder who were present at the committee meeting.

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### **Verbal update on Task and Finish reviews**

Members noted the updates provided by the Scrutiny Specialist on each of the Task and Finish Groups currently in progress.

**Homefinder Somerset Plain English policy** - No updates since the last meeting – all Councils have postponed work on this primarily due to Transformation type related activities.

**Customer Accessibility** – Website and portal services were continuing to be developed and testing with the task and finish groups will take place shortly.

**Council Tax Support Scheme 2020** – Task and Finish meetings are likely to commence following the local elections in May.

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### **Scrutiny Work Programme**

The Scrutiny Specialist noted there was little progress regarding the Precepting for Somerset Rivers Authority as the Bill was still awaiting passage through Parliament.

During a brief discussion members requested that the Scrutiny Specialist arrange for:

- A progress update regarding Yeovil Refresh to the February or March meeting if possible.

- A brief update on the Troubled Families Programme.
- A presentation by Somerset Waste Partnership to provide an overview to new members and provide an update on the Avonmouth facility – June onwards.

Members were content to note the Scrutiny Work Programme.

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## 5 February 2019

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### **Reports to be considered by District Executive on 7 February 2019**

Members considered the reports within the District Executive agenda for 7 February 2019 and made comments as detailed in the minutes (available via this link). <http://modgov.southsomerset.gov.uk/ieListDocuments.aspx?CId=141&MId=2431&Ver=4> Responses to comments were provided at the Scrutiny Committee by the relevant officer or Portfolio Holder.

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### **Verbal update on Task and Finish reviews**

Members noted the updates provided by the Scrutiny Specialist on each of the Task and Finish Groups currently in progress.

**Homefinder Somerset Plain English Policy** – No updates since the last meeting.

**Customer Accessibility** – No updates since last the last meeting.

**Council Tax Support Scheme 19/20** – the report on the 19/20 scheme had been agreed by Council in January. Task and Finish meetings to consider the 20/21 scheme would commence in the next few months picking up on the recommendations in the previous Scrutiny report.

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### **Scrutiny Work Programme**

Scrutiny Committee agreed not to add a review of fees and charges to their Work programme to assist the Income and Opportunities manager as he had successfully obtained a grant for £7,000 from the Local Government Association (LGA), to bring in consultancy expertise regarding productivity and to support an internal team at SSDC to review the council's fees and charges. The Committee felt they would not be able to add value to the work already planned.

The Scrutiny Specialist reminded members that she had circulated two emails - one with an update regarding the Troubled Families Programme, and the other some links to information about the Yeovil Refresh. Members will consider the information circulated and email any further comments or concerns to her to follow up if necessary.

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Cllr Sue Steele  
Chairman of Scrutiny Committee



# Agenda Item 19

## **Date of Next Meeting**

Members are asked to note that the next scheduled meeting of the Full Council will take place on **Thursday, 21<sup>st</sup> March 2019** in the Council Chamber, Council Offices, Brympton Way, Yeovil **commencing at 7.30 p.m.**

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