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Shadow Scrutiny

Monday, 14th January, 2019, 3.30 pm

Council Chamber - West Somerset House

Members: P Murphy (Chairman), F Smith-Roberts (Vice-Chair), G James, C Tucker, S Coles, J Gage, R Henley, R Lillis, B Maitland-Walker, D Mansell, P Pilkington, R Ryan, P Watson, R Woods, G Wren and N Thwaites

Agenda

1. **Apologies.**
2. **Minutes of the previous meeting of the Shadow Scrutiny Committee.** (Pages 3 - 12)
3. **Declarations of Interest.**

To receive and record any declarations of disclosable pecuniary interests or personal or prejudicial interests in respect of any matters included on the agenda for consideration at this meeting.
(The personal interests of Councillors and Clerks of Somerset County Council, Town or Parish Councils and other Local Authorities will automatically be recorded in the minutes.)
4. **Public Participation.**

The Chairman to advise the Committee of any items on which members of the public have requested to speak and advise those members of the public present of the details of the Council's public participation scheme.
5. **Proposed Financial Support for Citizens Advice Services (2019/20)** (Pages 13 - 22)
6. **Transformation Programme Highlight Report and Implementation Plan Update** (Pages 23 - 32)

7. Exclusion of the Press and Public

To consider excluding the press and public during consideration of the report and appendices contained in the Leisure Operators Contract Report on the grounds that, if the press and public were present during this item, there would be likely to be a disclosure to them of exempt information of the class specified in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended as follows: Agenda Item 8 contains information that could release confidential information relating to the financial or business affairs of any particular person (including the authority holding that information). It is therefore proposed that after consideration of all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

8. Leisure Operators Contract

(Pages 33 - 52)

9. Shadow Scrutiny Work Programme.

(Pages 53 - 54)

To consider items to be added to the Work Programme.

Shadow Scrutiny - 26 November 2018

Present: Councillor P Murphy (Chairman)

Councillors F Smith-Roberts, G James, S Coles, R Lillis, D Mansell, P Pilkington, P Watson, R Woods, G Wren, N Thwaites, C Booth (In place of R Henley) and J Parbrook (In place of B Maitland-Walker)

Officers: Shirlene Adam, James Barraah, Emily Collacott, Paul Fitzgerald, Paul Harding, Penny James, Marcus Prouse and Clare Rendell

Also Present: Councillors M Dewdney, A Hadley, A Trollope-Bellew and D Westcott

(The meeting commenced at 6.00 pm)

25. Apologies.

Apologies were received from Councillors R Henley, B Maitland-Walker and R Ryan.

26. Minutes of the previous meeting of the Shadow Scrutiny Committee.

The minutes of the meeting of the Shadow Scrutiny held on 23 October 2018 were taken as read and were signed.

27. Declarations of Interest.

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

Name	Minute No.	Description of Interest	Reason	Action Taken
Cllr S Coles	All Items	SCC & Devon and Somerset Fire and Rescue	Personal	Spoke and Voted
Cllr G James	All Items	Wellington	Personal	Spoke and Voted
Cllr D Mansell	All Items	Wiveliscombe	Personal	Spoke and Voted
Cllr P Murphy	All Items	Watchet	Personal	Spoke and Voted
Cllr J Parbrook	All Items	Minehead	Personal	Spoke and Voted
Cllr P Pilkington	All Items	Dunster	Personal	Spoke and Voted
Cllr P Watson	All Items	Bishops Lydeard	Personal	Spoke and Voted
Cllr G Wren	All items	Milverton Parish Clerk	Personal	Spoke and Voted
Cllr A Trollope-Bellew	All items	Crowcombe	Personal	Spoke
Cllr D Westcott	All Items	Watchet	Personal	Spoke

Councillor N Thwaites declared a personal interest in respect of Item 6 Fees and Charges 2019-20 on water charges.

Councillor Coles declared a personal interest in respect of Item 6 Fees and Charges 2019-20 as he was a blue badge holder and also a member of the Friends of Victoria Park Action Group.

Councillor A Trollope-Bellew declared a prejudicial interest in respect of Item 6 Fees and Charges 2019-20 as the owner of a private water supply and advised that if the matter were to be specifically discussed he would leave the Chamber during this item but would otherwise stay and participate fully in the item.

28. **Public Participation.**

Agenda Item 6 Fees and Charges 2019-20

John Irven spoke on behalf of Watchet Summertime Voluntary Community Group.

Watchet Summertime was a local voluntary community group who organised an annual week of activities on the Esplanade, East Quay and Harbour by permission of Watchet Town Council (WTC), West Somerset Council (WSC) and Watchet Marina, with the support of Watchet Sea Scouts and Coastguard.

Attendance at events was free of charge with costs covered by volunteer fundraising.

He argued against this proposal at the December 2017 Full Council meeting, when all charges were waived for 2018. Although a WSC Cabinet Member had indicated publicly at WTC that this proposal was not returning, it's back on the agenda and showed that voluntary community groups would be charged even if Sea Scouts were exempt.

The new annual charge of £100 for 'non-standard shared use of the Harbour' was proposed but not defined in the report. Lifeboat use was exempt, but coastguards were not mentioned. Last year it was suggested it was not a 'usage charge' but for administrative checking of documents. It was claimed to be heavily discounted for charities and community groups and that it was only an annual not a pro-rata daily or weekly rate, as applied to all other commercial paying users. Such a proposal was therefore deficient in scope and discriminatory under the 2010 equalities legislation.

The report claimed: -

'The increase in fees would bring new income for the authority, and therefore an improvement in the councils Medium Term Financial Plan (MTFP). However, the user numbers in the harbour were not significant, therefore the overall benefit to the MTFP was considered to be £500.'

The contribution to the £500 from community groups would be pitiful in terms of Somerset West and Taunton Council's finances, but a major impact and inequitable for community groups. I suggest that the net return would be negative due to all the officer time expended in meeting clarifications of exemptions and challenges to the proposal.

At a time when the New Council was expounding a new approach to community engagement, this proposal to charge community groups had so many holes in it that it was dead in the water and should be allowed to sink quietly without trace before any further reputational damage was done.

29. **Fees and Charges 2019-2020.**

Members considered report previously circulated, which set out the proposed fees and charges that were proposed to be applied to services for the first time for the New Council for 2019-20. In determination of those fees and charges, the following principles had been applied:-

- 1) Harmonisation of fees when it had been practical to do so;
- 2) Recovery of costs; and
- 3) Setting of fees in line with statutory guidance.

In the setting of those fees and charges, a pragmatic approach had been taken for the first year of the New Council. A detailed review would be undertaken once the new operating model was embedded and fully in place.

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

- Members were advised that the proposed charge for non-standard use of the harbour, which was due to be levied on the Sea Scouts and Community Groups, had been removed from the Fees and Charges report.
- Concern was raised on Appendix D for Housing Service Charges and that the charges for properties not on the mains sewer would be increased in line with Wessex Water increases for 2019-20 once they were known. *Due to the figures not being released, officers could not calculate the increase for the charges.*
- Concern was raised on Appendix E for Licensing and the significant rise in the animal licensing fees for West Somerset Council (WSC) licence holders. *The fees had been aligned with the true cost of the service provided, which had not been done for the WSC fees for a few years.*
- Members queried why the gambling fees had remained the same and why the higher fee for casinos had not been used. *It was assumed that the higher fee was mainly charged to those casinos located within larger towns and cities.*
- Concern was raised on Appendix F for Planning and that there wasn't any information included within the report on the current fees. *The Government had aligned the fees a couple of years ago so they were not included in the report.*
- Members requested clarification on the how the fees had been calculated and concern was raised that we only recovered two thirds of the costs. *The Planning fees were set by Central Government which meant officers were restricted in what could be charged.*
- Members requested clarification on Appendix G for Environmental Health and the charges for private water supplies. Concern was raised that the cost of travel would be included which could increase due to officers working across a larger area. *Clarification was given on the charges and Members were advised that officers did not carry out one off visits, they planned their workload to be as cost effective as possible.*
- Members queried Appendix H for Promotional Banners, Pennants, Rotunda Poster Units and Spaces within Taunton Town Centre and whether all the spaces were utilised.

- All the spaces had been used at various times throughout the year.*

 - Members queried whether the use of promotional space could be rolled out in other towns within the New Council area.
Officers were happy to investigate the option to utilise promotional spaces outside of Taunton Town Centre but would need to consult with the communities involved. The only concern would be that the ideal locations were not always owned by the two Councils.
 - Concern was raised on Appendix K for Court Fees and the increase of the fees for WSC.
The fees had been aligned with the true cost of the service provided.
 - Members welcomed the removal of the proposed charge for non-standard use of the harbour, which was due to be levied on the Sea Scouts and Community Groups from Appendix L for Watchet and Minehead Harbours.
 - The Chairman highlighted that the Watchet Harbour Advisory Committee and the WSC Harbour Board were scheduled to hold meetings in December 2018 and could submit comments on the proposed fees and charges to the Shadow Council.
 - The Chairman proposed the insertion of an additional sentence to the second paragraph in Appendix M for Off Street Parking Charges, which was 'The work would have regard to the current Taunton Deane Borough Council (TDBC) car park strategy and the emerging WSC car park strategy'.
 - Concern was raised on the introduction of the 'pay on foot' scheme to the car parks in Taunton Town Centre and that it would not allow for blue badge holders to claim their free one hour parking.
The Crescent car park in the town centre would not use the 'pay on foot' scheme which allowed blue badge holders to park and claim their free one hour parking.
 - Concern was raised on the parking fees charged for coach parking in the Tangier car park and Members suggested that the charges should be dropped to encourage tourists and other groups to visit the town.
Officers would further investigate what the possible impact of dropping the charge would have and that was supported.
 - Members requested clarification on why the car park charges had not been decreased.
Officers had identified some work that needed to be carried out in the car parks and the funds raised would be used to invest in the sites.
 - Concern was raised on Appendix N for Hire and Sponsorship of Open Spaces, Parks, Roundabouts and Plant Beds and that some smaller organisations and charities struggled to hold events in the Council's open spaces due to the fees they were charged.
Members highlighted the proposed discount stated in the appendix for 'Friends' and other various groups, which should address the concern raised.
 - Members requested clarification that in WSC there was no charge for the use of Council owned land and whether that would continue.
Officers confirmed that a charge had not been proposed so therefore there would be no charge for the financial year 2019-20.
 - The Chairman thanked the officers for all their work on the report.

Resolved that the Shadow Scrutiny Committee recommended to support the proposed fees and charges for 2019-20 and provided comments on the proposals for consideration by Shadow Executive Members for their recommendations to Shadow Full Council in December 2018.

30. **Transformation Update and Implementation Plan.**

Members considered report previously circulated, which provided an update from the Chief Executive and commentaries on the Programme, Finances, Business as Usual, Top Risks and Recommendations.

Redundancy

Since the Transformation update in September 2018, it was now known that 32 people had opted for redundancy in Phase One and 121 people in Phase Two. The figures for Phase Two might increase depending on whether people were successful in securing a job role. The Business Case had included an estimate of £3,000,000 to fund redundancies excluding the DLO workforce. The redundancy cost attributable to the DLO was estimated at £798,000. It was suggested that the cost was recovered on the same basis as the original Business Case of 2.29 years. Annual savings of £348,000 would be required and would be achieved by reducing the number of Locality Champions recruited by 13. The total savings target for the Business Case would be revised to £3,500,000 with a net pay back period of 2.7 years which was still regarded to be acceptable in terms of value for money. The revised estimate for total redundancy costs (excluding the DLO) was £4,480,000. The original Business Case included an average cost of redundancy of £25,000 but in reality it had proven to be £34,000, which had driven up the overall cost of redundancies. The Section 151 Officer and Transformation Principal Accountant had put together a funding plan for the additional costs.

Business As Usual

Members were reminded that there would be an impact on service delivery during the implementation of the change programme. The report highlighted why capacity would be stretched, that some work might need to be re-phased, non-essential activity might be stopped and there could be a temporary dip in performance. The priority tasks had been: managing the impact of the Phase One recruitment decisions; reviewing the list of staff choosing to leave in Phase Two; Phase Two recruitment; and extensions and risk areas.

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

- Members supported the inclusion of the DLO workforce in the Transformation Project. However, concern was raised that they had not been included at the start of the Project, it was a high level model and Members had assumed that the DLO workforce had been included. *The Ignite future model had been used for the original Business Case and they had never included operational workforces previously in other models because operations were outside the scope used for savings. TDBC and WSC then added the DLO workforce because locality work was important to the new ways of working introduced by the Project.*

- Members hoped that Ignite might think to include operations in future models that they used.
- Members suggested that they should have been involved at the start of the Project via a HR Committee to help shape the process.
The model that was chosen opted to include Members in workshops to help guide the design principles, one of which included 'digital by default' not 'digital only' like the Department for Work and Pensions. The Chief Executive along with senior officers then investigated how other Councils had achieved similar projects and who had been used to implement their changes. Ignite were chosen based on the work they had carried out on similar projects. They then set out to deliver the design principles with the future vision within the Business Case parameters. The Chief Executive was not sure how more involvement would have led to a different outcome.
- Members agreed that the digital option needed to be pursued to improve services provided because many of the processes used were archaic.
The Chief Executive agreed that the processes were archaic and needed to be updated, hence the introduction of new methods of working within the Project.
- Members queried the transition costs to keep business as usual service capacity and the additional cost to achieve an acceptable level of service.
The Chief Executive understood that there would be transition costs involved in the Project, however, where the disruption to services would take place was unknown. In the transition period, it had been difficult to carry on with services due to the unknown factors, like who would be recruited, who would leave and who would not be successful. In previous projects, the changes had been very structured and there had been assimilation. With the Transformation Project, senior officers had decided to continue with the model and vision to deliver the 23% savings.
- Members agreed with the vision of the Transformation Project. However, concern was raised that senior officers had only just realised that there would be additional costs and Members queried how that would be explained to the public.
The original Business Case had used estimated figures so it was difficult to report accurate costs. In hindsight senior officers should have been more realistic and used a range and therefore a maximum figure would have been reported. The return investment over 3 years was still a good business case. Concern over public perception was also understood, especially with figures being reported by the local press. However, the New Council pledged to continue to provide leisure services and the DLO service. Not many other Councils within Somerset had achieved that.
- Members agreed that it was a difficult task and that there would be unforeseen gaps in service areas due to the voluntary redundancy scheme that was being used.
- Members queried how the DLO functions would work in the new model and how the workforce would be able to answer queries from the public.
Information was given on the recruitment process and what choices officers had for job applications and redundancy. Extra work had been carried out with the DLO workforce to assist them with the new ways of working and public enquiries.

- Members queried whether the workforce would be in place for April 2019. *Yes it would, if there were any vacancies left in the new model, they would be advertised externally.*
- Members queried the statement in the report that quoted 'additional budget approvals would be required by the two individual Councils'. *The recruitment process had not yet finished, there might be some people who were not successful or changed their minds and decided to leave, so officers had set aside additional budgets from both Councils to cover those costs.*
- Members acknowledged that some work might take longer to complete during the transition period and that work needed to be prioritised.
- Concern was raised that although some work might take longer, Members did not want service levels to drop to an unacceptable level. *Unfortunately officers could not guess who would leave a department and create a gap in service. In the new model, departments would disappear, but the vision was to provide the same high level of service.*
- Members suggested that officers used their 'out of office' message on their emails to advise and direct people to who were responsible for certain roles that were no longer part of their new job role.
- Members queried that WSC had allocated their budget underspends but that TDBC did not appear to do the same. *TDBC did not have any budget underspends.*
- Members requested clarification that TDBC allocated their underspends mid-year and then reconciled any overspends by using their earmarked reserves and queried what would be affected by that. *Based on their previous position, there was resilience in the accounts to cover any work that might come up later in the year. A written answer would be reported at the next meeting.*
- Members queried how the costs had been split between the two Councils, previously it had been TDBC 80% and WSC 20%, now it was TDBC 83% and WSC 17%. *The Housing Revenue Account had not been included in the initial case.*
- The Chairman adjourned the meeting at 8.30pm for a 15 minute comfort break.
- The meeting recommenced at 8.45pm.
- Concern was raised that there were 82 actions that had not been started and what level of importance those actions had. *The actions had a varied level of importance, some were waiting for further information before they could be started, for example VAT number and logo. All the actions needed to be completed by April 2019 and officers were aware that February would be the most disruptive month and that work would be given proportionate priority.*

Resolved the Shadow Scrutiny Committee:-

- 1) Noted the progress made in respect of (a) transformation programme overall, (b) business as usual, and (c) preparation for single New Council implementation;
- 2) Noted the position in terms of transformation, transition costs, and support recommendations to Taunton Deane and West Somerset Full Councils in respect of proposed additional funding allocations;

- 3) Supported the proposed increase of the annual savings target by £348,000 to £3,500,000; and
- 4) Noted that increased savings would make a positive contribution to the New Council Medium Term Financial Plan.

31. **Budget Progress Update 2019-2020.**

Members considered report previously circulated, which provided Members with an update on progress with regard to Budget Setting for 2019-20; the latest Medium Term Financial Plan (MTFP) forecasts; and the areas to be finalised.

The Council's current MTFP projects a balanced budgetary position for 2019-20, but with a Budget Gap rising to £343,000 by 2023-24.

There remained a number of areas where budget forecasts were to be finalised therefore there was potential for the estimated Gap to change and this would be reported to Members as the budget process progressed.

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

- Members queried when the result of the Business Rates Retention Pilot bids would be announced.
The result should be released on 6 December 2018.
- Concern was raised on the recruitment process of the Transformation Project and whether the budget would be ready for February 2019.
The budget should be ready for February 2019 because work had already begun in preparation.
- Members queried whether the New Homes Bonus would be targeted at work required on new housing estates or other projects.
The figure in the report mirrored how the existing New Home Bonus was used for both TDBC and WSC.
- Members highlighted that TDBC had a growth programme and suggested training would be needed for all Councillors moving forward.
There would be a Member Briefing arranged for the new year.
- Members queried what information would be included in the Local Government Finance Settlement.
It would include figures for the New Council, the Revenue Support Grant, New Homes Bonus, Rural Service Delivery Grant and, if successful, the Business Rates Retention Pilot Scheme.

Resolved that the Shadow Scrutiny Committee:-

Noted the latest Medium Term Financial Plan forecasts and the areas to be finalised; and

Commented and offered any further suggestions for budget review/savings.

32. **Shadow Scrutiny Work Programme.**

Members were reminded that if they had an item they wanted to add to the agenda, that they should send their requests to the Governance and Democracy Specialist.

The Chairman advised that the SWP Business Plan would be removed from the Shadow Scrutiny Work Programme and be taken straight to the Shadow Executive due to the need to consider it before the board meeting on 14 December 2018.

The Chairman queried whether the Finance Strategies scheduled for the February meeting should be taken to the Shadow Corporate Governance Committee instead of Shadow Scrutiny. Members had a debate and agreed that the Finance Strategies would be presented along with the other Finance Reports and be brought to the Shadow Scrutiny in February 2019.

Resolved that the content of the Work Programme be noted.

(The Meeting ended at 9.30 pm)



Somerset West and Taunton Council

Shadow Scrutiny – 14th January 2019

Proposed Financial Support for Citizens Advice Services (2019/20)

This matter is the responsibility of Shadow Executive Councillor Jane Warmington

Report Author: Mark Leeman, Strategy Specialist

1 Executive Summary / Purpose of the Report

- 1.1 Citizens Advice Taunton (CAT) and West Somerset Advice Bureaux (WSAB) provide support to vulnerable individuals and families, providing advice on matters relating to debt, benefits, housing and employment (among others). This support comprises direct provision of one-off advice, signposting customers to other relevant agencies, and casework for more complex cases.
- 1.2 Taunton Deane Borough Council (TDBC) and West Somerset Council (WSC) have always recognised the important role played by each Citizens Advice (CA) service. Many CA customers would turn to us if these advices service did not exist, placing considerable additional demand on our services. In recognition of this, we (along with other agencies) have traditionally provided core grant funding (in addition to specific project funding).
- 1.3 During September 2018, Somerset County Council decided to cut their core grant funding to all Somerset CA services. They also cut administrative support funding / assessment fees to the Local Assistance Scheme (LAS - this is a SCC funded scheme that is currently delivered by the CA services). Combined, these cuts have had a dramatic negative impact on the viability of CAT and WSAB.
- 1.4 CAT and WSAB understand that these cuts are problems for their organisations to respond to. They are currently working with each other, and with other Somerset CA services, to transform their service delivery, looking at potentially combining back-office systems, formal collaborative working, and exploring merger (of some, if not all Somerset CAs).
- 1.5 CAT and WSAB need assistance with this process of transformation. Additional funding is required to create the management capacity to enable this work to happen. A small amount of additional funding is also required to enable the delivery

(administration) of the LAS during 2019/20. It is in the interests of SW&T to assist this process. It should be noted that both CAT and WSAB are also exploring other sources of funding to assist with their longer term financial viability.

2 Recommendations

2.1 Shadow Scrutiny are asked to agree and support the following recommendations

- A one-off financial package of support, totalling no more than £45k, to be made available during 2019/20, to support a citizens advice 'transformation' programme and the delivery of the Local Assistance Scheme
- That the detail of the expected outputs and outcomes from the 'transformation' programme be discussed and agreed between CAT/WSAB and the relevant portfolio holder /Strategy Specialist
- That SW&T continue to work proactively with CAT and WSAB to explore suitable accommodation options / support
- That SW&T retain our current level of funding (to support CAT and WSAB core services) through the duration of the current Funding Agreement

3 Risk Assessment (if appropriate)

3.1 The cuts introduced by SCC have had a destabilising effect on the financial sustainability of CAT and WSAB. The future viability of the CA core service / current level of core service provision is at risk. Any loss of the CA core services, or a reduction in the level of core service provided, is a risk to SW&T, as this will result in increased customer demand for our services. Both CAT and WSAB have now been forced in to a radical programme of transformation (along with the other three Somerset CAs).

Risk Matrix

Description	Likelihood	Impact	Overall
Reduced capacity of CAs, including potential closure owing to financial unsustainability. This could lead to: <ul style="list-style-type: none"> • Unmet demand • Increased hardship • Greater levels of demand on our (SW&T) services, together with additional demand on other public and voluntary sector services 	5	5	25
<i>Our mitigations for this is the proposed package of support as set out in the report</i>	3	5	15

Risk Scoring Matrix

Likelihood	5	Almost Certain	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	4	Likely	Low (4)	Medium (8)	Medium (12)	High (16)	Very High (20)

	3	Possible	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Unlikely	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
			Impact				

Likelihood of risk occurring	Indicator	Description (chance of occurrence)
1. Very Unlikely	May occur in exceptional circumstances	< 10%
2. Slight	Is unlikely to, but could occur at some time	10 – 25%
3. Feasible	Fairly likely to occur at same time	25 – 50%
4. Likely	Likely to occur within the next 1-2 years, or occurs occasionally	50 – 75%
5. Very Likely	Regular occurrence (daily / weekly / monthly)	> 75%

4 Background and Full details of the Report

Core funding (and other project funding) of CA services and the recent SCC cuts

4.1 TDBC and WSC provide core grant funding (via Funding Agreements) and other project funding to the CA services. Core funding is used by the CAs to support their core service of providing free, confidential and independent advice, including:

- Benefits, debt and money
- Housing
- Employment
- Legal
- Health
- Consumer

TDBC and WSC financial support to CA services (2018/19)		
Advice Service	Core Grant	Project funding
CAT	£88,300 (£11,300 from Housing Revenue Account)	£57k (debt advice in localities & council reception area, plus admin of Social Exclusion Panel)
WSAB	£30,750	£51k over 2 years via Hinkley Point C mitigation funding – money and debt advice for those in the private rented housing sector

- 4.2 Public Health also provide core grant funding and so do (until 31st March 2019) Somerset County Council via Adult Social Care.
- 4.3 Somerset County Council recently (12/9/18) made a decision to cut their funding support to CA services across the County. There are two elements to these cuts:
- 100% cut to core grant:
 - 100% cut to Local Assistance Scheme (LAS) administration grant, and 50% cut to the assessment fee. There is also a 10% cut to the LAS client fund (for purchases)

Note: The LAS is a discretionary fund. It provides financial assistance to individuals and families undergoing a short-term crisis or emergency. The scheme is available to people who can demonstrate a low income, an existing short-term financial crisis, and that other sources of support have been explored and are available. The fund can be used to purchase white goods, furniture, carpets, help with rent payments, essential clothing, food, transport costs for attending interviews, helping with utility bills etc. The LAS is often a means to support clients with other necessary advice.

For CAT and WSAB, the extent of these cuts are as follows:

SCC cuts to CA services		
Advice Service	Core Grant	LAS
CAT	£54,908	£33,400
WSAB	£25,627	£33,400

The details of the above decisions can be found here:

<http://democracy.somerset.gov.uk/documents/s7980/Appendix%20C2a.02.pdf>

The impact of the SCC cuts on CA services

- 4.4 Both organisations have lost approx. one third of their grant funding, much of which is used to maintain the core service offer. CAT and WSAB have advised that the immediate impacts of these cuts (without mitigation) are as follows (summarised):

CAT: “The entire management team would be at risk of redundancy whilst we identified a new leaner structure; it would put us on a course where the Reserves would be wiped out in less than 2 years; to balance the books we would have to consider opening as little as 2-3 times per week, and having only 1f/t paid officer to oversee that 2-3 day per week service and the ~30 volunteers involved”

WSA: “At risk notices issued to the staff team, staff put on notice of short time working from January, no longer have a balanced budget, additional pressure on reserves, envisage reducing to a 3 day week from April (without new funding)”

- 4.5 Both organisations are proactively seeking additional funding. However, it is likely that replacement funding will be project funding. All funding from foundations comes with strings attached, and both CAs will have to concentrate on delivering the projects that are funded. Project funding is always for a set period and succession planning does not always lead to follow on funding for established services. To have too great a reliance on project funding can destabilise an organisation. It can place the sustainability of the organisation at risk in the longer term unless donations or other unrestricted funding can be secured. A high percentage of project funding also places the organisation in a position that it may not be able to meet its aims i.e. to provide services to all residents with advice needs. Projects frequently require funding to be targeted on specific groups. The aim of the CAs is to provide free of charge independent advice to all people who live or work in the area.

Both organisations now face considerable pressure to redesign services in order to maintain a basic level of core service provision.

CA services - Mitigation measures and transformation proposals

i. Short term

- 4.6 Both CAs are currently looking at short-term measures that will help to mitigate the impact of the loss of core funding for the financial year 2019/20. This currently includes the following:

CAT

- trying to sub-let some spare office space
- bidding for new work (and have already had some success in securing various project related grants)
- generating more fundraising income e.g. have joined Taunton Chamber of Commerce and are preparing a corporate fundraising strategy; and will also be applying intensely to trusts funds

WSAB

- Fundraising work – launched an appeal and are working on local fundraising.
- Forming a joint volunteer adviser training scheme between Citizens Advice in Taunton, South Somerset and West Somerset

ii. Medium / long term

- 4.7 All five CAs (countywide) recognise that the loss of core funding to their respective advice services is sufficiently serious to jeopardise the medium term viability of the services and possibly the organisations.
- 4.8 The CAs recognise that this is a problem that they own, and must address. As district councils (across the County) we are collaborating / coordinating our support, and are willing to help where we can. We have challenged the CAs to consider greater collaboration in order to improve operational efficiencies. The CAs are actively working on this. However, there are important contextual matters that need to be considered.
- 4.9 For example, each advice charity currently operates as an independent not for profit charitable organisation governed by a local Board of Trustees. Each Board is responsible in law for acting in the best long term interests of their respective charity and in accordance with its Charitable Objectives. Any formal collaborative venture

must be undertaken in accordance with Charity, Company and other law and must include due diligence in relation to Trustees' duties of Care, Prudence and Trust.

- 4.10 Furthermore, 4 of the 5 advice charities are members of National Citizens Advice. West Somerset Advice is currently in the process of applying for membership which will be awarded if the necessary standards of practice and financial sustainability criteria are met in full. It is anticipated that a decision will be made before the end of the current financial year.
- 4.11 There are a number of options that the CAs can pursue:
- Formal collaborative working: This may include outsourcing functions, sharing resources, co-locating or joint projects. This will require a legal agreement between the parties
 - Group structure: A formal association of separate organisations whereby group members retain independent status and act as a collective to deliver a range of services formalised by a contract or Funding Agreement. The group will produce consolidated accounts
 - Merger: Two or more separate charities coming together to form one organisation, either a new charity is formed or one charity assumes control of the others
- 4.12 The CAs have a number of operational systems in common, including Casebook client relationship management system; advisor training materials and competency assessments; Quality of Advice External Audit (undertaken by the National Citizens Advice); and Adviceline telephone infrastructure. These common operating systems help to ensure a consistent standard of service delivery across the county, and are regarded as distinct advantages when considering collaborative working.
- 4.13 However, there are constraints to collaborative working, such as
- Two of the 5 CAs have volunteer bookkeeping and finance management arrangements (so no savings can be made here for the two CAs concerned)
 - Volunteer and staff training is currently managed through various arrangements
 - The advice delivery model in each of the five CAs varies
 - A move to remote supervision (should that be feasible / desirable) would require re-training and a sufficient lead in time
- 4.14 The 5 CAs will now seek authorisation from their Boards to undertake a joint review of advice service delivery and to re-engineer systems and processes in order to pave the way for transition to a uniform, minimum, service specification for general advice for the County. This is a fundamental necessity that will support greater collaboration.
- 4.15 In order to support this work, the 5 CAs have submitted a request to each district council to provide a short term grant to bridge the loss of SCC core funding for the first three months of the 2019/20 financial year. This investment will buy management capacity, in order to research, plan and implement any uniformity that can be achieved in the medium term. Once complete the constraints and barriers to greater collaboration would be addressed and transition to an improved universal service would be possible within a relatively short timescale (suggested to be 1 or 2 years, depending on other contractual obligations)

4.16 Work on elements of this 'transformation' are already underway. E.g. Taunton and South Somerset have formal partnership agreements for 2019/20 onwards for their Finance function, and are sharing an advice post for a service they both deliver identically, and are talking about further such plans. Furthermore, all 5 CAs are meeting this month to synchronise systems to improve time efficiency which is hoped will either lead to reduced staff costs or increased opening hours / client numbers. Finally, CAT and WSA have convened a working party to scope out a collaborative plan also involving another CA

iii. Local Assistance Scheme

4.17 As mentioned at paragraph 4.3, the County Council have cut the administration costs and the assessment fee for the LAS. However, the client fund remains for 2019/20, and a figure of £107,460 has been agreed, to be apportioned among the five district CAs. The County Council have recently agreed a scheme as follows:

The Scheme

"The "facilitation" element of our funding – £32,400 – will be divided equally between the Bureaux (£6,480 per Bureau). If this element is underspent, the expectation would be for the Bureaux to work collaboratively for the benefit of Somerset residents in deciding how that money is spent.

The "delivery" element of our funding ("purchases pot") will be £75,000 and this will be divided as follows: £10,000 per Bureau plus the remaining £25,000 divided between the Bureaux by agreement between them – to be made as soon as possible and ideally in early January. There will be an expectation that all of the £75,000 will be spent on the actual support for clients." (SCC)

4.18 The CAs (countywide) have agreed to deliver the scheme. However, there is a request to all 5 Somerset district councils that we match-fund the 'facilitation' (administration) element in order that the CAs have the resources to deliver the scheme i.e. each district is requested to provide £6,480 for 2019/20.

Proposed SW&T package of support

i. Accommodation

4.19 The CAs are currently located at the following venues

- CAT: St Mary's House, Magdalene Street, Taunton
- WSAB: Market House Lane, Minehead

4.20 CAT are currently paying rent for their offices at Magdalene Street. WSAB own their property, although they have aspirations to move to more suitable premises

(note: both CA services also provide outreach at other localities)

4.21 TDBC/WSC are currently in dialogue with both CAs in order to try and help reduce property associated costs, and provide more a suitable venue (for WSAB).

4.22 TDBC has recently secured a Government Grant to invest in a rough sleeper service. This service will be delivered from the ~~the~~ ~~main~~ centre. CAT offices provide an ideal venue

for the delivery of elements of this service. Accordingly, we can appropriately and legitimately support their rental costs through using a small element of the Government grant. However, this will be for one year only. Any future rental support will be dependent on other grant funding. CAT will need to consider all accommodation options going forward, and we shall be willing to help with those conversations.

4.23 WSAB consider their current site/property to be unsuitable. They would like to sell this site and use the proceeds to invest in other more suitable accommodation. WSAB are currently exploring a site at Alcombe (Stephenson Road, Minehead) which is owned by WSC. Dialogue is currently ongoing between WSC and WSAB regarding an appropriate rental / other charges

ii. One-off funding

4.24 It is recommended that (for 2019/20) we provide a one-off package of support as follows:

- We help the CAs with their transformation proposals, by providing the finances to buy some management capacity (note: the outputs and outcomes from this work are to be agreed between CAT/WSAB and SW&T before any release of funding)
- We match fund the LAS administration grant

SW&T funding proposal	WSAB	CAT	Total
LAS match funding	6480	6480	12960
Joint working transformation plan			
3 month roll on	6402	13727	20129
Back fill manager time-deputy 1 day pw	4820	4820	9640
Sub total	11222	18547	29769
Total funding request	17702	25027	42729

iii. Funding Agreements

4.25 SW&T (currently TDBC and WSC) has a five year Funding Agreement (formerly called a Service Level Agreement) with each of CAT and WSAB. These commenced during 2017, and have approximately three years to go. We are committed to this five year deal, and it is our intention to main the current level of annual core grant payment (refer to the table at paragraph 4.1). Indeed, in an ideal world, we would be seeking to enhance our support to the CAs

4.26 It is worth noting that the administration and monitoring of these Funding Agreements is undertaken by the Somerset Community Foundation (SCF). This saves staff time and provides an opportunity for the SCF to identify additional funding. The responsibility for the Funding Agreement continues to rest with SW&T,

5 Links to Corporate Aims / Priorities

5.1 This proposal relates to our Corporate Aims as follows:

Taunton Deane: Key Theme 1 (People): Objective 3: Work with others to support the wellbeing of an older population and our most vulnerable residents

West Somerset: Key Theme 1 (Or Communities): Helping our communities remain sustainable and vibrant is vital in keeping West Somerset a great place in which to live and work (objective C specifically relates to the wellbeing of older people, an important client group of the local CAs)

6 Finance / Resource Implications

- 6.1 If the proposals for financial assistance to CAB as set out in this report are approved, the additional revenue cost for Somerset West and Taunton is expected to be no more than £45,000 during 2019/20. As this has not been currently budgeted for, this additional funding for CAB will be included within the budget estimates for 2019/20.

7 Legal Implications (if any)

- 7.1 Potential agreement required between SW&T, CAT and the property owner at St Mary's House (Magdalene St) regarding provision of rough sleeper service / housing service from the property.

8 Environmental Impact Implications (if any)

- 8.1 None

9 Safeguarding and/or Community Safety Implications (if any)

- 9.1 The proposal will help support existing services and so help to reduce the risk of safeguarding issues and promote the welfare of children and adults at risk

10 Equality and Diversity Implications (if any)

- 10.1 The decision of SCC to cut their funding to the CAs was subject to a full EIA. The individual CAs have their own Equality and Diversity policies that inform their service delivery. These policies are an essential requirement of our on-going funding to the CAs through our Funding Agreements.
- 10.2 Our financial support will help the CAs to transform their service delivery with a view to delivering a financially sustainable operating model. It will also maintain the delivery of the LAS for another year. As such, these proposals will enable vulnerable customers to continue to access essential advice and services. Many of these customers will be young, elderly, from different cultural backgrounds, from disadvantaged communities etc. Accordingly, as this proposal will maintain existing services to those with Protected Characteristics, there is no necessity for a formal EIA.
- 10.3 However, a decision by this Authority to provide financial support the CAs transformation programme must be predicated on the CAs undertaking a full EIA of their emerging proposals.

11 Social Value Implications (if any)

- 11.1 The financial proposals support both an existing service (LAS) and the transformation of how CAs will operate in the future. Delivering enhanced social value will be a matter for full consideration when we come to review the content of the Funding Agreement.

12 Partnership Implications (if any)

12.1 The financial proposals will strengthen our partnership arrangements with the local CAs, as we shall be able to assist and support their transformation programme (including how we work together, to support each other). This will also naturally involve dialogue around enhanced local partnership arrangements with other partners.

13 Health and Wellbeing Implications (if any)

13.1 The proposal will help support existing services and so help to ensure that families are thriving and resilient. These proposals will also support individual / family independence and so place less reliance on public services

14 Asset Management Implications (if any)

14.1 Yes. Please refer to paragraphs 4.19 to 4.23

15 Data Protection Implications (if any)

15.1 None

16 Consultation Implications (if any)

16.1 None

Democratic Path:

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

(any decision to implement these proposals is expected to be taken by relevant Shadow Executive portfolio holder)

- **Full Council – No** (delete as appropriate)

Reporting Frequency: **Once only**

Contact Officers

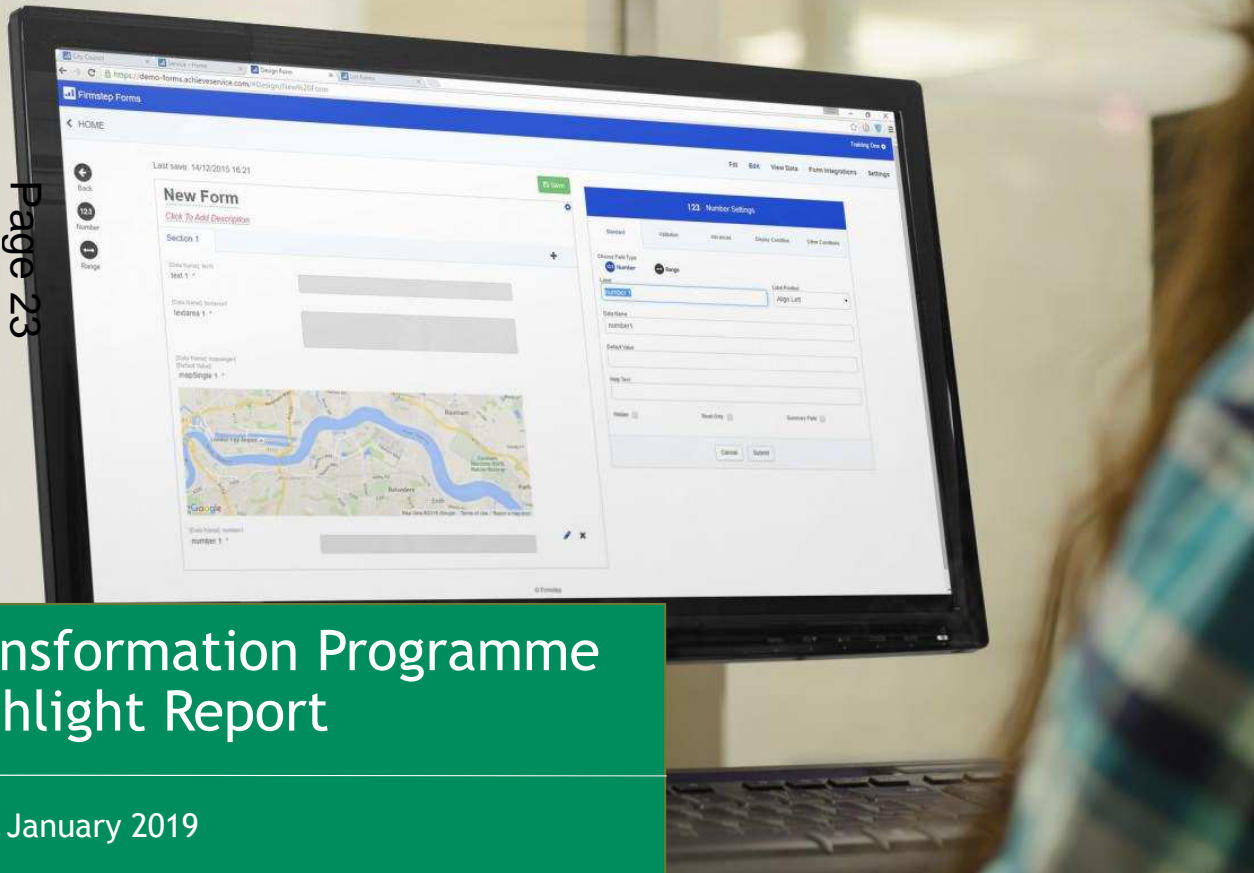
Name	Mark Leeman	Name	
Direct Dial	01823 219486	Direct Dial	
Email	m.leeman@tauntondeane.gov.uk	Email	



Somerset West
and Taunton

Taunton Deane and West Somerset Councils
working together

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Transformation Programme
Highlight Report

14th January 2019



Agenda Item 6

Executive Summary

Programme Status Report

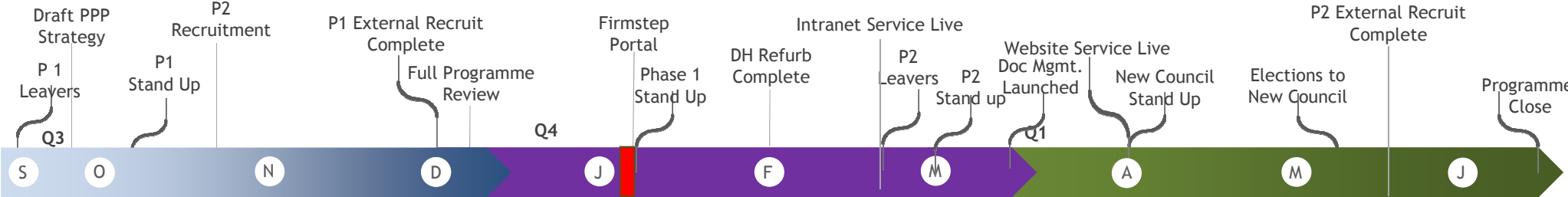
Programme Name	One Council Transformation
Senior Responsible Owner	James Barrgh
Programme Manager	Christopher Gage
Target Programme Completion	30/06/2019

Programme Cost	
Baseline Cost (NEW) Transformation (Accom) £9.5m	(£7.5m)
Forecast Cost Transformation (Accom) £9.5m	(£7.5m)
% Spent To Date 49%	(76%)
Transformation ROI (NEW) 2.7 Years	

Programme Status		
	Current Report	Previous Report
Benefit Delivery		
Saving >£3m/yr.	On Target	On Target
ROI <3 years	On Target	On Target
HL Business Case	On Target	On Target
Programme Delivery		
Resource	At Risk	At Risk
Time	On Target	Overspent
Cost	On Target	On Target
Quality	On Target	On Target

Open Risks	
1 High	9 Med
10 Low	75 Complete
Overall Progress	
62%	
Process Redesign	58%
People & Change	70%
Accommodation	80%
New Council	50%
Technology	50%

Milestones





Programme Commentary

Programme Manager	Commentary
	<p>Key progress milestone from the workstreams in December:</p> <p>Accommodation</p> <ul style="list-style-type: none"> • Police are now in occupation of the building and are present in the main reception area • Project on budget and schedule for completion February 15th. • Next Steps - Project close out & building opening ceremony (JMR ready for member meeting on project closure, AV equipment fully installed 6th May) • Ongoing - Marketing of the vacant space and agree commercial terms with potential occupiers. Finalising terms with potential Tennent <p>Process Redesign & Technology</p> <ul style="list-style-type: none"> • Process Redesign and Technology workstreams have completed on schedule 140+ processes and connected the technology to make these work in the live environment. The 240+ processes have been broken down into 3 release phases from the 1st April and will be going live throughout April. The 1st Phase of released processes delivers the bulk of the benefits from the technology & process redesign workstream to allow the new organisation to work effectively. The latter 2 & 3 phases are released with 4-6 week lead times to ensure each phase can be embedded in the organisation effectively and is stable. • Next Steps - Redesign remaining 104 processes (scheduled completion 25th January). The remaining processes to be redesigned are static/generic processes which have been grouped into 6-8 firm step processes. Although high volume in terms of remainder to the total it accounts for significantly reduced work for the team as they do not required detailed firm step process design or technology integration work which provides confidence delivery will be met for target date. • 7 Processes in User Acceptance Testing <p>People and Change</p> <ul style="list-style-type: none"> • External recruitment for specialist posts commenced in December (20 specialist post to fill) • Case Manager & Customer Leads were recruited (fully resourced in organisation) • Next Steps - 7th January recruiting Case Managers and Customer Service Champions (108 interviews to be completed by the end of January) <p>Programme Finances</p> <ul style="list-style-type: none"> • Following the November report the programme budget has increased to £9.5m. The forecast is in line to deliver to the re-baselined budget and the ROI for the programme remains at 2.7 years maintaining a robust business case.

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Business As Usual Commentary

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Director of Operations	Commentary
	<p>My commentary in November focussed on the work that was underway to support areas in our organisation where staff were choosing to leave or were leaving to take up new roles.</p> <p>As we enter deeper into the transition phase (the bit between old ways of doing things and having the new structure in place) I need to remind Councillors again, that there will be an impact on service delivery during the coming months. Capacity will be stretched and we will be re-phasing work, stopping non-essential activity to ensure we focus on priority work. We expect there to be a temporary dip in performance.</p> <p>Since the last update, the priority tasks have been:-</p> <ul style="list-style-type: none"> Phase 2 Recruitment. The recruitment to the second section of phase 2 (Case Management Leads & Customer Service Leads) has now largely completed, with 17 staff securing roles in this area. We now need to plan the handover of their existing work as they move to take on their new responsibilities in the new year. The third section of phase 2 (Case Managers and Customer Champions) involves 177 staff going through recruitment. The impact on the organisation during this will be significant. Member Case Management - Members are reminded that Dianne Blackmore is their key contact and can help navigate the organisation to ensure queries are resolved. Extensions & Risk Areas. There are some services that need additional capacity - on a temporary basis - beyond the end of February (e.g. there will still be 2 sets of Statements of Accounts to produce and support through external audit). We have put arrangements in place to ensure these areas have sufficient capacity (on a temporary basis) to fulfil their essential tasks. <p>We continue to monitor high priority areas on a regular basis (collection of income, planning performance, support to vulnerable) and are managing any key vacancies by using agency resource. This continues to be a challenge in some areas as there is a national difficulty in sourcing some key specialist skill areas (e.g. Planning / Housing Options).</p> <p>Staff are working extremely hard to keep services operating, in challenging circumstances. I am sure Councillors recognise this and continue to offer their support as we move into the largest phase of change in our programme.</p>

Programme Finances (£'000's)

The table below shows the revised budgets and current forecast spend for the transformation programme following the increases to budget being approved at both WSC and TDBC Full Council's in December.

Financials (£'000's)				
Work Stream	Re-baselined Budget	Actual to date	Forecast Total Spend	Variance to Revised Budget
Programme Management	1,185	966	1,185	0
People and Change	716	527	716	0
Customer Focus and Process Redesign	569	239	569	0
Technology	1,397	627	1,397	0
Redundancy	4,482	1,271	4,482	0
Redundancy - DLO workforce	798	44	798	0
Transformation Sub-Total	9,147	3,674	9,147	0
New Council	381	209	381	0
Total (inc. New Council)	9,528	3,808	9,528	0
<hr/>				
Accommodation	7,517	6,227	7,517	0

Programme - Top Risks

The below table shows the top RED (R) and Amber (A) risks extracted from the programme risk register. All risk are assigned an owner and actionee who will ensure the risk have an appropriate mitigation plan.

Title	Description	RAG	Path to Green/Closure	Strat/ Prog
Programme Resources Migrating into New World	More Staff are taking VR and we have more vacancies for case manager/customer/locality roles in the new organisation than expected. There is a risk that we will not have enough staff to populate the organisation in its new form on the 1st April.	R	Forecast workload on worst case scenario and contingency plan based on resource demand to ensure we have staff ready, inducted and trained for the 1st April.	S
MyAccounts - Accessing Open Revenue Data	There is a risk that the Civica OpenRevenues data required to populate MyAccounts for Benefits, Council Tax and NNDR may not be delivered in time to build into MyAccounts and complete full testing for go live mid-April 2019. Plans in place so far are: 1. Checking cost, scope and delivery timetable of data extract with Civica. 2. Checking overnight update timescale with Civica (reluctant to commit to a time). 3. Reviewing available update windows and order of jobs with Revs & Bens system administrator. 4. Exploring a Plan B of using APIs instead of a data extract and tactical database with Firmstep.	A	Purchase order for a data extract raised with Civica. Delivery requested by December 2018, supplier unable to commit to 1st December. Need to explore how updates will be scheduled.	S
SharePoint Platform	Escalated from Workstream RAID to Programme RAID: Our planned approach of building an on-premise SharePoint DMS is looking incorrect - our external SharePoint consultant has advised that we would waste significant time and money building an on-premise version based on already out-of-date technology. He advised that we should adopt SharePoint online (as part of a move to Office 365). There is therefore a risk that the timing of the SharePoint DMS build will need to be moved to later in 2019.	A	The DMS plan incorporates a 'Transition Drive' as an interim solution prior to migrating data to SharePoint. To enable the move to Office 365 this stage will be lengthened.	P
Completion of Phase Two Recruitment is delayed	The final sub phase of the recruitment process seeks to appoint Locality Champions during February 2019. It has been agreed that the current content of the Discovery Day is not appropriate for these roles and that a more 'practical' assessment approach is required. The format of these new 'Discovery Days' is not yet developed. A team is being constructed of People Managers, a Unison Rep and Two Bald Blokes, led by Alison North to devise what the new process will involve. this is due to be worked upon during December and January. Potential applicants will then require an opportunity to have a 'practice session' to understand what the day will involve, then the actual Discovery Days are delivered (approx 120 applicants) and then the interview process can commence. It is therefore likely that the interviews will not start until mid February and potentially not complete until mid March.	A	Risk doesn't impact transformation as DLO is outside the main benefit drop dependencies. 1) Construct Team by 1 st December (completed) 2) Scope format for discovery days by 21 st December 3) Communicated process to DLO workforce 4) Schedule sequence for discovery days and interview 5) Highlight indicative completion date (est. mid March)	P

Somerset West and Taunton

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New Council
Highlight Report

7th January 2019

Commentary

The plan is progressing with no significant issues.

Although there has been some slippage with regard to completion of some of the Implementation Plan actions, all tasks that were time critical have been delivered as anticipated.

On 6 December branding for the new council was approved by the Shadow Executive.

Key matters progressed through Shadow Council 17 December include:

- Interim Report of the Joint Independent Remuneration Panel on preparation of a Draft Members' Allowances Scheme for Somerset West and Taunton Council
- Anti -Fraud and Corruption Policy and Strategy
- Income and Arrears Management Policy
- Fees and Charges 2019/20
- Council Tax Support Scheme for 2019/20
- Discretionary Reduction in Council Tax Liability Policy and
- Discretionary Housing Payment Policy
- Council Tax Charges - Empty Properties and Second Homes

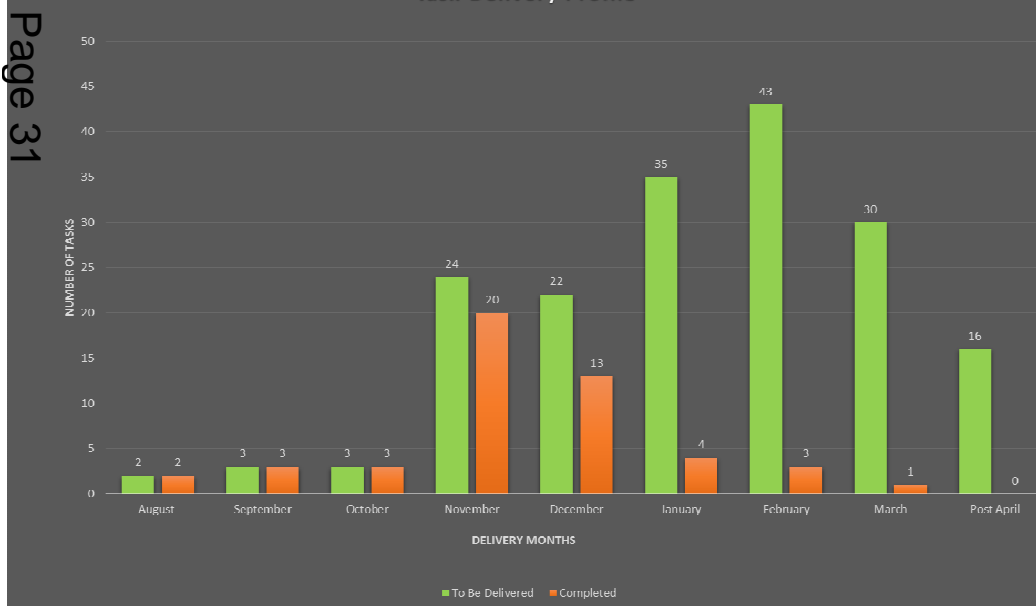
14 Jan - New Council Member working Group considering Times and venues for SWT meetings, Financial Regulations (inc delegation levels) and Stage 2 papers on the constitution.

28 Jan - The Shadow Corporate Governance and Standards Committee will be reviewing Stage 2 of the draft Constitution for Somerset West and Taunton Council (drawing on the thoughts of the new council member working group).

Implementation Plan Actions @ 17 Dec

Not Started	In Progress	Completed	Total
59	71	49	179
33%	40%	27%	100%

Task Delivery Profile



Highlights this period

1. Branding approved by the Shadow Executive 6 December;
2. Bank account confirmed;
3. Slight slippage from November (4 of 24 actions) - no concerns;
4. Corporate Governance and Standards Committee - development of the constitution (stage 2).

Risks and Issues

Risks

- A** Dependencies on third parties (e.g. technology providers, HMRC), causes delay beyond our control.

Issues

- A** Movement of staff within, and exiting, the council and their current capacity.

New Council Cost

Total Budget
£ 381k

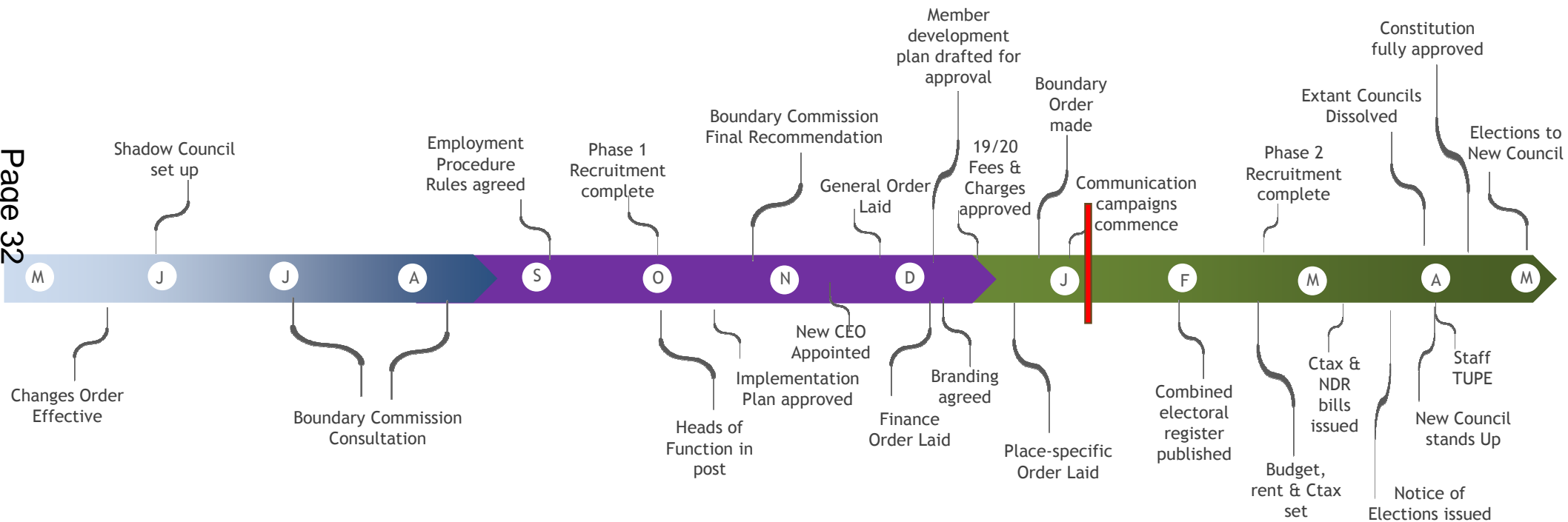
Forecast Cost
£381k

Currently on budget target

Somerset West and Taunton

New Council Implementation- Key Milestones

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

Document is Restricted

Shadow Scrutiny Committee – Work Programme 2018/19

14 th January (WS)	4 th February (T)	11 th March (WS)	16 th April (TD)	TBC
New Council Implementation Plan – J. Barra/ P. Harding	2019/20 General Fund Revenue Budget & Capital Programme – A. Stark	Transformation and Implementation Plan – P. James		Assets of Community Value Process – M. Parr
Citizens Advice – M. Leeman	2019/20 Housing Revenue Account Budget and Capital Programme – A. Stark	Leisure Offer – S. Hughes/ Commercial Investment and Change		NHS Fit For My Future Health Care Plan – Dr. R. Benneyworth
Leisure Operator Contract – (Confidential) C. Hall/ S. Hughes	2019/20 Treasury Strategy and Investment Strategy – A. Stark			Environmental Strategy for a New Council – N. Bryant
	2019/20 Capital Strategy – A. Stark			
	NDR – Discretionary Relief Policy – D. Emery/ J. Collins			
	North Taunton Woolaway Project – J. Humble			

