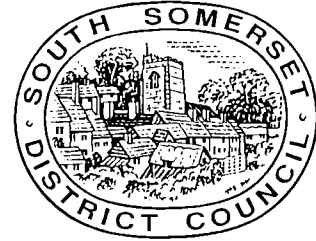


**South Somerset District Council**

*Notice of Meeting*



# South Somerset District Council

*Making a difference where it counts*

**Thursday 21st March 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 Wednesday 13 March 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	David Recardo
Jason Baker	Val Keitch	Jo Roundell Greene
Cathy Bakewell	Andy Kendall	Dean Ruddle
Marcus Barrett	Jenny Kenton	Sylvia Seal
Mike Beech	Mike Lewis	Gina Seaton
Neil Bloomfield	Sarah Lindsay	Peter Seib
Amanda Broom	Mike Lock	Garry Shortland
Dave Bulmer	Tony Lock	Angie Singleton
Hayward Burt	Paul Maxwell	Alan Smith
John Clark	Sam McAllister	Sue Steele
Nick Colbert	Graham Middleton	Rob Stickland
Adam Dance	David Norris	Gerard Tucker
Gye Dibben	Graham Oakes	Andrew Turpin
Sarah Dyke	Sue Osborne	Linda Vijeh
John Field	Tiffany Osborne	Martin Wale
Nigel Gage	Stephen Page	William Wallace
Anna Groskop	Ric Pallister	Nick Weeks
Peter Gubbins	Crispin Raikes	Colin Winder
Henry Hobhouse	Wes Read	Derek Yeomans

## 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

## Thursday 21 March 2019

### Agenda

#### 1. Apologies for Absence

#### 2. Minutes

To approve and sign the minutes of the previous meeting held on Tuesday, 26<sup>th</sup> February 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. Equality and Diversity Policy 2019 (Pages 7 - 23)

#### 8. SSDC Local Authority Trading Company (Pages 24 - 70)

#### 9. Revision to Member Profiles and removal from the Council Constitution (Pages 71 - 92)

#### 10. Report of Executive Decisions (Pages 93 - 94)

#### 11. Audit Committee

There has been no meeting of the Audit Committee since the last Council meeting on 26<sup>th</sup> February 2019.

#### 12. Scrutiny Committee

The minutes of the Scrutiny Committee meeting of 05 March 2019 are not yet completed and will be reported to the next meeting of Council.

### **13. Motions**

No Motions have been submitted by Members.

### **14. Questions Under Procedure Rule 10**

No questions have been raised under Procedure Rule 10.

### **15. Date of Next Meeting** (Page 95)

Members are asked to note that the next scheduled meeting of the Full Council is a reserve date of 18<sup>th</sup> April 2019.

Unless there is any urgent business to progress on this date, the next scheduled meeting of the Full Council will take place on **Thursday, 23<sup>rd</sup> May 2019** in the Council Chamber, Council Offices, Brympton Way, Yeovil **commencing at 7.30 p.m.**

# Agenda Item 6

## **Chairman's Engagements**

### **10<sup>th</sup> March**

At the invitation of the Chairman of North Somerset, the Chairman and his wife attended the Civic Service held at St Martin's Church, Worle.

### **14<sup>th</sup> March**

At the invitation of the Mayor of Gillingham, the Chairman and his wife will attend the Gillingham Civic Day.

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# Agenda Item 7

## **Equality and Diversity Policy 2019**

*Executive Portfolio Holder:* Cllr. Jo Roundell Greene, Environment & Economic Development  
*Director:* Netta Meadows, Director Strategy and Support Services  
*Service Manager:* Jan Gamon, Lead Specialist Strategic Planning  
*Lead Officer:* Dave Crisfield, Specialist – Strategic Planning  
*Contact Details:* david.crisfield@southsomerset.gov.uk

### **1. Purpose of the Report**

1.1 To seek Council approval of a new Equality and Diversity Policy.

### **2. Public Interest**

2.1 The Equality and Diversity Policy sets out the Council's approach to promoting equality and meeting its equality duties to the public, customers, contractors/suppliers and staff in accordance with the Equality Act 2010.

### **3. Recommendations**

3.1 That Council:

- a) Adopt the Equality and Diversity Policy
- b) Agree to delegate authority for future amendments to the Policy to the Director of Strategy and Commissioning and Equalities Portfolio Holder.

### **4. Background**

#### **Legislative Background**

4.1 The Equality Act 2010 sets out the Public Sector Equality Duty (PSED) that includes the General and Specific Equality Duties.

4.2 The Public Sector Equality Duty means that public bodies have to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees. It also requires public bodies to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

4.3 These duties are supported by Specific Equality Duties. The specific duties require public bodies to publish relevant information showing compliance with the Equality Duty, and to set equality objectives at least every four years.

4.4 The Equality Act identifies who is protected under the legislation and refers to them as Protected Characteristics. These are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and Belief
- Sex
- Sexual orientation

Locally we also recognise the following characteristics:

- Carers
- Armed Forces Community
- Gypsies and Travellers
- Rurality
- Low income

This report does not change the status for any of the protected characteristics.

## **5. Policy adoption process**

5.1 Under Section 1 of the council's Constitution, 'Decisions Reserved for the Full Council', Full Council are required to approve (or adopt) the 'Single Equality Scheme'.

5.2 Single Equality Schemes (SES) predate the Equality Act 2010 and were essentially where all the council's commitments to all the equality strands (what we now call the Protected Characteristics) covered by all the individual pieces of equality legislation at that time were brought together in one document.

5.3 The 'Single Equality Scheme' has now been superseded by the requirements set out in the Equality Act 2010.

5.4 In view of SES now being obsolete, legal advice was sought about the process for adopting a new Equality and Diversity Policy. This has confirmed that this is the responsibility of Full Council.

## **6. Current Equal Opportunities Policy**

6.1 SSDC's current Equal Opportunities Policy was created in January 2007 and is now 12 years old. This has long since been superseded by Equality Legislation (particularly the 2010 Equality Act) and is, therefore, no longer fit for purpose.

## **7. New Equality and Diversity Policy**

7.1 The Equality and Diversity Policy replaces the Council's previous equal opportunities policy and Single Equality Scheme. It takes account of the requirements of the Equality Act 2010, including the specific equality duties for the public sector. The legislation requires all public bodies, which includes the Council, to promote equality and tackle discrimination by treating people fairly, valuing differences, removing barriers that prevent people from participating fully in public life and helping everyone to realise their full potential. The policy sets out the approach the Council will take towards meeting these requirements.



## **8. Policy Development Process**

- 8.1 As a consequence of the ongoing funding pressures on the public sector, public bodies in Somerset have been experiencing an incremental reduction in their specialist Equalities capacity; for example here at SSDC following the departure of the full-time Equalities Officer in February 2017 the function has been incorporated alongside the existing responsibilities of another post.
- 8.2 To address this diminution of individual organisational capacity, the Equality Officers from across the Public Sector in Somerset (District and County Councils, Health and Fire & Rescue) meet and work together under the auspices of the Somerset Equality Officers' Group (SEOG). This approach makes the most effective use of Public Sector resources for equality and diversity. The hope is that in addition to the added value and capacity benefits this would bring, it will also increase the overall impact of any changes on the community as a whole.
- 8.3 To this end SEOG have been working over the past 9 months to produce a single equality and diversity policy for the public sector in Somerset. The aim is to create consistency in what a member of the public, staff or potential employee can expect from Public Sector Bodies in Somerset.
- 8.4 Having produced a draft Policy this was subject to extensive consultation with a wide range of equalities stakeholders.
- 8.5 In order that the Policy commitments are both deliverable and achievable for SSDC, it was considered by Strategic Leadership Team (SLT) and was circulated to all members of the Leadership Management Team (LMT) for sense checking.
- 8.6 Following feedback from LMT the policy has been subject to a number of revisions to ensure it meets SSDC's local circumstances.
- 8.7 Prior to coming to Full Council the Policy was considered by District Executive Committee at its meeting on the 7<sup>th</sup> March 2019, at which the recommendation that the Policy be recommended for adoption by Full Council was approved.
- 8.8 The policy can be found in Appendix 1.

## **9. Monitoring Performance**

- 9.1 Agreeing an appropriate performance management regime is currently the subject of discussion with the People, Performance and Change team in Strategy and Commissioning.

## **10. Financial Implications**

- 10.1 There are no direct financial implications from this report. However it is important that the Council has a clear policy in this regard and can demonstrate compliance, to mitigate the risk of challenge and non-compliance which could lead to financial losses such as legal costs and recourse. The costs of adapting services to customers in line with the Equality Policy would ordinarily need to be met from existing budgets, with any increase in funding requirement to be addressed through the budget process.
- 10.2 Reasonable adjustments as an employer may incur costs, which would ordinarily need to be met from existing budgets. The Council may also access external financial assistance such as through Access to Work funding for eligible costs.

## **11. Council Plan Implications**

11.1 The Equality and Diversity Policy is aligned to all six Values that underpin the 2016-21 Council Plan i.e.

- Putting the customer first when developing plans and services
- Supporting people and communities, enabling them to help themselves
- Being open, transparent and with greater accessibility to those that 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

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

12.1 Consideration has been given to climate change implications, and there is no impact.

## **13. Equality and Diversity Implications**

13.1 If members support the report's recommendations this will have a positive impact on the Protected Characteristics as the adoption of an Equality Policy contributes to the council's compliance with the Equality Act 2010 and helps ensure that the needs of all protected groups are taken into account in both service delivery and employment.

## **14. Privacy Impact Assessment**

14.1 No implications

## **Background Papers**

Equality and Diversity Policy, District Executive Report - February 2019

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## Somerset Equality and Diversity Policy

### South Somerset District Council



#### Introduction

The Somerset Public Sector organisations including the Councils of Somerset (Somerset County Council, Sedgemoor District Council, South Somerset District Council, Taunton Deane Borough Council and West Somerset Council) and the health organisations of Somerset including Yeovil Hospital, Somerset Clinical Commissioning Group, Musgrove Park Hospital and Somerset Partnership, and Devon and Somerset Fire and Rescue Service are working together to deliver an effective, efficient and ambitious response to the requirements of the Equality Act 2010 by creating a streamlined single policy, single equality impact assessment process and a joint set of equality objectives.

The policy comprises a series of commitments all the partner organisations will make along with commitments that have been adapted by each partner to reflect their individual circumstances and ability to deliver within the available resources.

#### The Joint Commitment

This Policy is part of Somerset's public sector ambition to encourage a vibrant county where the diversity of people's different backgrounds and circumstances is appreciated and positively valued; where people are empowered and maintain independence. Tackling equalities issues, ensuring those from different backgrounds have similar life opportunities and ending discrimination are fundamental to creating cohesive communities.

By signing up to this Policy the signatories, listed below, are committed to equality of opportunity for the whole community and believe that the diversity of the community is a major strength which contributes to the social and economic prosperity of the area. The public sector commits to working within the Equality Act 2010 to ensure that no resident of, or visitor, to the area, job applicant, employee or other person associated with the public sector is treated inequitably or in an unlawful or unjustifiably discriminatory manner.

Equality is not about treating everyone the same; equality is about valuing a person 'as an equal' regardless of their characteristics and treating people according to their needs in order to achieve an equal or fair outcome. Freedom from discrimination and equality of opportunity are basic rights. Somerset's public sector is committed to challenging inequality and celebrating diversity to achieve this.

Discrimination is often unwitting – this is when someone does not realise they are discriminating unlawfully. This can happen when people develop policy and practice based upon their own needs, preferences and values and do not stop to consider the different needs of other people. The law, however, does not recognise ignorance as a defence.

This Policy applies to people who are served by the public sector; those with responsibilities as a carer, disabled people, people who are lesbian, gay, bisexual or transgender and those who are married or in a civil partnership. It applies to men and women, people who hold or do not hold a religion or belief. The policy includes tackling discrimination on account of age, economic or social background, pregnancy or maternity status, race or ethnic background.

In addition to users, this policy talks about the responsibility that people within the public sector have, those that support people to use our services and those that we buy services and goods from. Inherently this is what people can expect when they are looking to the public sector for employment, services, information or business opportunities.

When we use the term service users we mean anyone using one of our services. This could be customers, patients, service users, clients, visitors, relatives or anyone else using our services.

### **Basic Principles of the Policy:**

- Managers/Lead Specialists are responsible for the application of this Policy in their work area.
- Anyone who has any form of contact or relationship with public sector organisations has a right to be treated fairly with dignity and respect. This includes councillors, customers, employees (including apprentices, temporary workers, consultants, and agency staff), partners, contractors, volunteers and visitors.
- To create a working environment that promotes dignity and respect for all. No form of intimidation, bullying, harassment or victimisation will be tolerated;
- All public sector employees are individually responsible and accountable for their own behaviour and will be made aware of this at an early stage.
- That Equality is embedded within all activity. This means ensuring that all policies and procedures, plans, practices, and service provision reflect inclusivity and incorporate our aspirations and principles of equality and diversity.

- The public sector will develop, implement and review its policies in consultation with trade unions, staff associations, and other appropriate representatives of employees, residents, visitors, service users, partner agencies, voluntary and community organisations and the business community.
- The Somerset councils expect that Elected Members conduct themselves with integrity and in a manner that is consistent with the various policies, procedures, protocols and Codes of Conduct that apply to the role they undertake as Elected Members of the council.
- The way we operate and the images and language we use should reflect and be sensitive to the county's diverse communities, regardless of however small they may be.
- Set and review equality objectives and targets annually in relation to employment, service delivery and the carrying out of our functions.

**Policy adopted:**

<b>Recruitment</b>	
<p>We want everyone to feel they can apply for a job or volunteering opportunity. Through the recruitment process we want to see the best that people can offer. We will support them when needed and make sure that what is required of them is no more than the essential requirements. The public sector specifically supports Disability Confident and will reflect this in its recruitment practices.</p>	
<b>Manager/Lead Specialist Responsibility</b>	<b>Organisational Responsibility</b>
<ul style="list-style-type: none"> <li>• Review job paperwork, asking only for the skills, experiences and qualities needed to do the job and with all job applicants being assessed against these requirements.</li> <li>• When designing competitive internal interview processes, ensure employees that have been away from the office on maternity leave or other extended leave are given the opportunity to update on current issues in the workplace to ensure they are not indirectly disadvantaged.</li> <li>Value skills gained through non-traditional or informal work, such as voluntary work and caring responsibilities. The competencies gained through this kind of experience will be balanced against those gained through more formal methods</li> <li>• Understand requirements around Disability Confident such as;                         <ul style="list-style-type: none"> <li>○ Shortlisting and interviewing all disabled applicants who meet the essential criteria.</li> <li>○ Making reasonable adjustments to the interview process such as BSL interpreters, screen readers.</li> </ul> </li> <li>• Advertise widely to address under representation of any equalities community within their teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Include within all jobs a requirement to implement equality and respect diversity</li> <li>• Regularly audit the equalities profile of the workforce to identify any under-representation from Protected Characteristics. Implement an action plan to improve and target communications.</li> <li>• Consider Positive Action initiatives to address under representation across the workforce. For example, Diverse Recruiters and Reverse Mentoring initiatives.</li> </ul>

<b>Decision Making</b>	
<p>The impact of our decisions can affect all people in Somerset. Decisions need to take account of whether impacts will affect different groups differently. Decision making also needs to be clear and open so that people can understand the decisions that affect them.</p>	
<b>Employee's Responsibility</b>	<b>Elected Members' Responsibility</b>
<ul style="list-style-type: none"> <li>• Consider the potential impact on customers, communities and employees before making decisions affecting budgets, the delivery of services or affecting the working conditions of employees. Where unclear about the potential impacts, employees undertake to seek appropriate advice.</li> <li>• Undertake equality impact assessments for all applicable activities, including reviews of existing policies and services.</li> <li>• Include a standard paragraph in reports highlighting the legal responsibility to have regard to the PSED in decision making and policy setting.</li> <li>• Work with communities, community groups and organisations over proposals or changes to services, policies or functions, before implementing changes.</li> <li>• Use the feedback received from equalities communities to help shape future plans, decisions and policies.</li> <li>• Monitor the equalities impact of change programmes, service reviews and other specific activities targeted to deliver efficiency savings across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Read and understand Equality Impact Assessments</li> <li>• Fully consider the information within Equality Impact Assessments as part of the decision making process.</li> <li>• Ask for more information where there isn't enough to make an informed decision.</li> <li>• Target resources at communities that are under-represented in public life to help them to become fully involved in the social, cultural, political and economic life of Somerset.</li> </ul>

<b>Partnership</b>	
<p>How we work in partnership with others helps set the wider standard that we meet as a public sector. It can be an opportunity to influence other partners and make sure they are committed to equality and diversity. It is also an opportunity for us to learn different and improved ways of addressing equality and diversity.</p>	
<b>Employee's Responsibility</b>	<b>Public Sector's Responsibilities</b>
<ul style="list-style-type: none"> <li>• Share information, experience and examples of good practice on equality through links with other public, private, voluntary and community organisations in the county mindful of the legal constraints set out in data protection legislation.</li> <li>• Promote equality and diversity within partnership arrangements and in their dealings with the media.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with other public, private, voluntary and community organisations in the county to ensure that equality and diversity policies and plans are adopted and implemented more widely.</li> <li>• Work with other organisations and partners, including the Local Enterprise Partnership and the Health &amp; Wellbeing Board, to develop joint plans to promote equality of opportunity and to tackle discrimination and disadvantage.</li> <li>• Learn from the equality and diversity policies and plans of other organisations.</li> </ul>



<b>Service Delivery</b>		
<p>Services should be accessible at the first point of contact. This should include how they are accessed, what they deliver and how they are delivered.</p>		
<b>Employee's Responsibility</b>	<b>Manager/Lead Specialist Responsibility</b>	<b>Service Users</b>
<ul style="list-style-type: none"> <li>• To not discriminate against, harass or victimise colleagues or members of the public.</li> <li>• To make information as accessible and easy-to-read as possible. As a minimum to follow the access requirements set out in organisation Branding/Communication guidance.</li> <li>• To encourage understanding, tolerance and good relations between people from different backgrounds.</li> <li>• Involve service users and colleagues and increase the opportunities for people to influence public sector services.</li> <li>• To provide information in accessible formats on request including electronic format, Braille, large print, audio tape, community language translations and British Sign Language DVDs or provide interpreters in spoken community languages and in British Sign Language. If alternative formats are requested, work with the customer to understand the best way of achieving this and deliver in a timely manner.</li> <li>• Audit SSDC buildings and facilities for their compliance with the disability access requirement of building regulations, with plans put in place to tackle non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the equalities profile of customers and service users to identify if any communities are under-represented in using services and action plan to improve communications and access if needed.</li> <li>• Ensure services and the buildings they are delivered from are as accessible as they can be. This includes offering a range of ways for customers and users to access services and information.</li> <li>• Ensure that equality issues are considered at the outset of all policy development and planning.</li> <li>• It is the responsibility of Managers/Lead Specialists to ensure that the actions required to meet the needs of specific key groups are included in service planning</li> </ul>	<ul style="list-style-type: none"> <li>• To not discriminate against other service users or employees</li> <li>• Make employees aware of their access needs so they can be supported in the best way possible.</li> <li>• Customers and Service Users do not have the right to refuse service from employees for reasons of their age, disability, gender reassignment, marital or civil partnership status, pregnancy and maternity, race/ethnicity, religion and belief, sex, sexual orientation, or any other factor that is considered unreasonable. (There may be situations where there is a genuine and objective need for a customer to request a specific response, for example some women who may feel uncomfortable receiving certain services otherwise provided by a man).</li> </ul>

<b>Buying Services from others</b>	
The Public sector is a major purchaser of goods and services in order to carry out its work and deliver its services.	
<b>Organisation's Responsibility</b>	<b>Contractor's Responsibility</b>
<ul style="list-style-type: none"> <li>• Undertake equality impact assessments on outline specifications to make sure that what will be contracted will not discriminate.</li> <li>• Assess contractor compliance with Equalities at the Pre-Qualification Questionnaire stage of Procurements.</li> <li>• Comply with the Public Services (Social Value) Act 2012, for example encourage businesses and suppliers to employ and provide training to local people and to use other local businesses and suppliers as a means of supporting the County's economy and improving the employment prospects for the people of Somerset.</li> </ul>	<ul style="list-style-type: none"> <li>• Where applicable, have policies on equalities in relation to employment and service delivery or demonstrate understanding and compliance with the Public Services (Social Value) Act 2012.</li> <li>• Seek to support the public sector's diverse communities and the businesses operating in those communities.</li> <li>• Where applicable, review its own policies and practices and where necessary make changes to ensure they do not discriminate against the protected characteristics (customers, employees workers).</li> </ul>

<b>Consultation</b>	
<p>Engaging with people who deliver and receive services is vital to lasting change and improvement. This should result in a meaningful and effective change to how things are done.</p>	
<b>Employee's Responsibility</b>	<b>Organisational Responsibility</b>
<ul style="list-style-type: none"> <li>• Plan/budget for the additional costs of consultation with equality communities e.g. translation costs or paying for a community group's involvement.</li> <li>• Set up opportunities in local communities for people to be involved in planning services and influencing decision-making.</li> <li>• Feedback progress to communities in a timely fashion.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop effective working relationships with all the diverse communities in Somerset through appropriate groups, forums and networks. Up to date contact lists are available from Equalities leads.</li> <li>• Promote a range of diverse methods by which communities can be effectively consulted with and involved in decision making and service planning.</li> <li>• To adopt the COUNT principle; Consult once use numerous times; to work with other partners and signatories to share or co-produce consultation in order to minimise the impact on the community through duplication.</li> </ul>

**Complaints including Bullying Harassment and Discrimination**

Everyone has the right to complain about discrimination without the fear of being victimised. This means people should be able to raise concerns without feeling awkward, threatened or isolated. Discrimination can include harassment, not being able to access a service or information, or being treated less favourably or unfavourably because of a protected characteristic.

The public sector is part of a community partnership to tackle hate crime, which is any criminal offence which is perceived by the victim or any other person to be motivated by hostility or prejudice.

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<b>Employee’s Responsibility</b>	<b>Manager/Lead Specialist Responsibility</b>	<b>Service Users</b>
<ul style="list-style-type: none"> <li>• If employees feel embarrassed, humiliated, offended, distressed, alarmed, apprehensive or fearful because of someone else’s behaviour towards them, employees have the right to make a complaint and ask for the behaviour to be stopped. Employees also have the right to take up issues through their respective Grievance procedures.</li> <li>• To report all forms of bullying, harassment and intimidation.</li> <li>• Take reports of discrimination and harassment reported to them seriously and compassionately.</li> <li>• Take appropriate and speedy action if an incident of Hate Crime occurs on Public sector property or business</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for                             <ul style="list-style-type: none"> <li>○ dealing with cases of harassment in the workplace and community,</li> <li>○ treating all complaints of harassment seriously and in strict confidence</li> <li>○ protecting from victimisation anyone asking for advice,</li> <li>○ making a complaint or helping in an investigation.</li> </ul> </li> <li>• Responsible for informing customers, either in person or in writing, that access to services may be withdrawn if involved in the harassment of employees. Managers will consider the removal of services if users continue to harass or perpetrate hate crimes against public sector employees. Managers will also remove employees from situations if they are being harassed, in line with all relevant safeguarding measures.</li> <li>• Take action against employees whose behaviour may be understood as discriminatory, harassing or belittling to customers and colleagues from the Protected Characteristics.</li> </ul>	<ul style="list-style-type: none"> <li>• Customers can complain via the organisation’s respective complaints procedure which should be available on its website.</li> <li>• Customers/service users should treat employees and other customers/service users with respect and in a non-discriminatory way.</li> </ul>

<b>Employment, Volunteers and Agency Workers</b>		
<p>Employees, job applicants, apprentices, interns, trainees, agency/contract workers and volunteers must not be discriminated against because of a protected characteristic. This means that people must be provided equality of opportunity in all aspects of recruitment, selection, appraisal, training, promotion/transfer, work allocation, supervision, reward, recognition, retirement, redundancy, career development and any other conditions of employment or work environment.</p>		
<b>Employee's Responsibility</b>	<b>Manager/Lead Specialist Responsibility</b>	<b>Organisational Responsibility</b>
<ul style="list-style-type: none"> <li>• To encourage understanding, tolerance and good relations between people from different communities.</li> <li>• Listen to service users and colleagues and increase the opportunities for people to influence public sector decisions, policies and services.</li> <li>• Take responsibility to update their equalities monitoring information</li> <li>• Are supported to identify and report harassment, victimisation and discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that equality policies and objectives are embedded in relation to managing employees and their work.</li> <li>• Where necessary undertake on-going training in order to support the effective implementation of this policy.</li> <li>• Make sure the working environment is supportive and non-threatening by challenging and resolving discrimination or harassment, and by ensuring compliance with employees' codes of conduct.</li> <li>• Encourage employees with protected characteristics to take part in self-organised employee groups. Such groups can act as a critical friend and can be influential in advising public sector organisations on a range of areas such as policy development, strategy implementation, service provision and workforce development.</li> </ul>	<ul style="list-style-type: none"> <li>• Equality monitoring in employment is an essential part of the public sector's Equalities commitment. The public sector will monitor all stages of the recruitment and selection process. It will monitor representation within the workforce by department, pay, training, promotion, redeployment, redundancy, complaints, investigations, grievances and disciplinary proceedings</li> <li>• The public sector will strive to ensure that its employment policies, practices and arrangements are flexible and will support, as far as is lawful, reasonable and practicable the specific needs and requirements of individuals and groups. The public sector will also encourage other local employers to adopt such policies.</li> <li>• Commitment to and promotion of Disability Confident and Mindful Employer status.</li> <li>• The public sector is committed to consulting its employees on employment matters and understands that the successful promotion of equality of opportunity involves the support and participation of employees, employees groups and Trade Unions.</li> </ul>

<b>Additional Guidance and support</b>		
<b>This Policy does not sit in isolation it is supported by the following. It will also support the public sector’s commitment to the following legislation.</b>		
<b>Guidance</b>	<b>Policies</b>	<b>Legislation this policy supports</b>
Armed Forces Covenant Maternity Booklet	Harassment and Bullying Policy and Procedure Equality in employment Caring for Carers Policy Parental Leave Fair Selection Right to Request Flexible Working Compassionate Leave and Family Emergencies/Maternity and Paternity Policy Reserve Forces Training and Mobilisation Volunteering at SSDC Policy	Equality Act 2010 Mental Health Act Social Policy

### **Monitoring and reporting arrangements**

As an individual organisation who has signed up to this policy and commitments within, it is important that we, South Somerset District Council, monitor and report on our response and progress, where necessary, against the commitments in this policy.

### **Monitoring and Governance**

The Somerset Equalities Officer Group will:

1. Will review the policy on an annual basis to understand the commitments each authority has agreed and how they have performed in the delivery of the commitments

**As an individual council, South Somerset District Council will:**

1. Review annually the commitments made within the policy
2. Introduce proportionate and appropriate performance reporting arrangements

### **Review**

The policy will be reviewed annually in line with changes within the Council, changes in policy and procedure and Government guidance and legislation.

# Agenda Item 8

## **SSDC Local Authority Trading Company**

*Executive Portfolio Holder:* Cllr Henry Hobhouse & Cllr Jo Roundell-Greene  
*Director:* Clare Pestell, *Director: Commercial Services and Income Generation*  
*Service Managers:* James Divall, *Income Opportunities Development Manager*  
Chris Cooper, *Environmental Services Manager*  
*Contact Details:* James.divall@southsomerset.gov.uk or 01935 462261  
chris.cooper@southsomerset.gov.uk or 01935 462840

### **Purpose of the Report**

1. This report sets out the business case and rationale for SSDC to set up a trading company. It outlines the relevant legislation, proposed governance and business case needed to set up a Local Authority Trading Company (LATC). Following expert advice and best practice, it outlines the proposed structure for a Council owned holding company, and the first proposed trading company subsidiary for Council services, which if approved is to be taken forward for a full and detailed business plan and implemented in due course.
2. This report and business case seeks the approval to the principle of this Council setting up a holding company in order to take forward the trading of its services. The report also seeks approval of the funds (estimated) needed for the company set up costs and early operational running costs. These would be treated as a loan to the company to be repaid from future trading activities. Finally, approval is sought to utilise these funds through delegated authority to named senior officers, with Portfolio Holder input and oversight, to pursue the implementation of the holding company and trading company subsidiary.
3. Attached to this business case report is a confidential proposed business plan overview for the first service area proposed to be traded, with a confidential financial appendix which details the forecasted company set up costs, potential contracts and estimated income for 5 years based upon known and projected demand. This indicates the overarching viability of the trading company proposal, forecast payback to the Council of the proposed set-up costs to be invested and estimated company profits and therefore potential shareholder dividends to the Council for the first 5 years.

### **Public Interest**

4. This report is of interest to the public as it seeks to approve the principle of the Council trading and the setting up a Holding Company and Local Authority Trading Company. This requires a loan of public funds to create a company structure with a subsidiary company, through which it can openly trade its services to markets outside of the Council core business. Councils are prohibited from trading their services and making profits directly, but government legislation allows them to do so through an arm's length company. Trading companies can make profits that are returned to the Council as dividends, which can be used as additional revenue to improve services. Trading companies are also able to purchase services, such as legal or finance, from the Council, therefore providing a potential additional income stream as all purchased services are paid for by the company at full cost recover rates.
5. This proposal forms part of the Council's Commercial Strategy 2017 -2021 which seeks to generate additional and new income (identified in its medium term financial plan – this forms part of the financial strategy) of at least £2.2m per annum by 2021. This revenue is required to enable existing Council services to continue to operate and grow for the benefit of the public that the council serves. Generating profits and service cost recovery will enable the Council to become more sustainable and resilient for the future.



6. The District Executive report (March 2019) and this amended Full Council report is the Councils business case ('a comprehensive statement') outlining the rationale for setting up a company structure for training. It also explains the rationale for needing a holding company and trading company, the objectives of those businesses, the investment and other resources required to achieve these objectives, risks the business may face, the significance of these risks and expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.
7. This Full Council report has been presented and considered by SSDC's Scrutiny and approved by District Executive Committees in March 2019. Recommendations (a) and (b) listed below were approved on Thursday 7<sup>th</sup> March 2019 at the District Executive (hence the 'for note' recommendation below). Appendix 5 highlights a statement of Clarification which was provided to the District Executive following the Scrutiny Committee meeting on 5<sup>th</sup> March 2019.

## **Recommendations**

8. That the Full Council:
  - a) note that District Executive approved the setting-up of a Holding Company & Local Authority Trading Company (LATC) in the manner outlined in this report with delegated authority to the Director for Commercial Services and Income Generation, and S151 Officer in consultation with the relevant Portfolio Holders to proceed with the implementation as proposed within the document, following more detailed due diligence on the legal and financial set up of the company
  - b) note that District Executive approved for Elleston - landscape management and horticultural services, to be the first traded service within that LATC structure. This is in accordance with the attached business plan (Appendix 2).
  - c) approve the principle of a working capital loan of up to £132,000 to the Trading Company following the creating of the companies following due diligence as outlined in recommendations (a) and (b) above, and delegate authority to the S151 Officer in consultation with the Portfolio Holder - Finance and Legal to agree final amount and commercial terms. The loan advance to be financed from the Council's revenue reserves.

## **Background**

### **9. National & local context: Creating a local authority owned trading company:**

#### **National Context:** *Creating a Local Authority Owned Trading Company (LATC):*

- 9.1 Under the Local Government (Goods & Services) Act 2003, local authorities have the power to provide any administrative, professional or technical services, goods or materials, or certain maintenance works, including on a commercial basis, to any 'public body' as defined under the act (for example local authorities and Government departments).
- 9.2 The General Power of Competence under The Localism Act 2011 allows local authorities to expand their trading activities into areas not related to existing functions. It also removes geographical boundaries to local authority activity so that they can set up a trading company that can trade anywhere in the UK.
- 9.3 If trading is to be done in the wider commercial market with a view to generating a profit (rather than just on a broad cost recovery basis) the council must establish a company. This can be a company limited by shares, a company limited by guarantee or an industrial and provident society. The 2009 Trading Order requires that a business case ('a comprehensive statement') be prepared and

approved before exercising trading powers. **Local authorities cannot trade in services that they are already statutorily required to provide.**

- 9.4 The Local Government Act 2003 allows local authorities to do anything for a commercial purpose that they are authorised to do for the purpose of any of their ordinary functions. The Localism Act 2011 includes a new general power which allows local authorities to do anything that individuals generally do. (for example: running a local lottery, as done by Aylesbury Vale)
- 9.5 This is extended to include doing things for a commercial purpose through a company. Before exercising the powers in the 2003 Act, a business case must be prepared, approved and where the 2003 Act powers are used, the Council must recover the costs of any accommodation, goods, services, staff or any other thing that it supplies to the company as part of any agreement or arrangement to facilitate the exercise of trading powers.
- 9.6 To exercise the power to establish<sup>1</sup> a company and trade, South Somerset District Council must approve a business case (this committee report – ‘a comprehensive statement’) covering:
- The objectives of the business
  - The investment and other resources required to achieve those objectives
  - Any risks the business might face and how significant these risks are
  - The expected financial results of the business
  - Any other relevant outcomes that the business is expected to achieve

This business case will be implemented and refreshed by way of a business plan, (see appendices) which will be updated and submitted for approval each year to a meeting of the LATC shareholding board, to guide the company in carrying out its continuing activities.

- 9.7 It is also important that SSDC demonstrates that all costs are recovered and that there is no actual or hidden subsidy so as to avoid any potential challenge over oversight, meaning that the Council is providing State Aid to the Company.
- 9.8 A number of local authorities have already taken advantage of the opportunities that the above legislation has created in order to generate revenue through profits and savings through cost recovery. Some of these include:
- Acivico (building Consultancy) Ltd: <https://www.acivico.co.uk/building-consultancy> : previously Birmingham City Council Building Control Services.
  - NYNET: <https://www.nynet.co.uk/> responsible for the roll out of the rural broadband programme for North Yorkshire.
  - Westco: <http://www.westcotrading.com/> : Westminster City Council and Lambeth Council trading company centred on communications.
  - Commercial Services: <http://www.commercialservices.org.uk/> : Commercial services group is the Kent County Council trading division, operating as a trading company with a range of commercial services, through Kent Ltd.

- 9.9 To ensure a level playing field with the private sector and to avoid breaching State Aid rules, any company established by SSDC must not be subsidised by it. This means that the local authority is expected to recover the full costs of such things as accommodation, supplies and support services that the company may use. It should also be noted that the company should not be a threat to the local economy.

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<sup>1</sup> The Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009

9.10 Ownership and control of the company: the detail of this will be noted within the final company 'code of practice' this is currently being established by external solicitors. SSDC, the local authority as a corporate body, will be a member of the company. That membership will be as the holder of shares (the only share) in a company limited by shares. The relationship between the local authority (and the companies it is a member of) is as governed by those and other key documents that are required to establish a local authority company, and a trading company in particular. In establishing the local authority's company and then in governing the relationship with what is now a separate legal personality, the Council will need to put in place the following documents:

- The **business case** (this report)
- The **articles of association**, or the memorandum and articles of association as it used to be called, which is the constitution of the company. (Documents are currently being drawn up by external solicitors)
- The **shareholder agreement** which are the commercial agreements and key decisions that set out what assistance is to be provided by whom and on what terms. (These documents are also being drawn up by external solicitors)
- The **business plan** which sets out the objectives of the business, including financial projections and how they are to be achieved, the standards to be met adjusted in the light of experience and changing circumstances. This is attached at appendix 2

**Local Context:** Creating a Holding Company & Local Authority Owned Trading Company (LATC)

9.11 A holding company will be set up to act as an overarching parent company for the first trading company Elleston and any future trading companies, which are in effect subsidiary companies under the holding company 'umbrella'. The holding company will effectively provide a 'blue print' for how all future subsidiary trading companies will be formally set up and governed. This provides a best practise and consistent approach to company management for trading companies that come forward in the future, with a more standardised approach for Shareholders.) See appendix 4 for more detail.

9.12 The trading company business that is initially proposed in this report is '**Elleston**' (the historic name for the Lufton area of Yeovil). This will focus on land management and horticulture services. This service will be a '*one stop shop*' for all privately owned (i.e. developer / social housing landlords) accessible Public Open Spaces (POS) planning, design, maintenance and management services and other service solutions. It will have the benefit of securing a significant value of external revenue and annual revenue from residential annual maintenance levy's via the trading company. This will enable consistent, high quality Public Open Spaces and associated services to be delivered. We see the improvement of Public Open Spaces as an additional outcome and benefit of trading in this way.

9.13 As an alternative to adoption of open spaces by SSDC, many developers are now requesting the use of a third party Management Company; this means that whilst the developer retains the ownership of the land, the management company secures the required maintenance funding directly from the householders by means of an annual levy. For the developer this means a significant financial saving as there is no pre-adoption maintenance period prior to adoption and no requirement for a 5 or 10 year commuted sum payment. This approach not only takes away the liability of ownership of the land for the local authority but provides a sustainable, effective, fit for purpose solution and a more financially sustainable approach to managing the land without any financial burden for maintenance to the local authority and potential adverse effect to the wider tax payer. This also benefits the Council as when traditional commuted sums time out, the cost of ongoing maintenance would fall to the Council.

9.14 Early discussions with potential customers have identified that the SSDC Council brand in this field of services is a trusted one and would resolve many concerns. It would offer a single point of

contact as well as consistency in billing for the services received, in addition to the existing high reputation for the quality of the service and expertise held within the council for POS. However, it is recognised that some may view the SSDC brand negativity as representing a public “authority”. This has led us towards ‘Elleston’ as a brand, something that has the ability to be aligned with the Council, but operates independently.

9.15 Additionally, setting up a holding company and LATC structure now will provide SSDC with a more agile framework for future commercial opportunities. New income opportunities will allow the Council to work creatively in establishing new partnerships, trading opportunities and income streams in areas of working practice that SSDC have a trusted reputation and strong experience at delivering in. This could include a variety of services across horticultural works, facility management solutions, MOT and vehicle services, and sports pitch maintenance for example.

## Report Detail

### 10. Creating a Holding Company & LATC

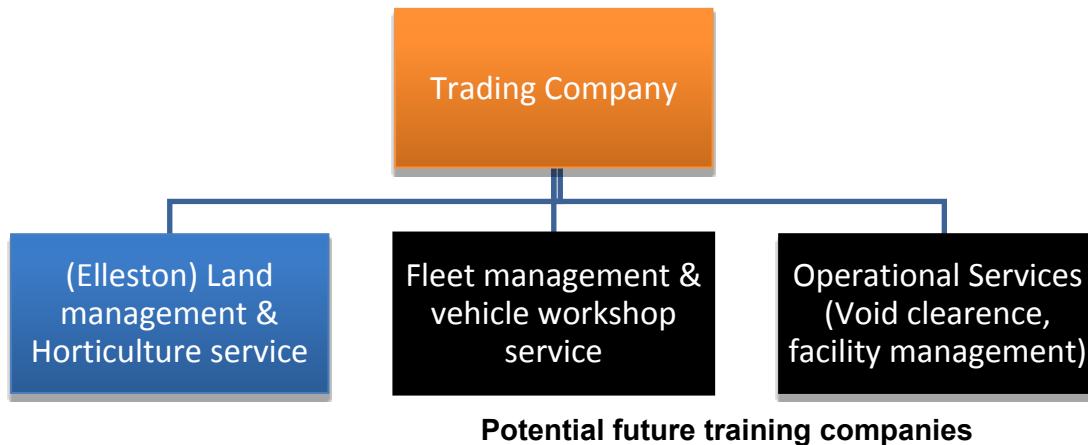
10.1 This report outlines the proposal to approve the establishment of an overarching holding company and LATC; in particular it seeks approval for the overarching structure and proposed governance under which the company will operate. It also outlines the broad scope of services that could be traded through the initial company Elleston.

10.2 The creation of a holding company and LATC provides a number of advantages for South Somerset District Council in the future, as we will be able to bring online other trading companies (if required) under the same company holding structure and governance set up. Benefits include:



10.3 The formation of a holding company & LATC which would be a Council wholly owned company (WOC) will allow us to explore trading in a way that optimises expertise, skills and resources. It can also allow services an opportunity to shape their own future in a more pro-active and commercial way by tapping into new market places to generate revenue.

10.4 The trading company will become a **‘one stop’ commercial service for diverse market offers** including:



10.5 Additional services could be added to the trading company suite include:

- Play landscaping, design, inspections and maintenance
- Handy man services (fencing, minor household repairs or small building works)
- Facility management solutions (shared space cleansing, void clearances, office clearance & refurbishment)

10.6 These trading services can be expanded and added to over time, each with its own business case to be approved by District Executive in due course. The initial focus will be on initiating trading the land management services element (Elleston); which is covered in more detail in the attached business plan at Appendix 2.

## 11. Key factors to consider

### 11.1 Governance arrangements:

- a) A suite of governance documentation and advice is currently being provided by an external consultant with expertise and strong experience of setting up Local Authority Trading Companies elsewhere. This additional suite of documentation will be added to the business plan in due course, but is outlined here for information.
- b) Detailed governance arrangements will be signed off and authorised through the delegated authority outlined in recommendation A and B above and the Senior Leadership Team (SLT) before a company is formally established. . It has been agreed by Portfolio Holders that they will brief the Scrutiny Chairs on their rationale and decisions for company governance arrangements prior to implementation.
- c) There are reputation and financial risks to the Council of creating a company. It is therefore essential to minimise those risks by ensuring that the Council retains sufficient control of the company and that the company is subject to strict governance for transparency and audit purposes. That is why the proposal in this report is, at this stage, to create companies that are wholly owned by the Council.

- d) The company will be a separate legal entity from the Council and will enjoy limited liability. Consequently, debts accrued by the company will stay with the company and creditors would technically not have recourse to the Council or any of the company directors, save in a certain defined cases, for example, fraudulent or wrongful trading.

#### **11.2 Governance Arrangements: Code of Practice for the Governance of Councils Interests in Companies:**

- a) Consideration have been given to how we organise the establishment and put in place appropriate governance for the proposed companies. It is recommended that a code of practice for the Governance of Council Interests in Companies be adopted. The intention of such a Code of Practice is to provide a reference point to the Council and interested parties (Councillors, officers, company representatives, etc) in understanding the requirements of the Council in setting up companies, and how the governance arrangements for those companies would be expected to work.
- b) In a similar manner to the Council's wider Code of Corporate Governance, it is envisaged that the operation of the Code of Practice, and the performance against it, will be included in the Annual Governance Statement and be subject to periodic review by the authority's Audit Committee.
- c) Additional information on a proposed example governance arrangements including shareholder committee, Company Board and the establishment, if ever required, of a Client team can be found in appendix 4.

#### **11.3 Governance arrangements: Ownership**

- a) The company will be governed through the Holding Company.
- b) The proposal is to create an overarching holding company to enable any future companies to be located under this umbrella and in a similar vein, using the same form of governance. This would also allow the various companies to be then governed as a "family", with strategic co-ordination led by the various company managing directors coming together with appropriate Shareholder representatives. It also allows for a common set of policies, branding, reporting, understanding and accounts; and the means to utilise economies of scale reducing costs, wherever possible.
- c) Appendix 1 shows the new proposed arrangements in their diagrammatic form.

#### **11.4 Governance Arrangements: Shareholders Agreement, Articles of Association and Appointments.**

- a) A Code of Practice specific to the LATC will be created. The Code of Practice describes a Shareholder Agreement (which could comprise of Council Members and officers, as the council will wholly own the company) as the document that sets out the rights of the Shareholder and how it can exercise its powers. It details the powers of the company Board (likely to be senior council officers and/or external parties); and how and when the shareholders might influence those powers, this is referred to as reserved matters. It is important to note that the shareholder agreement can be altered and changed as the company develops. It is best practice for LATC's that Members form part of the Shareholders, giving the company's strategic direction. The company board will be comprised of officers and/or external persons with relevant expertise or qualifications relevant for the nature of the business.

#### **11.5 Service Level Agreement:**

The company (Elleston) will initially operate by purchasing resources (staff) from the Council, through a service level agreement. This will entail using existing staff resources from the Environmental Services team working in part for Elleston, undertaking Landscape management and grounds maintenance). These services will be provided at an hourly rate or commission basis between the Council and the trading company Elleston.

- a) Initially trading will focus on the flexibility and agility of work force programming, seasonal hours of work, full cost recovery of any temporary additional staffing capacity in line with business demand. As the company evolves to meet financial, legislative and customer demands, there are likely to be changes in the demand levels on services. In areas where trading companies are established, the wholly owned company could provide additional contracted work and utilise any additional seasonal capacity. This would not only generate revenue for the Council but would also have a positive impact on local employment. To this end, it is important that detailed and achievable Service Level Agreements are in place and are reviewed on a regular basis.
- b) The recharging of staff time from the Council to the Company provides an easy mechanism to ensure that the full costs are applied to the company and that there are no issues around 'state aid' or uncompetitive practices being used.

## **12. Proposal**

- 12.1 The proposal, as outlined above, is that we establish a LATC as this most clearly provides the clearest opportunity for the Council to venture into commercial activities. It is hoped this will support the Council to become more financially resilient and help services to grow and thrive. It will also offer opportunities for staff to develop greater commercial and associated technical skills which will not only benefit the Council, but to develop their personal skills, experience and career prospects.
- 12.2 The Local Government Act 2003 requires a full business case to be approved before trading commences. This report is intended to establish the principles of trading, with proposed governance structures, board membership details and business case information. It proposes the initial service to commence trading (Elleston), but each new business proposal for trading will need its own business case and plan brought forward to District Executive for approval.
- 12.3 The full business plan for Elleston, setting out detailed proposals for trading activities, is attached in appendix (2)
- 12.4 As outlined in the recommendation, additional work will now be undertaken on the final business planning, governance and legal issues, to ensure that the company set up is correct and fit for purpose. Advice and experience is available internally, but specific external professional advice has been sought where needed and further detailed legal and tax advice will be required to finalise the company set up. We have used best practice from other public sector organisations that have progressed down the trading route, so that the Council can benefit from lessons learned.
- 12.5 Under this proposal, it is likely that some trading activity will commence in the 2019/20 financial year. A significant amount of due diligence has already been undertaken in preparing this proposal, including staff discussions, soft market testing, reviewing potential business opportunities and research on various models available to the Council on service delivery.

## **13. Financial Implications**

- 13.1 The purpose of this report is primarily to gain approval to establish a company structure that will enable the Council to trade services. This is clearly aligned with the Council's Commercial Strategy, which contributes to the wider financial strategy targets agreed by the Council.

- 13.2 Trading services will enable the Council to pursue increased income through a combination of delivering managed services to the trading company(ies), charging for non-core services at competitive market rates that produce a profit, and growing income by expanding our service offer and operating in new markets. Increasing income generation to the Council is the primary rationale for trading services, with enhanced community services and benefits also being achieved.
- 13.3 The proposed company structure is to set up a holding company and potentially a number of subsidiaries. SSDC will hold 100% of shares of the holding company. The shareholding will be accounted as an investment, and regarded as an "Other Investment" within the Council's Investment Strategy.
- 13.4 As a trading company, the LATC will produce its own accounts and be liable for corporation tax on earnings. It will also need to account for VAT and other taxation in line with statute.
- 13.5 The Council will obtain income from the company in three main ways:
- a) An appropriate charge for management, staff and asset use (from operational services such as Environmental Services), premises costs, administration and support service overheads (e.g. finance, legal, people management) on a full cost-recovery basis.
  - b) Interest on any agreed financing arrangements such as start-up / working capital loans or capital loans.
  - c) Distribution of profits by way of dividends. The company will need to retain a proportion of profits to provide working capital and funding for future investment.
- 13.6 The draft Business Plan includes estimates of the recharges to the company for the management and resources provided to it by the Council. The draft figures have been prepared based on current full cost recovery rates that include costs of labour, plant and equipment, vehicles, management and administration. The figures provide reasonable estimates at this stage, however a full and detailed review is needed to confirm costs for charges to the Company and the pricing schedule for the company to its customers. Equally the income forecasts are cautious with the service management team anticipating better income growth than reported. The draft Business Plan are therefore indicative for the purposes of this report and subject to change.
- 13.7 The Company is likely to hold little if any assets, with the charges from the Council incorporating use of assets retained by the Council.
- 13.8 The Council has already undertaken research and obtained specialist advice, however further advice will be needed to complete the start-up of the business and to inform ongoing requirements for operating the company in this form. The company will also need to obtain other professional services such as financial accounting, tax advice and external audit services.
- 13.9 The company will need to establish a good understanding of its fixed and variable costs, and operate an appropriate pricing strategy that seeks to recover costs and deliver profit margin whilst remaining competitive. It is envisaged full and proper monthly management accounts will be produced to report on financial performance and aid decision making.
- 13.10 This report includes the provision of an initial working capital loan from the Council to the trading company, on commercial terms. This will provide the funds to manage day to day cash flow and cover initial set up costs primarily consisting of 'one-off' purchases, such as the website, internet domain licenses, IT equipment and financial system as well as advice referred above. Discussions with SSDC's legal team have concluded that the initial legal work (the production of the Articles of Association, Shareholders Agreement and the Service Level Agreement between



Elleston and SSDC) will be outsourced to an external legal practice, who have experience in setting up LATC's.

13.11 Other start-up costs include setting up a separate bank account, creating marketing literature and website design. Most of these requirements will be undertaken through the 'in-house' team and will be accounted for in officer time and materials. This is likely to cost less than purchasing from specialist external suppliers. Initial year 1 start-up costs include:

- Legal Support – Governance and suite of documentation / Contracts
- Company Registration
- Company Secretary procurement (External independent appointment for the Company)
- Company accounting, financial systems and company bank account (including external accountants for VAT/ corporation tax and end of year accounts)
- IT hardware and software
- Insurance
- Marketing including website, branding, etc

13.12 The Council's Finance Specialists have considered VAT and corporation tax issues that a trading company and the Council could face. They have also liaised with the other local authorities and external financial advisors on such matters. Refined tax and VAT advice will need to be obtained to assist with finalising the business plan giving further detail prior to implementation. (Appendix 2)

13.13 The Council's will need to reflect its interest in the holding company and its subsidiaries in the Council's own financial statements with the expectation that group accounts will need to be prepared. This will be reported annually to the Audit Committee through the Council's Statement of Accounts.

## Risk Matrix

14. During evidence gathering workshops and sessions between commercial officers, managers and directors, a number of discussions were had around awareness and migration of risks involved in trading activity. Developing innovative business opportunities involves taking risks and accepting that some initiatives may fail or run into difficulties. At times local authorities can be seen to be negatively averse to risk, rather than positively aware of the risks. By taking appropriate legal and financial advice we will ensure that service level agreements and key performance indicators are robust from the outset of the venture and risks are migrated wherever possible.

14.1 The risks associated with the formation of a local authority trading company can be classified into four main areas:

- a) **Reputational risk** associated with trading within and outside the District Council and the wider perception on the success of the venture.
- b) The **operational risks** centre on the financial returns and the forecast viability of the business to deliver as anticipated.
- c) **Financial risks** – both to individual directors and the local authority as a whole if the LATC runs into financial difficulty
- d) **Legal risks** if it were ever established by a competitor or customer that the authority had not demonstrated in its business case or terms and conditions full awareness of and compliance with legal requirements

14.2 Key risks along with potential mitigation are set out below:

Ref	Risk	Likelihood	Impact	Mitigation action / Factors
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Ref	Risk	Likelihood	Impact	Mitigation action / Factors
1	Failure to secure forecasted private new clients	M	L	Growth assumption very prudent
2	Failure to exploit potential opportunities	M	H	Relevant services to be given income generation targets to be closely monitored
3	Increase market competition from private sector	H	L	Secure barriers to entry through market share
4	Insufficient ongoing working capital and cash flow difficulties	M	L	Medium working capital requirements
5	Insufficient management capacity	L	L	Mitigated by part of a larger local authority group

14.3 The risk matrix shows risk relating to the Corporate Plan headings.

**Risk if we do not establish a LATC:**

- a) The reputational risk could and should be seen as a positive as the Council will be demonstrating its desire to operate in a commercial manner in line with its Commercial Strategy to the benefit of local Council taxpayers, as well as the wider community.
- b) The detailed business plan for the company will contain a risk assessment with details of the risks that have been identified and what mitigation action has been or will be taken to minimise that risk. The financial risk is considered to be moderate given the scale and nature of the business during the initial business plan period.
- c) An appropriate exit strategy will need to be developed within the detailed business plan showing how the trading activities could cease and the impact that would have upon the future.

Overall it is considered that the risk associated with the actual formation of the company is moderate and that the initial proposed trading activities and resultant impact on the Council will be beneficial.

**Council Plan Implications**

**15. Outcomes linked to SSDC Commercial Strategy and Corporate Priorities:**

- 15.1 **High quality costs effective services:** In order to protect frontline services we will:
  - Provide access to services to suit our customers' needs
  - Actively manage assets and resources to ensure the best financial or community return
  - Seek business opportunities for the Council
  - Work with partners to achieve economic resilience
- 15.2 **Economic:** To promote a strong and growing economy with thriving urban and rural businesses and improving productivity we will:
  - Work with the businesses and use our assets
  - Advice and support initiatives that ensure workers skills meet the employers' needs.
- 15.3 **Environment:** To keep South Somerset clean, green and attractive we will work in partnership to:
  - Keep streets and neighbourhoods clean and attractive
- 15.4 **Health & Communities:** To build healthy, self-reliant, active communities we will:

- Support communities so that they can identify their needs and develop local solutions
- Help people to live well by enabling quality cultural, leisure, play, sport & healthy lifestyle facilities & activities
- Work with partners to keep our communities safe

## **16. Legal and Statutory implications**

- 16.1 The Council is currently receiving legal advice from external solicitors regarding on the best way to achieve an appropriate and effective governance framework for the creation of a Local Authority Trading Company. The advice will form a suite of governance documentation which will be incorporated into the final business plan.
- 16.2 The Council will continue to obtain ongoing internal and external legal advice as necessary in relation to the business case supporting the creation of the Company and to ensure that the Company remains state aid and procurement compliant.
- 16.3 There are a number of legal and statutory implications which the Council needs to be aware of in regards to establishing a wholly owned company for trading purposes. These have been outlined in section 9 of this report.

## **17. Consultation and scrutiny input:**

- 17.1 *Internal consultation:* Part of the process of establishing the new trading company is to understand how and who they will engage with in regards to consultation and scrutiny input. This will include:
- a) Engagement, consultation and involvement of Council members (through a workshop opportunity) in regards to the set-up of the local authority owned trading company*
  - b) Access and publication of the new LATC reports will adhere to confidentially regulations as per other Council business. This will reflect existing Council regulations and policies.*
- 17.2 **Members:** We believe that elected Members have a part to play in enhancing the authority readiness to develop trading options. From the informal discussions (workshops) with Members we will collect a board, insight and direction of local authority trading & income generation demand and desire.
- 17.3 *External consultation:* Much of the consultation in creating a new company will be internally with officers, managers and Councillors. However external consultation has already been instigated by a number of potential customers approaching the Council with their needs and issues; but is there a need for any further external consultation? Questions to consider include:
- a) Officers across SSDC have engaged with other local authorities who have created a company or holding company already to obtain best practice and advice on lessons learnt. Additionally we have demand from developers who have made enquiries around SSDC supply of services such as land management services*
  - b) The new company will analyse the market to make sure that we are competitive but fair with other local trade. Creating the LATC will establish positive competition in the market place for quality services. The LATC intends to trade on our trust, quality and brand reputation.*

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

At this time there are no material implications on carbon emissions or climate change factors resulting from this report.

## **Equality and Diversity Implications**

At this time there are no material implications affecting equality or diversity resulting from this report.

## **Privacy Impact Assessment**

At this time there are no material implications on personal privacy.

## **Background Papers**

District Executive Agenda and minutes – Thursday 7<sup>th</sup> March 2019

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### **Appendix:**

**Appendix 1:** LATC proposed structure

**Appendix 2:** LATC and Elleston service business plan and appendices (Confidential)

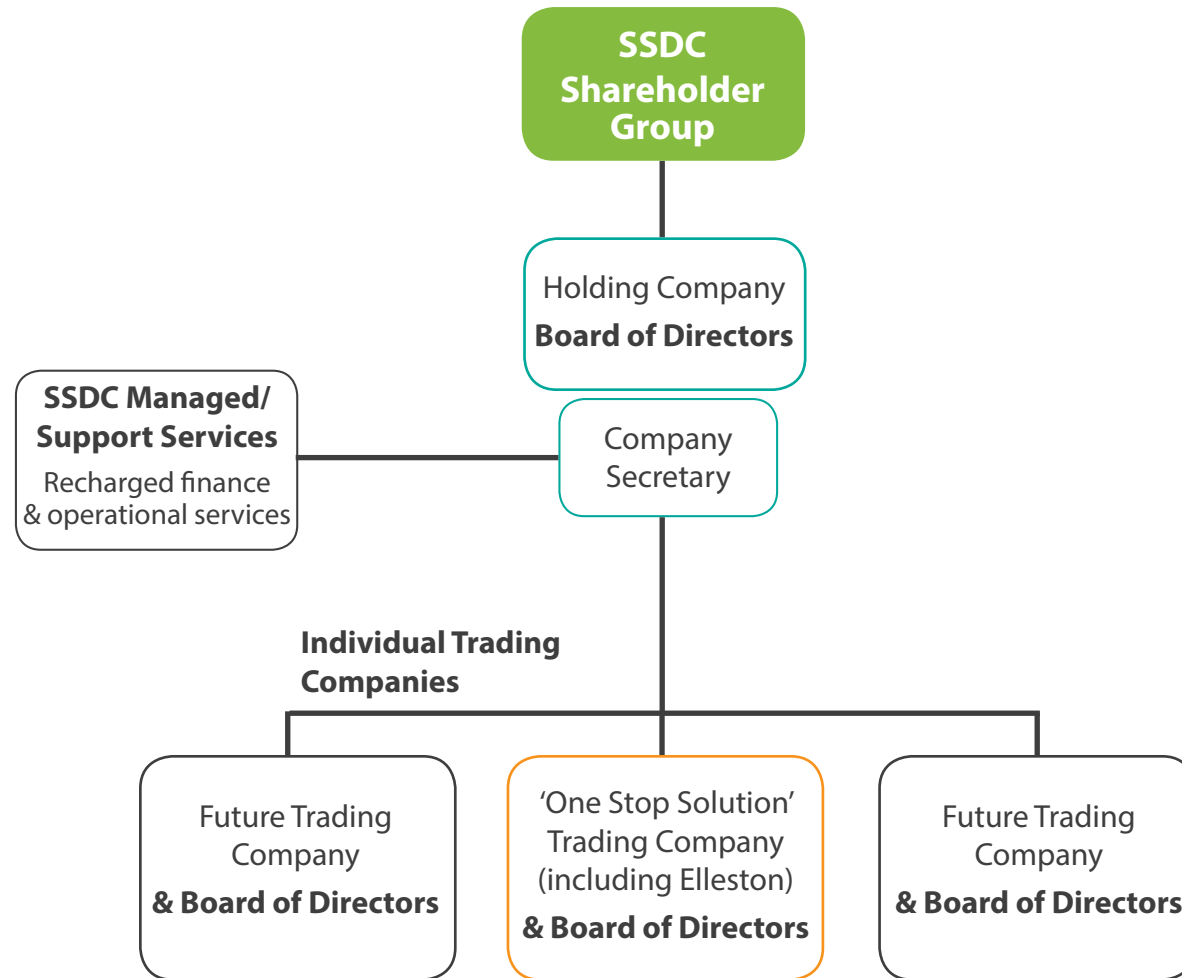
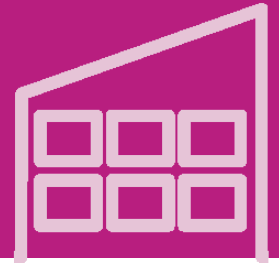
- a) LATC Financial forecast (Confidential)
- b) Trading Company alignment with SSDC attitude and approach framework
- c) How does the Trading Company align itself with the SSDC transformation design principles
- d) VAT and Tax Implications
- e) Market Profile & SWOT analysis
- f) Trading Company business objectives and measures

**Appendix 3:** LATC Financial income & expenditure forecast (Confidential)

**Appendix 4:** Governance Arrangements (Shareholder Cabinet Committee, Company Board and establishment of a 'smart' client team.

**Appendix 5:** Statements of Clarification Provided to District Executive Following Scrutiny Committee

# Appendix 1: Trading Company Structure



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Appendix 4

### **EXAMPLE: Governance arrangements: Shareholder Cabinet Committee, Board of Directors, and the establishment of a 'Smart' Client Team**

South Somerset District Council will establish a governance framework to demonstrate how it will clearly manage its differing responsibilities. These include being an owner of the company (e.g. Shareholders) and interacting with the company Board of Directors (which may include SSDC officers overseeing and managing the operations of the company); as well as the operational Board of Directors interacting with SSDC services who are suppliers to the company (e.g. internal services such as finance, being recharged to the company).

The governance arrangements will demonstrate that:

- The Council is acting in an open and transparent manner in respect of the Company's business
- Objectives of the Council and the Company are being delivered
- Performance and risks are managed, reported and reviewed
- The extent of delegation to any Company Directors and operational officers is clear
- There is transparency around key Shareholder (Council) decisions
- Clear separation of company owner and supplier functions to the company

To this extent, the Council is currently obtaining expert legal advice from external solicitors, which will set out in more detail the legal implications. This detail will follow in the future suite of governance documents to be created. They will consider how the company governance and management structure will operate to show clear and effective Council management and oversight of the company between Shareholders (which hold strategic and key decision making responsibilities) and Directors (which hold operational business decision making responsibilities to deliver company objectives).

#### **A Shareholder Cabinet Committee**

Expert advice proposes that an overarching Shareholder Cabinet Committee made up of 5 members would be formed with strategic key decision making and advisory powers. The Shareholder Cabinet Committee is proposed to be a subcommittee of the Council Cabinet so that it will have delegated power to make decisions in a commercial manner in relation to the Holding Company and the councils other trading companies, partnerships and charities into the future. This is a recommendation, but the Shareholders can choose also to delegate all or certain matters to a different number of representatives or a 'Smart' client representative such as a senior SSDC officer(s) e.g. (Monitoring Officer or S151 Officer).

The Shareholder Cabinet Committee (or other delegated representative) can take responsibility for all decisions on behalf of Shareholders or reserve the right to defer back to full Cabinet (all Shareholders) if they so wish.

Decisions may include:

- a) Establishing the new companies, partnerships or charities
- b) Decommissioning or winding up of existing companies, partnerships or charities
- c) Determining the articles of association
- d) Determining Council share ownership
- e) Determining investments of funds and assets
- f) Determining any loans to the companies
- g) Identifying reserved matters such as to appoint or dismiss directors
- h) Scheme of delegations to Shareholder Cabinet Committee
- i) Approving the Company's performance and financial delivery against the Business Plan
- j) Decisions over Reserved Matters where delegated by Council Cabinet
- k) Reviewing reports of the Company prior to submission to the Audit Committee
- l) Managing interactions between the Council and the Company, including the Council's other organisations such as trading companies, partnerships and charities
- m) Delegation of functions to senior Council officers acting as an in-house 'Smart' client representative reporting to the Shareholders to increase commercial flexibility interacting with the Company Board of Directors

The benefits of adopting the structure and responsibilities set out are:

- Effective protection for the Council against potential poor performance and excessive risk (i.e. timely decision making)
- A split decision making process in order to reflect and manage the Councils differing responsibilities as company Shareholders and as a supplier to the company
- Monitoring and communication between the Company (and other Council trading organisations) and the Council

Whilst there is a risk that under this structure and decision making is limited to members on the Shareholder Cabinet Committee, this can be mitigated by requiring key decisions being agreed as reserved matters to be approved only by the full Council Cabinet. The Councils smart client (e.g. Monitoring Officer and Section 151 Officer) can provide support to Shareholder Cabinet Committee and authority can be delegated to them by Shareholders, if they choose. In addition, the decisions made by the Shareholder Cabinet Committee can be reviewed by the Audit Committee and the Scrutiny Committee to ensure transparency and oversight.

### **Company Board of Directors (Holding Company and trading companies)**

Council appointed Company Directors will be responsible for:

- Acting in the statutory role of a company director with fiduciary duties to the Company, acting in the best interests of the company
- Operational control of the company
- Developing, delivering and approving the company operational business plan to the Shareholder Cabinet Committee or chosen representatives

- Regular reporting on progress of the company and business plan to the Shareholder Cabinet Committee (minimum of twice a year, once to include an Annual General Meeting of Shareholders)

In order to avoid conflict of interests and accusations of predetermination and bias as highlighted from external legal advice, it is recommended that the Board of Directors should not be officers holding direct responsibilities for matters on which the council needs to retain unfettered decision making ability. Any council officer appointed to the Company Board will not be officers who also hold responsibilities for statutory or executive duties within the council.

### **Establishment of a 'Smart' Client**

There is a recommendation for an in-house client manager(s) to act as the interface for the Council to the Company, to represent the best interests of the Council/Shareholders and with the responsibility for the oversight, management and delivery of a defined set of outcomes by the company. As these client officers represent the interests of the Shareholders they will not be the same persons who sit on the Company Board of Directors, who are there to represent the interests of the company.

The client officer(s) may be responsible for:

- Commissioning services and negotiating and agreeing service agreements
- Setting performance levels, service standards and monitoring performance against standards, payments, timelines and performance levels/ indicators
- Managing changes to service delivery, performance and determining forward strategy
- Acting as a first stop forum to consider matters which are outside the Business Plan
- Arranging and obtaining Council approvals through the Council's internal governance process (contract rules)
- Acting in the Councils best interests

The benefit of setting up an in-house smart client are:

- 1) Interface between the Council and the Company Board of Directors
- 2) Clear separation of client (Shareholder) and service supplier functions
- 3) Proper use and resource of client side functions to support the Company.

## **Appendix 5**

### **Statements of Clarification Provided to District Executive Following Scrutiny Committee**

#### **Why propose a trading company?**

The purpose of trading services for a Council is to generate business, leading to additional profits/income; and cost reduction to internal services in some circumstances. The council can only 'trade' i.e. work outside of council core business and make a profit if it sets up an arms-length company vehicle to do so. Which is why this proposal is coming forward, the proposal is the next step in delivering the already approved Commercial Strategy.

#### **Why is council approval needed at this stage?**

Without approval for the principle of setting up a trading company, as per the proposed structure in the report and the set up loan funds, we cannot commission the detailed tax advice and legal company set up documents; as there is no budget to do so.

We seek approval now to proceed further in the setting up of a trading company in order to commission the due diligence and set aside loan funds required to do this, covering early set up costs for trading. We believe that this is the amount needed, having considered all that we can at this stage. These next steps and expert advice will answer the detailed operational outstanding questions preparing for implementation to trade as a company.

#### **What are the Costs of a Holding Company (as separate to the trading co subsidiary)?**

We acknowledge that there is a cost to the creation of the Holding Company which will be in addition to the trading entity itself. Example costs could include e.g. Director remuneration, Co. Secretary remuneration, cost of accountancy and other expert/management services etc. This is considered to be nominal amount each year and would be recovered by way of a management charge to each of the subsidiary trading companies. This is built into costs at Appendix 3 for the proposed trading company, Elleston, and contingency sums are allowed for in Year 1 until trading is fully underway.

#### **Where is the reference to Governance, Scrutiny and Audit roles?**

Appendix 4 refers to Governance, including elements that the external legal adviser has identified. It is the case that we haven't yet identified named individuals as client officers, directors, who will be responsible for monitoring, and what the scrutiny and reporting arrangements will be, as this forms a part of the next steps following the provision of more detailed legal documents including a Shareholder Agreement to be commissioned and finalised.

However, having discussed the proposed delegation with our Monitoring Officer and taken further legal advice the following applies. Under our council constitution appointments to outside bodies should be made by the relevant Portfolio Holder. In this case the Holding Company and Trading Co would constitute 'outside bodies' and therefore fall under the remit of District Executive. Therefore, for this specific element it is proposed that an additional recommendation is added to the District Executive report (final wording agreed at DX) **'to note**



## **delegated authority to the relevant Portfolio Holders to make the initial appointments to the 'outside bodies' of Holding Company and the Local Authority Trading Company.**

Once set up, a Council wholly owned company would act as any other private limited company and have its own governance, audit and reporting procedures to the Board of Directors and regularly report back to Shareholders. The Council is the Shareholder and under the Shareholders Agreement will be able to agree, (once it is drafted) how the company is run and who holds the key decision making responsibilities. Therefore, this is not something that officers can provide answers to at this time. It is proposed that expert legal advice and best practice will be followed in due course.

The initial delegated authority in the recommendations is proposed to 2 senior officers with the relevant expertise in this field and the 2 portfolio holders involved in the proposal if/once the principle to take forward and the loan is approved. This is in order to drive forward the detail in a commercial manner. The S151 officer is there to ensure funds and governance are appropriate following due diligence. The Commercial Director to ensure that only a viable commercial proposal in line with the approved Commercial Strategy proceeds. If the proposal after due diligence is not financially sound, with appropriate governance or in line with approved strategy, then it would be the duty of the senior officers to revert to PFHs and agree not to proceed, or what further work is required prior to the implementation of the company proceeding.

### **What are the Next Steps?**

In officer opinion **the headline next steps** (if recommendations are approved) would be to:

- Commission the detailed corporate and VAT tax advice, in order to build in refined financial provisions to the company business plan financial forecast. This will be funded through the set up loan. S151 Officer to approve the advice and implement.
- Commission the detailed suite of legal documents to allow formal company set up.
- PFHs to initially consider and agree the initial Shareholder Agreement and legal documents, with key officers obtaining expert advice on the implications of key decision makers, rights and responsibilities of Shareholders and the make-up of Board of Directors.
- To register the company and proceed to implementation once all proposed governance and financial set up is agreed and the proposal is considered acceptable by PFHs in consultation with S151 and Commercial Directors. Scrutiny Chair and Deputy to be briefed in advance.

### **Elleston Financial Forecast, VAT & Tax – Is the loan request sufficient?**

The S151 has reviewed the financial forecast and is content. The S151 & Deputy have received advice on the VAT position and are content. However, further specific advice is required from an external specialist on the wider tax position, especially corporation tax. But for the present purposes, the worst case tax position has been taken into account in the Financial Forecast and the S151/Deputy are content with that.

### **Where are the Objectives of the Holding Company?**

We consider these are set out in the report– sections 10 & 13 specifically refer.

### **Other Clarifications and Queries to more general queries raised:**

- Each future trading service proposal will be brought through DX and Scrutiny prior to proceeding any further.
- The company will be required to have an external audit, which would be reported back to Shareholders.
- Group accounts for the council will need to be produced, including the company. These will also be considered by Council's Audit Committee.
- General 'scrutiny' and oversight of the company operations going forward would be undertaken through the Shareholder Group (or their agreed representatives) and the Board of Directors will be answerable to Shareholders.
- For 'Cabinet' in the report read 'District Executive' ( external legal advisors have used generic terms in their advice to us as not all councils have/use the term District Executive)
- Risk – This has been viewed in the report as positive or 'opportunity' risk as a 'shell' ltd company is proposed in order to trade, we believe that we have mitigated potential financial or reputational risk. Through this proposal there are no staff assets or substantial capital in the company. It is an arms-length and separate legal entity to the council.

However as with every new venture there are risks, in this case the financial risk is the set up loan funds requested and the reputational risk if the worst case scenario happens and the company is unsuccessful. Potential clients are already asking and waiting for SSDC (Elleston) to be able to trade and contracts will be priced to ensure that they are profitable, we believe that the risks are lower in beginning our trading services in an area of demand for which we already have experience and strong reputation. The risk of failure cannot be completely mitigated and should be noted.

- Examples of other council trading are noted in the report and have been investigated to provide lessons learned and best practice on the company set up structure and to advise what has worked well or not so. We are following this advice which also concurs with our expert legal advice to date in terms of the company structure and necessary due diligence on financial forecasting and legal company set up.

# Agenda Item 9

## **Revision to Member Profiles and removal from the Council Constitution**

*Director:* Netta Meadows, Director - Strategy and Support Services  
*Service Manager/ Lead Specialist:* Angela Watson, Lead Specialist - Legal / Monitoring Officer  
*Lead Officer:* Joanna Gale, Scrutiny Specialist  
*Contact Details:* joanna.gale@southsomerset.gov.uk

### **Purpose of the Report**

1. That the Standards Committee recommend to Full Council approval of the revised member role profiles included in this report and remove them from the constitution making them a companion document.

### **Public Interest**

2. The purpose of this report is to update Members on the findings and recommendations of the Transformation Members Working Group in relation to member roles. The group were tasked to consider how the role of the Councillor is changing and to identify what tools, learning and support is needed to enable the councillor to be effective and efficient in the transformed Council.

### **Recommendations**

3. That full Council:
  - a) Adopt the Role Profiles and Framework set out in Appendices 1-3 to this report, including the addition of a desirable knowledge and skill set specification;
  - b) Agree that the existing member role profiles be removed from the Council's Constitution; and
  - c) Agree that future revisions to the member role profiles be agreed by a member working group, of political and Area balance, to provide member insight to the learning and development of councillors; such working group to be formed on an 'as needed' basis.

### **Background**

4. The Member Leadership and Development for Transformation Project formed part of the People and Change Transformation Workstream. This project was led by the Communities Lead, Transformation and was supported by the Scrutiny Specialist who worked collaboratively with a cross party and all area representative elected member working group (the Transformation Member Working Group). The Group formed and commenced work in October 2017 and were tasked to aid the development and implementation of Transformation, with specific tasks that included:
  - Examining how the role of the councillor is changing.
  - How the member roles need to evolve to reflect the transformed Council building on the 'One Team' approach and ensuring the Council and councillors work both efficiently and effectively.
  - Highlighting the transferable skills and experience of the councillor role to attract a more diverse and representative elected Council.

## Report

5. The Transformation Member Working Group met on several occasions to understand the future councillor role and to revise the Councillor Role Profiles to ensure they are fit for purpose. The Group considered:
  - Area+ and Locality working, including project work and assessing local needs
  - 21<sup>st</sup> Century Councillor<sup>1</sup>
  - Staff Attitudes and Approaches Framework
  - Changing needs and expectations of customers
  - Other authorities role profiles
  - New technology that will be available to residents and businesses of South Somerset
  - New tools and technology that will be available to staff and councillors
  - Different elements of the District Councillor role
  - Draft councillor induction programme
  - The proposed approach to learning and development moving forward learning from experiences to date and recognising both collective and individual needs
  - The desirable skills and knowledge of the various role profiles/special responsibilities
  - The barriers to being an effective councillor and potential mitigation measures to attract and retain a more representational group of elected members for South Somerset
  
6. The Group concluded:
  - a) Councillors should have a clear role profile, which takes account of the digital world. This should be a companion document to the Constitution, which is being revised and simplified separately.
  - b) The Attitudes and Approaches Framework is applicable to councillors with modifications. The emphasis for councillors is to recognise the needs and particulars of the wider community, rather than the narrower customer focus adopted in the staff document. The practical application of this framework needs to be built into councillor training i.e.: *being an effective Councillor* and will help to ensure that staff and councillors respect each other's roles and work well together in their complementary roles.
  - c) Councillors should have a clear framework of expectations within which they operate that is easy to use, within which they feel supported in their role and which all political groups are signed up to and follow.
  
7. The Group created a revised Member Role Profile (Appendix 1) and accompanying Member Attitude and Approaches Framework (Appendix 2) which was circulated with an information pack for consultation to all elected members on 15 November 2018. Some members raised questions about both documents in response to the consultation, but no member made suggestions to alter the structure or content or stated that they did not support the revisions.

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<sup>1</sup> <https://21stcenturypublicservant.files.wordpress.com/2016/07/21st-century-councillor.pdf>

8. Following the wider elected member support for the revised Profile, the Group reviewed all the role profiles and supported refinement to:
  - Build on the 'One Team' concept
  - Improve consistency of language and terminology
  - Include a form of specification providing desirable knowledge and skills for the Special Responsibility role profiles, to aid understanding of the demands and expectations of the role, and to help inform development plans and training programmes.
9. The revised Special Responsibility role profiles are attached at Appendix 3.
10. The Group suggested the Role Profiles, the Framework, and the Knowledge and Skill Set documents should be a companion to the Constitution and not be part of it, as they are not a statutory requirement and this will allow for a simpler and quicker process if alterations are required in the future.

### **Financial Implications**

11. There are no financial implications of this report.

### **Council Plan Implications**

12. Council Theme: Protecting Core Services: Develop a more cohesive and ambitious, economically efficient organisation.

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

13. None from this report.

### **Equality and Diversity Implications**

14. The Equality Act aims to:
  - Eliminate unlawful discrimination, harassment and victimisation
  - Advance equality of opportunity
  - Foster good relations
15. The revised Member Profiles are intended to enable councillors to understand the demands and expectations of the role, and to help inform their development plans and training programmes which can be customised to their individual needs and support requirements.

### **Background Papers**

16. Report and minutes of Standards Committee – 25 February 2019
-

## **Councillor Role Profile**

### **Decision Maker & Council Representative**

- Prepare for, attend and participate effectively in meetings of the Council and your Area Committee, taking well informed decisions for the benefit of the District as a whole
- Participate constructively in the good governance of the District and effective running of the Council
- Play an active part in the development and scrutiny of Council policies, budget strategies and service improvement
- Play an active part in the development of corporate strategies and Area plans, taking account of engagement and consultation with local people
- Participate in other member committees and groups as required
- Represent the Council on outside bodies as appointed and report back to the relevant member level body as appropriate
- Represent the Council as a whole, to partners, other agencies and in the wider community

### **Community Leader and Ward Representative**

- Champion your ward, advocate local views within the Council and to other agencies
- Deal with ward casework and meet individual residents and community groups, as appropriate, to discuss and help to resolve problems
- Balance different views within your ward, mediating different interests and representing your ward as a whole
- Attend town and parish meetings to discuss their issues and to explain Council activities and how they affect the ward
- Keep in touch with residents and engage with all groups

### **Day to Day Councillor**

- Interact with officers, partners, communities and fellow councillors, adhering to the SSDC Code of Conduct and the Councillor Attitudes and Approaches Framework
- Take personal responsibility for your own development, participating fully in the training and development programme in order to build understanding, knowledge and skills that you need to undertake your role effectively
- Communicate by using all relevant communication methods whilst adhering to corporate guidance on media, social media and internet use
- Operate effectively, fully utilising the Council provided digital technology

## **Key skills**

The desirable key skills of a Councillor include:

- Good communication and listening skills
- Public Speaking
- Advocacy
- Negotiation
- Basic IT

## **Knowledge**

The desirable knowledge of a Councillor include:

- An understanding of the legislation relating to the duties, obligations and rights of councillors
- An understanding of how the Council works
- An understanding of the Councillor's Code of Conduct, including ethics and standards
- A basic understanding of local government finance and audit processes, and the ability to interpret Council budgets and accounts
- Knowledge of issues affecting local government
- Knowledge of the Council's priorities and key projects
- Detailed knowledge of local issues and needs

## Councillor Attitudes and Approaches Framework

All councillors will adhere to this Framework:

### 1. Open and Challenging

- a) You champion continuous improvement and gain confidence to voice your ideas and opinions when you see a better way of doing things
- b) You are respectful of other's views and seek/are receptive to constructive feedback
- c) You understand that it is not a weakness to ask for help and willingly draw on the strengths of others to achieve the most ambitious outcomes for customers

### 2. Positive and Flexible

- a) You work with commitment and embrace a can-do attitude to ensure that you are an effective Councillor
- b) You are ambitious for the Council, able to respond to change with flexibility and enthusiasm

### 3. Trust and Support

- a) You value each other (councillors and officers) and listen actively to understand the views of others
- b) You promote the values of diversity, fairness and mutual respect for all
- c) You ensure that you deliver on promises by effectively keeping commitments and communicate when things go wrong
- d) You support and encourage each other and create an environment where effective working relationships are maintained

### 4. Taking Responsibility

- a) You take ownership of your role and are proactive in using your initiative to ensure that problems are identified and solutions found
- b) You focus on continuous improvement, striving to be the best for yourself, the Council and ultimately our communities in South Somerset
- c) You participate in training and through continual learning and development improve your skills and knowledge

### 5. Team Working

- a) You collaborate with others and share responsibility to reach a common goal
- b) You are mindful of people's personalities and you promote knowledge, resource and skill sharing throughout the Council by building networks internally and externally

There are 3 additional leadership competencies:

### 1. Setting Direction

- a) You set the Vision and strategic direction for the Council
- b) You demonstrate ambition for the Council and make decisions

### 2. Leading and Developing People

- a) You prioritise, developing and enabling the people around you, inspiring, coaching and mentoring others to continually improve

### 3. Delivering Results

- a) You deliver results, ensuring that things within your remit are performance and outcome focused
- b) You take initiative to lead change activities and you seek excellent results



## **Leader of the Council Role Profile**

These responsibilities are in addition to the Councillor and Executive Member role profiles.

### **Responsibilities:**

To provide political leadership to the Executive and the Council.

Work with officers to set the Council's Strategic direction, budget and associated policies and frameworks.

- Lead the development of the Council's strategic direction, budget, strategies and policy framework with officer support.
- Lead the work of the District Executive, chairing all meetings, and ensuring all members of the Executive are fully briefed; to attend pre-agenda meetings for the Executive and other briefings with officers where necessary.
- Allocate portfolios to the members appointed to the District Executive and support the portfolio holders, meeting with them regularly to discuss the implementation of the Council's plan to achieve its ambition, plans and priorities.
- Represent the Council on all relevant matters, in consultation with the portfolio holder as appropriate; to develop and promote the reputation and interests of the Council locally, regionally and nationally.
- Liaise regularly with the media to ensure the Council's policies and activities are publicised, respond to questions and comments from the media, and be the principal spokesperson for the Council.
- Liaise regularly with the Chief Executive and provide political leadership to the Chief Executive and Directors on the overall Council plan and priorities of the Council.
- Represent the Council in the community and work with community representatives and stakeholders to develop effective policies, strategies and policies.
- Organise representation on outside bodies, events and training seminars, as required (subject to consultation with the Portfolio Holder with responsibility for member development); to sift and disseminate information to other members as appropriate.
- Work with officers and members to ensure that Executive members develop the necessary skills to contribute effectively.
- Attend official openings, familiarisation and fact-finding visits as required, including consulting with the business community and other interested parties in the district.
- Hold a portfolio as allocated and carry out the responsibilities set out for appointed portfolio holders
- Take decisions in line with Part 3 of the Council's Constitution

## **Key skills**

The desirable key skills of the Leader include:

- Advanced leadership skills
- Ability to lead and manage complex change
- Ambassadorial and negotiation skills to represent the Council at a sub-regional, regional, and national level
- Excellent communication skills
- The ability to work constructively as part of a team with officers, councillors, partners, the media, members of the public and other organisations
- Advanced chairing skills
- Ability to work under pressure, managing conflicting priorities

## **Knowledge**

The desirable knowledge of the Leader includes:

- A thorough understanding of the challenges and issues facing local government and the practical implications
- Detailed understanding of the national policy framework and its impact on local policy development
- Understanding the relationship between national politics and local political leadership
- Understanding the role of each of the Special Responsibilities and the committees
- Knowledge of the work of national, regional and sub-regional bodies and understanding the role of the Leader and Council within them

## **Deputy Leader Role Profile**

These responsibilities are in addition to the Councillor and Portfolio Holder role profiles.

### **Responsibilities:**

Deputise for the Leader of the Council as required.

### **Key skills**

The desirable key skills of the Deputy Leader include:

- Leadership skills
- Ambassadorial and negotiation skills to represent the Council at a sub-regional, regional, and national level
- Excellent communication skills
- The ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations
- Advanced chairing skills
- Competent working under pressure, managing conflicting priorities

### **Knowledge**

The desirable knowledge of the Deputy Leader includes:

- A thorough understanding of the challenges and issues facing local government and the practical implications
- Detailed understanding of the national policy framework and its impact on local policy development
- Understanding the relationship between national politics and local political leadership
- Understanding the role of each of the Special Responsibilities and the committees
- Knowledge of the work of national, regional and sub-regional bodies and understanding the role of the Leader and Council within them

## **District Executive Member Role Profile**

These responsibilities are in addition to the Councillor and Portfolio Holder role profiles.

### **Responsibilities:**

To work with the Leader and other members of the Executive to ensure coherent direction and action by the Council through the following:

- Playing a leading role in the management of the Council and in decisions about the service it provides and how it provides them
- Agreeing Council priorities and objectives for consideration by the Council  
Monitoring performance and reviewing the priorities and objectives annually
- Making recommendations to the Council on overall budget priorities and an annual budget
- Attending relevant official openings, familiarisation and fact-finding visits as required, including consulting with the business community and other interested parties in the district

### **Key skills**

The desirable key skills of Executive Members includes:

- Leadership skills for areas of individual responsibility
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council
- Good communication skills
- Ability to challenge the status quo and deal with complex strategic challenges
- Competent working under pressure
- Ability to represent the Council in the community and at external events and meetings
- Ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations

### **Knowledge**

The desirable knowledge of an Executive Member includes:

- Detailed understanding of local government finance and audit processes and the ability to interpret Council budgets and accounts
- A good understanding of the strategic planning cycle

## **Portfolio Holder Role Profile**

These responsibilities are in addition to the Councillor role profiles.

### **Responsibilities:**

- To hold a portfolio for part of the Council's activities, such as one or more services or cross-cutting issues, and to steer the preparation, development and implementation of policies and plans relevant to the portfolio
- To develop with officers an annual programme of work to deliver the relevant Council priority (to be reported to Council as part of the Annual Portfolio Holder Statements), and to liaise with relevant officers to bring forward items and monitor progress
- To attend meetings of the Scrutiny Committee and its Scrutiny Commissions (Task and Finish) activities as requested
- To represent the Council as required on issues relating to the portfolio, including briefing the media as appropriate, and to be the spokesperson for the portfolio in consultation with the Leader
- To develop and maintain effective consultation with all members of the Council, partner bodies and outside organisations, and take account of their views when making decisions
- To organise representation on relevant outside bodies as required.
- To meet regularly with the Leader and ensure the Leader is fully briefed on key issues relating to the portfolio
- To attend briefings with officers and other relevant meetings related to the portfolio, as required
- To take decisions in line with Part 3 of the Council's Constitution

### **Key skills**

The desirable key skills of a Portfolio Holder include:

- Leadership skills for areas of individual responsibility
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council
- Good communication skills
- Ability to challenge the status quo and deal with complex strategic challenges
- Competent working under pressure
- Ability to represent the Council in the community and at external events and meetings
- Ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations

### **Knowledge**

The desirable knowledge of a Portfolio Holder includes:

- Detailed understanding and in-depth knowledge of the respective portfolio, the scope and range of the relevant services for which they are responsible, and an awareness of current agreed priorities and policies in respect of those services

- A thorough understanding of the national policy framework and its impact on local policy development for areas of individual responsibility
- Detailed understanding of local government finance and audit processes and the ability to interpret Council budgets and accounts
- A good understanding of the strategic planning cycle

## Area Chair Role Profile

These responsibilities are in addition to the Councillor and Portfolio Holder role profiles (the Area Chair is also the Area Portfolio Holder).

### Responsibilities:

- Represent the Council as required on issues relating to the Area, including briefing the media as appropriate, and to be the spokesperson for the Area in consultation with the Leader
- Chair Area Committee meetings
- Prepare for and attend other meetings and briefings related to the committee's work
- Attend planning briefings with officers, having prepared in advance and taking all relevant paperwork to any formal meeting
- Take a collaborative approach, ensuring the advice of specialist officers is given appropriate weight and is referred to at the meeting, so as to present an effective open and transparent decision making platform
- Make sure that contributions by the public are facilitated and controlled in accordance with the agreed procedure
- Ensure all members of the Area Committee are kept informed about local matters
- Sit on the District Executive and ensure the Executive is fully briefed on Area matters
- Organise representation on relevant outside bodies
- Liaise regularly with the Director with responsibility for the Area and the relevant officers over issues within the Area
- Develop and maintain effective consultation with parish councils, partners and other outside organisations in the Area
- Meet regularly with the Leader and ensure the Leader is fully briefed on key issues relating to the Area
- Organise annual meetings of parish councils in the Area
- Act as the formal consultee with officers in delegated decisions as delegated by the committee or as set out in the terms of approved procedure(s)
- Encourage the highest standards of behaviour and probity
- Work with officers and members to ensure that committee members develop the necessary skills to contribute effectively to the work of the committee

### Key skills

The desirable key skills of an Area Chair include:

- Leadership for the Area
- Advanced chairing skills
- Ability to work as an Area ambassador to drive forward the continuous improvement of the Council
- Good communication skills
- Ability to challenge the status quo and deal with complex strategic challenges
- Competent working under pressure

- Ability to represent the Council in the community and at external events and meetings
- The ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations

## **Knowledge**

The desirable knowledge of an Area Chair includes:

- Detailed understanding and in-depth knowledge of the respective Area and an awareness of current agreed priorities and policies in respect of those services
- In-depth knowledge of legislation regulating the work of the committee
- A thorough understanding of the national policy framework and its impact on local policy development for areas of individual responsibility
- Detailed understanding of local government finance and audit processes and the ability to interpret Council budgets and accounts
- A good understanding of the strategic planning cycle



## **Chairman of Scrutiny Committee Role Profile**

These responsibilities are in addition to the Councillor role profile.

### **Responsibilities:**

To lead the Overview and Scrutiny Committee and champion the overview and scrutiny function by:

- Chairing Scrutiny Committee meetings
- Ensuring the Executive, officers and the Council's statutory partners are properly held to account, in accordance with legislation
- Providing leadership and direction to the Overview and Scrutiny Committee to make a positive contribution to the development of policy and the continuous improvement of the Council
- Promoting the role and work of overview and scrutiny, and encouraging all members to participate or contribute to Task and Finish work
- Working with officers and members to ensure that committee members develop the necessary skills to contribute effectively to the work of the committee
- Having oversight of Task and Finish reviews
- Agreeing executive decisions in cases of special urgency may be taken in cases where they are not on the Executive Forward Plan and have not been publicly available for 5 clear days
- Ensuring that the Committee acts in accordance with the Council's Constitution
- Engaging with any consultation from the Leader of the Council on forthcoming matters and the Executive Forward Plan
- Representing Scrutiny Committee at District Executive and boards as appropriate.

### **Key skills**

The desirable key skills of the Chairman of Scrutiny committee include:

- Good leadership skills
- Advanced chairing skills
- Ambassadorial skills representing and championing the overview and scrutiny function inside and outside the Council
- Ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations
- Good communication skills
- Advanced listening skills and questioning skills
- Ability to obtain and weigh up evidence and make recommendations based on that evidence

## **Knowledge**

The desirable knowledge of the Chairman of Scrutiny committee includes:

- Detailed understanding of the legal and constitutional arrangements relating to the overview and scrutiny function
- Detailed understanding of the Council's approach to overview and scrutiny and its relationship with the other parts of the Council's decision-making structures
- A thorough understanding of the challenges facing overview and scrutiny
- A good understanding of the strategic and budget planning cycles
- A good overview of the Councils strategies, plan, priorities and projects

## **Chairman of Audit Committee Role Profile**

These responsibilities are in addition to the Councillor role profile.

### **Responsibilities:**

To lead the Audit Committee and champion the Audit function by:

- Ensuring the Audit Committee acts in accordance with the Council's Constitution, and supports good governance principles and their practical application towards achieving the Council's objectives
- Having an interest in and knowledge of financial and risk management, audit, accounting concepts and standards, and the regulatory regime
- Attending briefings with officers as required in advance of the committee meetings
- Working with officers and members to ensure that committee members develop the necessary skills to contribute effectively to the work of the committee
- Ensuring the Audit Committee membership displays unbiased attitudes and treating auditors, the Executive and management fairly
- Challenging the Executive and senior management when required

### **Key skills**

The desirable key skills of the Chairman of Audit committee include:

- Ability to plan the work of the committee over the year and beyond
- Good leadership skills
- Advanced chairing skills including:
  - Promoting objective, apolitical, open discussion
  - Managing meetings to cover all business and encouraging a candid approach from all participants
- Ambassadorial skills representing and championing the Audit function
- Ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations
- Good communication skills
- Advanced listening skills and questioning skills
- Ability to obtain and weigh up evidence and make recommendations based on that evidence
- A focus on improvement and securing agreement on actions

### **Knowledge**

The desirable knowledge of the Chairman of Audit committee includes:

- A detailed understanding of the legal and constitutional arrangements relating to the Audit function
- A clear understanding of the Audit Committee's role and place within the Council's governance structures and framework

- A sound understanding of the seven principles of the CIPFA/Solace Framework for good governance and the requirements of the Annual Governance Statement
- A sound understanding of the Local Code of Governance
- A thorough understanding of the Council's financial procedure rules, risk management approach, counter fraud arrangements and related policies and procedures
- A sound understanding of the strategic and budget planning cycles
- A sound understanding of the Council's objectives and major functions
- A clear understanding of the arrangements for delivery of the internal audit service, and a sound understanding of the principles and standards applying to internal audit
- A sound understanding of the treasury management strategy, risks, policies and procedures
- A good understanding of the Seven Principles of Public Life and the Council's arrangements to uphold ethical standards
- Awareness of the whistleblowing arrangements in the Council

## **Chairman of Licensing Committee Role Profile**

These responsibilities are in addition to the Councillor role profile.

### **Responsibilities:**

To lead the Licensing Committee and champion the Licensing function by:

- Ensuring the Licensing Committee acts in accordance with the Council's Constitution
- Attending briefings with officers as required in advance of committee meetings
- Work with officers and members to ensure that committee members develop the necessary skills to contribute effectively to the work of the committee

### **Key skills**

The desirable key skills of the Chairman of Licensing committee include:

- Good leadership skills
- Advanced chairing skills
- Ambassadorial skills representing and championing the Licensing function
- The ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations
- Good communication skills
- Advanced listening skills and questioning skills
- The ability to obtain and weigh up evidence and make recommendations based on that evidence

### **Knowledge**

The desirable knowledge of the Chairman of Licensing committee includes:

- A detailed understanding of the legal and constitutional arrangements relating to the Licensing function
- A thorough understanding of the functions under the Licensing Act 2003 and related licensing matters.

## **Council Chairman Role Profile**

These responsibilities are in addition to the Councillor role profile.

### **Responsibilities:**

The Chairman of Council will:

- Represent the Council in a civic and ceremonial capacity at Council, stakeholder and public events
- Chair meetings of the Council and attend briefings and other meetings with officers as required
- Make presentations of grant cheques and other awards to community organisations and to present long-service and retirement awards to employees
- Remain above party politics and be available to be approached by any councillor, member of staff or member of the public who wishes to speak in confidence on a matter that affects them

### **Key Skills**

The desirable key skills of the Chairman of Council include:

- Advanced chairing skills
- Ambassadorial skills in representing the Council
- Public speaking
- Excellent communication skills

### **Knowledge**

The desirable knowledge of the Chairman of Council includes:

- A detailed understanding of the Council's Constitution
- A good overview of the Council Plan, priorities and projects

## **Council Vice-Chairman Role Profile**

These responsibilities are in addition to the Councillor role profile.

### **Responsibilities:**

To deputise for the Chairman of the Council.

### **Key Skills**

The desirable key skills of the Chairman of Council include:

- Advanced chairing skills
- Ambassadorial skills in representing the Council
- Public speaking
- Excellent communication skills

### **Knowledge**

The desirable knowledge of the Chairman of Council includes:

- A detailed understanding of the Council's Constitution
- A good overview of the Council plan, priorities and projects

## **Regulation Committee Member Role Profile**

These responsibilities are in addition to the Councillor role profile.

### **Responsibilities:**

To determine planning applications referred to the Committee by Area Committees, and to:

- Ensure that the Committee acts in accordance with the Council's Constitution
- Engage with any consultation regarding the signing of second resolutions for deemed planning permission in respect of applications not regarded as significant
- Attend briefings with officers as required in advance of the Committee meetings

### **Key skills**

The desirable key skills of Regulation Committee members include:

- Good communication skills
- Advanced listening and questioning skills
- The ability to obtain and weigh up evidence and make recommendations based on that evidence

### **Knowledge**

The desirable knowledge of Regulation Committee members includes:

- A thorough understanding of planning regulation and processes
- A detailed understanding of the legal and constitutional arrangements relating to the Regulation function



# Agenda Item 10

## **Report of Executive Decisions**

*Executive Portfolio Holder:* Val Keitch, Leader of Council, Strategy and Policy  
*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 February 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
Strategic Planning (Place Making)	Additional Resource for the Planning Service	The Portfolio Holder for Strategic Planning (Place Making) has agreed to approve additional expenditure to support the planning service for 2019/20 of £232,000 to be met from planning fee income as detailed in the financial implications.	Portfolio Holder	01/03/19
Leisure & Culture	Adoption of the South Somerset Leisure Facility Strategy	District Executive formally adopted the new South Somerset Leisure Facility Strategy 2018 – 2036.	District Executive	07/03/19
Environment & Economic Development	Equality and Diversity Policy 2019	This report was recommend to Council and appears elsewhere on the agenda.	District Executive	07/03/19
Environment & Economic Development / Property, Climate Change & Income Regeneration	SSDC Local Authority Trading Company	This report was recommend to Council and appears elsewhere on the agenda.	District Executive	07/03/19

# Agenda Item 15

## **Date of Next Meeting**

Members are asked to note that the next scheduled meeting of the Full Council is a reserve date of 18<sup>th</sup> April 2019.

Unless there is any urgent business to progress on this date, the next scheduled meeting of the Full Council will take place on **Thursday, 23<sup>rd</sup> May 2019** in the Council Chamber, Council Offices, Brympton Way, Yeovil **commencing at 7.30 p.m.**

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