

# Public Document Pack

Members of the Full Council  
(Councillors: All Councillors)



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Date 4 December 2018

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Dear Councillor

I hereby give you notice to attend the following meeting:

## **FULL COUNCIL**

**Date: Wednesday 12 December 2018**  
**Time: 4.30 pm**  
**Venue: Council Chamber - West Somerset House**

Please note that this meeting may be recorded. At the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded. You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during the recording will be retained in accordance with the Council's policy. Therefore unless you advise otherwise, by entering the Council Chamber and speaking during Public Participation you are consenting to being recorded and to the possible use of the sound recording for access via the website or for training purposes. If you have any queries regarding this please contact the officer as detailed above.

Yours sincerely

A handwritten signature in black ink, appearing to read "Bruce Lang".

**BRUCE LANG**  
Proper Officer



## WEST SOMERSET DISTRICT COUNCIL

Meeting to be held on Wednesday 12 December 2018 at 4.30 pm

Council Chamber - West Somerset House

### AGENDA

1. **Apologies.**

2. **Minutes of the previous meeting of the Full Council.** (Pages 5 - 10)

Minutes of the Meeting of Council held on 21 November 2018 to be approved and signed as a correct record – **SEE ATTACHED.**

3. **Declarations of Interest.**

To receive and record declarations of interest in respect of any matters included on the agenda for consideration at this meeting.

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.

For those members of the public wishing to speak at this meeting there are a few points you might like to note.

A three-minute time limit applies to each speaker and you will be asked to speak before Councillors debate the issue. There will be no further opportunity for comment at a later stage. Your comments should be addressed to the Chairman and any ruling made by the Chair is not open to discussion. If a response is needed it will be given either orally at the meeting or a written reply made within five working days of the meeting.

5. **Chairman's Announcements**

6. **Heart of the South West - Joint Committee - Council Update** (Pages 11 - 24)

To consider Report No. WSC 92/18, to be presented by Councillor A Trollope-Bellew, Leader of Council – **SEE ATTACHED.**

The purpose of the report is to provide Members with a progress report and set out the Heart of the Southwest Local Industrial Strategy, budget statement for 2018/19 in addition to the budget and cost sharing agreement.

7. **Confirmation of Appointment of Joint Chief Executive** (Pages 25 - 28)

To consider Report No. WSC 91/18, to be presented by the Leader of the Council, Councillor A Trollope-Bellew – **SEE ATTACHED.**

In the light of the decision of the Shadow Council to appoint a new Chief Executive designate with effect from 1 January 2019, this report is to enable the Council to

regularise the position and formally appoint James Hassett as the Joint Chief Executive for the Taunton Deane Borough Council and West Somerset Council with effect from 1st January 2019.

8. **Approval of Funding Request for the Transformation Programme** (Pages 29 - 58)

To consider Report No. WSC 93/18, to be presented by the Leader of the Council, Councillor A Trollope-Bellew and Lead Member for Resources and Central Support, Councillor M Dewdney – **SEE ATTACHED.**

The purpose of the report is to request additional funding for the Transformation programme. The revised Business Case increases the savings from £3.1m to £3.5m with a revised investment of circa £9.5m delivering an attractive return of investment whilst protecting front line services and improving the customer experience.

**COUNCILLORS ARE REMINDED TO CHECK THEIR POST TRAYS**

**WEST SOMERSET COUNCIL**

**Minutes of Council held on 21 November 2018 at 4.30 pm**

**in the Council Chamber, Williton**

**Present:**

Councillor B Heywood ..... Chairman  
Councillor J Parbrook ..... Vice-Chairman

Councillor R Clifford	Councillor H Davies
Councillor M Dewdney	Councillor G S Dowding
Councillor S Goss	Councillor N Hawkins
Councillor I Jones	Councillor A Kingston-James
Councillor R Lillis	Councillor B Maitland-Walker
Councillor K Mills	Councillor P H Murphy
Councillor P Pilkington	Councillor S Pugsley
Councillor R Thomas	Councillor N Thwaites
Councillor A Trollope-Bellew	Councillor K Turner
Councillor D Westcott	Councillor R Woods

**Officers in Attendance:**

Assistant Chief Executive (B Lang)  
Director (S Adam)  
Strategic Finance Advisor and S151 Officer (P Fitzgerald)  
CIM Fund Manager (L Redston)  
Tourism and Economy Projects Officer (N Maclean)  
Special Project Consultation (J Souter)  
Meeting Administrator (K Kowalewska)

**C33     Apologies for Absence**

Apologies for absence were received from Councillors M Chilcott, A Hadley, C Morgan and T Venner.

**C34     Minutes**

(Minutes of the meeting of Council held on 25 July 2018 and Minutes of the meeting of Special Council on 20 August 2018, circulated with the Agenda.)

**RESOLVED** that the Minutes of the meeting of Council held on 25 July 2018 and Minutes of the meeting of Special Council on 20 August 2018 be confirmed as correct records.

**C35     Declarations of Interest**

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

<b>Name</b>	<b>Minute No.</b>	<b>Member of</b>	<b>Action Taken</b>
Cllr H Davies	All	Williton	Spoke and voted
Cllr S Goss	All	Stogursey	Spoke and voted
Cllr A Kingston-James	All	Minehead	Spoke and voted
Cllr B Maitland-Walker	All	Carhampton	Spoke and voted
Cllr P H Murphy	All	Watchet	Spoke and voted
Cllr J Parbrook	All	Minehead	Spoke and voted
Cllr P Pilkington	All	Timberscombe	Spoke and voted
Cllr R Thomas	All	Minehead	Spoke and voted
Cllr A H Trollope-Bellew	All	Crowcombe	Spoke and voted
Cllr K H Turner	All	Brompton Ralph	Spoke and voted
Cllr D J Westcott	All	Watchet	Spoke and voted

Councillor R Clifford declared a personal interest on agenda item 6, HPC Planning Obligations Board Allocations of CIM Funding as Chairman of West Somerset Advice Bureau.

Councillor H Davies declared a personal interest on agenda item 8 as a committee member on Watchet Bowling Club.

**C36 Public Participation**

No members of the public spoke at the meeting on any items on the agenda.

**C37 Chairman's Announcements**

1 September 2018	Attended the gathering at Minehead Rugby Ground for the launch of the Charity Calendar in memory of Luke Beaver.
9 September 2018	Chairman's Civic Service in Dulverton Church and reception in the Town Hall
17 September 2018	Accepted an invitation from Cllr Nigel Taylor, SCC Chairman, to attend his Civic Service at St Mary's Church, Taunton
11 October 2018	Attended the SCC Chairman's Awards Presentation Evening
14 October 2018	Attended a Service of Thanksgiving and Reflection at Harvest Time in Wells Cathedral
1 November 2018	Attended the Presentation of Awards evening at West Somerset Community College
6 November 2018	Attended the Lord-Lieutenant Mrs Anne Maw's Somerset Remembers at Wells Cathedral
9 November 2018	Lord-Lieutenant of Somerset's naming and blessing of Somerset Wood
11 November 2018	Attended the ceremony and service of remembrance in Dulverton, the Royal British Legion parade in Minehead and a ceremony on Winsford Hill

In addition, the Vice-Chairman represented the Chairman of Council at Crowcombe House for the British Legion's Somerset launch of their Poppy Appeal and attended Sedgemoor District Council's Civic Service on 25 October; on 3 November attended the dedication of the Memorial Garden in Wellington Square, Minehead; and on 9 November attended North Somerset's Civic Evening at Weston-Super-Mare.

**C38**      **HPC Planning Obligations Board – Allocations of CIM Funding**

(Report No. WSC 78/18, circulated with the Agenda.)

The purpose of the report was to present the recommendations of the HPC Planning Obligations Board (POB) for the allocation of monies from the HPC CIM Fund for grant applications received on 1 August 2018.

The Lead Member for Resources and Central Support presented the report and provided detailed information on the individual projects. The Lead Member stated that the presentations from the applicants were phenomenal. The Lead Member, on behalf of the Council, thanked the CIM Fund Manager for all her hard work over the past few years.

The Lead Member proposed the recommendation which was seconded by Councillor H Davies.

The CIM Fund Board was thanked on behalf of Stogursey Parish Council to allow the build on the new Stogursey Victory Hall to progress.

Various questions and issues were raised regarding the future governance of the CIM fund and the ring fenced monies for Stogursey and Cannington. It was confirmed that these would remain in a reserve fund and when the pots of money were transferred to the new council mechanisms would remain to ensure the same governance arrangements would continue. Reassurance was provided that new councillors on the decision making boards would be briefed on the history and the aims and achievements of the CIM Fund.

Councillor P Murphy proposed an amendment to recommendation 2.1.1 to include the following wording, 'WSC commends the grant application from Watchet Bowling Club to Somerset Community Foundation and requests that Somerset Community Foundations considers an application from Watchet Bowling Club to the HPC Community Fund for £150,000 to secure the remaining balance of funding applied for.' The amendment was seconded by Councillor D Westcott.

The CIM Fund Manager advised that the Council could encourage the applicants of the Watchet Bowling Club to work independently with Somerset Community Foundation to bring forward a future bid.

On being put to the vote the amendment was CARRIED.

The CIM Fund Manager went on to explain the function of the new Localities Team who would be working very closely with community groups to help to bring forward projects and services/facilities that they wished to deliver. The role of Engagement Champions within each of the locality areas would be to help local groups to access funding opportunities where available.

A brief explanation was provided on how applicants and community groups could apply for projects to the Somerset Community Foundation.

**RESOLVED** that the recommendation of the Hinkley C Planning Obligations Board to approve the allocation of the following from the 2nd Annual HPC CIM Fund Payment be endorsed, as amended, as follows:

- £150,000 to Watchet Bowling Club for the Watchet Bowling Club Community Hall project with conditions set by the Planning Obligations Board.  
WSC commends the grant application from Watchet Bowling Club to Somerset Community Foundation and requests that Somerset Community Foundations considers an application from Watchet Bowling Club to the HPC Community Fund for £150,000 to secure the remaining balance of funding applied for.
- £350,000 to Burnham on Sea and Highbridge Town Council for the Burnham Evolution project.
- £300,000 to North Petherton Rugby Club for the New Community Gym project.
- An additional £110,000 to Stogursey and District Victory Hall for the Stogursey Victory Hall development project with conditions set by the Planning Obligations Board.
- £320,000 to Cheddar Parish Council for the Cheddar Community Pavilion project.
- £180,000 to Citizens Advice Sedgemoor for the Supporting Hinkley Advice Needs project.
- £51,428 to Sedgemoor District Council for the Victoria Ward Enhancements project.
- £23,000 to Williton RBL Shooting Club for the Providing Accessible Shooting for All project.

**C39**      **Exclusion of the Press and Public**

**RESOLVED** that the press and public be excluded during consideration of Minutes No. C40 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:



C40 contained information that could release confidential information relating to the financial or business affairs of any particular person (including the authority holding that information). It was therefore agreed that after consideration of all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**C40**      **Sale of Land at Smithsyard, Washford, TA23 0NB**

(Report No. WSC 81/18, circulated with the Agenda.)

The purpose of this report was to provide Members with a proposal for the disposal of commercial land.

The Lead Member for Resources and Central Support outlined the details of the report and went on to propose the recommendation of the report which was seconded by Councillor R Lillis.

A lengthy debate ensued and various questions and issues were raised by Members and Officers.

**RESOLVED** that all of the land owned Freehold by West Somerset Council is sold to 308 Developments Ltd.

The meeting closed at 5.55 pm



## **Heart of the South West – Joint Committee – Council Update**

Report of the Head of Localities – Brendan Cleere

This matter is the responsibility of the Leader of the Council - Councillor Anthony Trollope-Bellew.

### **Recommendations: Full Council to:**

- (a) Note the progress report setting out the work of the Heart of the South West (HotSW) Joint Committee since its establishment in March 2018;**
- (b) Agree to delegate the development and endorsement of the HotSW Local Industrial Strategy (LIS) to the HotSW Joint Committee (noting that final approval of the HotSW LIS rests with the HotSW Local Enterprise Partnership (LEP) and the Government);**
- (c) Note the Budget statement for 2018/19 set out in Appendix B and that in accordance with the decisions taken at the time the Committee was established the Shadow Council will be asked to make an annual budgetary provision to meet the support costs of the Joint Committee in line with the Taunton Deane and West Somerset 2018/19 contribution. Final clarification on any additional 2019/20 budget requirement will be provided following the completion of the review of the Joint Committee's role, function and management support arrangements and development of its work programme for 2019/20.**
- (d) To agree the Budget and Cost-sharing Agreement set out in Appendix B to this report.**

### **1. Introduction and summary**

1.1 In January 2018, the HotSW Joint Committee was formally established by the councils and organisations involved since 2015 in the devolution partnership. The Committee is tasked with improving productivity across the HotSW area in collaboration with the HotSW LEP and other organisations as necessary.

1.2 The Committee has met formally three times in 2018, in March, June and October. In addition to this the management structure that sits behind the Committee and involves Chief Executives and senior officers from across the partnership has met regularly to drive the business of the Committee. The Committee is chaired by Cllr David Fothergill, Leader of Somerset County Council and the Vice-Chair is Cllr John Tucker, Leader of South Hams District Council.

1.3 This report summarises the progress made by the Committee over recent months in key areas of activity and sets out actions proposed in the coming months.

As part of this report there are specific recommendations for the constituent authorities to consider.

## 2. Key achievements

2.1 At each of our meetings the Committee has been briefed on recent inward investment successes achieved through the work of the local authorities and the LEP and it is these successes that we wish to add to through the work of the Joint Committee.

### (a) Influencing government

The partnership's original focus in 2015 was to explore opportunities on offer through devolution to improve productivity. Since the Committee was created the influencing role has continued to be central to the work of the Joint Committee and recent months have seen successes in this area. Government policy changes and Brexit have required the partnership to be flexible to present a united front to Government and respond to the changes. As an example, the Government has increasingly moved away from its devolution policy approach of 2015 and the partnership is now engaged in more flexible and targeted dialogues with Government. This approach is proving successful so demonstrating the benefits of presenting a single compelling partnership vision between the business and public sectors. The Committee is keen to demonstrate its ability to deliver Government objectives as well as local priorities so accessing help beyond our boundaries is critical to the success of the partnership. It is already apparent that the Joint Committee / LEP Partnership carries a critical mass that the Government is responding to through policy announcements and on-going dialogue with Government officials. The most significant announcement is the recent inclusion of the HotSW LEP area in wave 2 of developing Local Industrial Strategies (LIS). This success is due in large part to the close alignment of the Joint Committee and the LEP on the Productivity Strategy [see (b) below]. Much of the activity detailed below has resulted directly from discussions with Government.

### (b) Approval of the HotSW Productivity Strategy

- (i) In March the Committee and the LEP Board agreed a challenging HotSW Productivity Strategy which set an ambition of "Doubling the size of the Heart of the South West's economy over 20 years" with a vision of "Productivity and prosperity for all".
- (ii) The Strategy identifies three strategic themes to improve productivity by strengthening and developing:
  - a. the leadership and ideas within businesses in our area
  - b. the housing, connectivity and infrastructure our people and businesses rely on for living, moving goods, accessing jobs and training, and exploiting new opportunities.

- c. the ability of people in our area to work, learn and improve their skills in a rapidly changing global economy, and to maximise their economic potential.
- (iii) In addition, there are three cross-cutting themes, referred to throughout the Strategy:
- a. Inclusive growth for our people, communities and places
  - b. Capitalising on our distinctive assets
  - c. Maximising the potential from digital technology

The Strategy can be viewed at:

<https://heartofswlep.co.uk/about-the-lep/how-we-work/productivity-strategy/>

- (c) Endorsement of the Delivery Plan. This document is key to the delivery of the Productivity Strategy and will be further developed as explained below. It is a live action plan that will be used to track performance locally and may also form the basis of annual progress reports to Government, as required under the recent national review of LEPs. It is broadly divided into two sections – a ‘core offer’ focussing on programmes that deliver Business Support and Employment and Skills, as well as ‘enablers’ including housing delivery, transport, and other infrastructure that is essential to support economic growth. These activities apply across the whole of the HotSW area. A further section focuses on programmes of activity linked to the agreed set of ‘opportunities’ that are specific to the HotSW area. The Plan incorporates current as well as future, planned activity, and is being produced in stages depending on how well developed the programmes of activity for each theme are. The current version features the opportunities that are at the most advanced stage, namely: Digital (Photonics); Advanced Engineering (marine and nuclear); High Value Tourism; Farming, Fishing and Food. By spring 2019 it will be expanded to include: Healthy Ageing; further Digital (Creative and Big Data); Advanced Engineering (aerospace); Construction; and Defence. Place markers have also been included for inclusive growth and natural capital to be developed as part of the next phase of work. The current version of the Delivery Plan can be viewed at:  
<http://www.hotswjointcommittee.org.uk/wp-content/uploads/2018/10/HotSW-Draft-Delivery-Plan-October-2018.pdf>
- (d) An Opportunities Prospectus has been extracted from the Delivery Plan and will be used with local MPs, Ministers and senior Government officials as part of continuing to raise the profile of the HotSW area at a critical time ahead of the 2019 Spending Review and the anticipated launch of the UK Shared Prosperity Fund towards the end of 2019. The document will be circulated to MPs prior to the Chancellor’s autumn statement as part of the influencing approach. To ensure that the Prospectus document has some longevity, the key strategic ‘asks’ of Government have been set out in a covering letter, jointly signed by the Chairs of the Joint Committee and the LEP. As we

develop the Delivery Plan, further asks will emerge and be submitted to Ministers. The list of asks submitted in October is attached as Appendix A to this report. The Prospectus document can be viewed at:

<http://www.hotswjointcommittee.org.uk/wp-content/uploads/2018/10/HotSW-Opportunities-Prospectus-October-2018.pdf>

- (e) Housing is a key enabling opportunity for the Joint Committee. Following a housing audit to gauge Local Plan progress on targets and delivery rates, a HotSW Housing Summit was held in September with key agencies including Homes England. The outcome of this successful event was an agreement to work closely with Homes England to develop a bespoke package of offers and asks with Government which will help us to successfully deliver the ambitious housing programmes we have across our area. A Housing Sector Task Force of strategic leaders and officers has been established to develop our proposition to Government and to work with Homes England which will report to the Joint Committee.
- (f) National Infrastructure Commission (NIC)  
The Joint Committee is seeking to secure a growth corridor study following helpful discussions with the NIC. Initial discussions with the Chair of the Commission were well received and the Joint Committee was encouraged to submit a business case to the Chancellor who will ultimately make a decision as to whether to fund a study. A proposal was submitted to the Chancellor in October. The study would be similar to the one conducted by the NIC for Cambridge-Milton Keynes-Oxford. It would help the HotSW partnership to better understand the constraints to higher levels of productivity by highlighting where investment in strategic infrastructure could unlock faster growth over the long term. The initial focus for the study would be along the A38/M5 transport spine, recognising that investment would have benefits for the whole of the HotSW area and wider south west.
- (g) Brexit Resilience Opportunities Group. The Joint Committee has consistently lobbied Government that any powers that move back from the EU under Brexit must not stop at Whitehall. This senior officer group was established by the Joint Committee to research and advise on the opportunities and risks to the HotSW. The Group has been collating evidence on some of the key risks and opportunities for our unique economy and has conducted research in the following areas: workforce, construction industry, agriculture and land management; food and farming, fisheries and post Brexit funding to support the economy. The Group is also collating the risk and impact analysis of Brexit on local government such as service delivery and community resilience. The Group has fed directly into the Local Government Association briefing papers and to key Government departments to raise the profile of the area. With the Brexit departure date looming and several 'deal' scenarios still possible, this work has become ever more important. A Brexit Joint Regional Sounding Board event planned, as part of the 12<sup>th</sup> November LEP Conference, will be an opportunity for business and public sector to engage

with Government representatives from Defra, BEIS, and MHCLG on preparedness. The Group is working with Cornwall on issues of mutual interest and concern.

- (h) Sub-National Transport Body. Linked to the Joint Committee's work on infrastructure is the imminent establishment of a South West Peninsula Shadow Sub-National Transport Body (covering Somerset, Devon, Cornwall, Plymouth and Torbay) which will develop a sub-national Transport Strategy to work with Government to deliver investment in our major transport infrastructure. In the short-term this will be an informal partnership, however a current 'ask' of Government is that they endorse the creation of a statutory Sub-National Transport Body for the Peninsula, and a separate body for the South West around the east of the region. These two new transport bodies will provide a platform for strategic discussions with Government on priorities for the region over the long term.

## 1.5 Next steps:

In addition to what is outlined above, the Joint Committee / LEP partnership will:

- (a) Develop an Investment Framework for the Delivery Plan so that priorities for delivery and project opportunities can be delivered via investment from a range of sources.
- (b) Review the roles and functions of both bodies through a governance review to acknowledge the revised and enhanced focus given to LEPs by the Government. This work will include a review of the management support arrangements. The Joint Committee and the LEP will continue to share responsibilities across the Productivity Strategy and the Delivery Plan with the LEP leading on areas closely linked to the LIS and the Joint Committee leading on other areas such as housing and infrastructure. The need for close collaboration between the two has never been more important as we look to further influence Government policy and actions over the next 12 months and beyond.

## 2. Local Industrial Strategy

2.1 The inclusion of the HotSW LEP area in the second wave of areas to benefit from working with the Government to develop their Local Industrial Strategies (LIS) is a considerable achievement for the Joint Committee and the LEP. The first wave 'trailblazers' were the urban conurbations of Greater Manchester, the West Midlands and Cambridge-Milton Keynes-Oxford. The partnership had been pushing to be in the second wave and had raised the ask with Government Ministers and officials over a number of months. It was therefore very welcome that HotSW was announced in July as being part of wave 2.

2.2 By working closely with Government to develop our Local Industrial Strategy we will be able to jointly agree the long term transformational opportunities that will help deliver the asks specific to our area and influence wider Government policy and delivery.

2.3 Local Industrial Strategies will focus on the foundations of productivity and identify transformational opportunities with partners across Ideas, People, Infrastructure, Business Environment and Place. The Strategy will be led by local people and businesses, allowing local leaders to harness the strengths of their own areas; ensure that the benefits of growth are realised by all; and provide the right conditions for improving the prosperity of communities throughout the area.

2.4 Ultimate approval of the LIS rests with the LEP in collaboration with the Government. The LIS guidance requires the LEP to collaborate on the development of the LIS with a range of stakeholders including the local authorities and other partners.

2.5 The LEP's proposed timetable is to have the final LIS agreed between the LEP and the Government by June 2019. Fortunately, HotSW partners are better placed than many areas to meet this timetable as the work done by the Joint Committee and the LEP to build and test the evidence base for the Productivity Strategy and Delivery Plan has set the foundation; the LIS will be a natural extension of this.

2.6 The Joint Committee is ideally placed to provide both collective and council level input into the development of the LIS, although final approval rests with the LEP. The validity and positioning of the document would be immeasurably strengthened by the involvement and general endorsement of all the constituent authorities, and by other partners including the business community. To enable the development of the LIS to be taken forward at pace, and to demonstrate alignment with partners across the area, it is proposed that local authority input is developed, coordinated and signed off by the Joint Committee. The powers of (and delegations to) the Committee are tightly focussed around the Productivity Strategy under the current governance arrangements, so approval needs to be sought from the constituent authorities to formally delegate the Council's responsibilities for contributing to and signing off the HotSW Local Industrial Strategy (LIS) to the Joint Committee. The recommendations provide the opportunity for the Council to influence and shape the LIS as well as provide content. To ensure that there is wide buy-in to the development of the LIS across the constituent authorities, a portfolio holder engagement event is planned for 23 November 2018

## **2 Budget and Cost Sharing Agreement**

3.1 The Joint Committee has been kept informed of its budgetary position to provide assurance that it is operating within its budget. This section of the report includes:



- (a) a summary of the Committee's current budget position for 2018/19 – page 11 - Appendix B
- (b) a Budget and Cost Sharing Agreement (B&CSA) which is a development of the Inter-Authority Agreement agreed by the constituent authorities at the time the Committee was established – pages 12 and 13 – Appendix B
- (c) An indicative budget request for 2019/20 to the constituent authorities.

3.2 Page 11 – Appendix B - summarises the position on the operating and support budget of the Committee. It shows a variation of the income for 2018/19 expected at the time of the Committee's establishment with a larger than anticipated underspend carried forward from the work on devolution during the 2015 to 2018 period. This together with the contributions agreed by the constituent authorities have given the Committee a larger than anticipated budget for 2018/19.

3.3 In terms of the anticipated spend for 2018/19 the current position suggests that the Committee will be able to operate within budget and should achieve an underspend to be carried forward to 2019/20 to help offset the future budget requirement for the Joint Committee. The current underspend is around £40k. It should be noted however that not all commitments for 2018/19 have yet been identified.

3.4 At the time of the Committee's establishment the Inter Authority Agreement referred to the development of a B&CSA and included some headings to be included within it. Pages 12 and 13 - Appendix B - set out the draft B&CSA. It is a relatively simple document proportionate to the small size of the budget and the limited financial risk to each constituent authority. It explains the role of the administering authority as well as the responsibilities of the constituent authorities. The Joint Committee has approved the B&CSA and all Section 151 Officers of the constituent authorities have been consulted on its contents. The document now requires the formal approval of the constituent authorities.

3.5 In terms of the Joint Committee's budget for 2019/20 the work programme is unknown at this stage although a busy year is expected for the Committee to respond to Government policy initiatives and to support the Delivery Plan. To assist the constituent authorities to plan budget commitments for 2019/20, the minimum contribution levels for 2019/20 are set out below and are at the same level as for 2018/19. These contributions will generate sufficient budget to cover the costs of the administering authority to service the Joint Committee and leave a small surplus. Dependent on the underspend carried forward from the current year and the outcome of the review of the management support arrangements, this may not be sufficient to fully cover any additional work, for example secondments, or externally commissioned work. The funding requirements will be clarified, as far as is possible, in advance of the 2019/20 financial year following the governance review and through a costed work programme and applied on a pro-rata basis.

- County Councils - £10,500
- Unitary Councils - £4,000
- District Councils and National Parks £1,400

## **4. Consultation, communication and engagement**

4.1 Under the Communications and Engagement Plan, members of the constituent authorities, partners and the public have been kept informed of developments with the Joint Committee through newsletters published after each formal meeting and press releases on significant issues of interest. As we move towards Christmas, the Committee's engagement plans include seeking the support of relevant Ministers and all local MPs for the Communications document and specifically our 'asks' of Government. This engagement campaign will continue and accelerate as we move into 2019.

4.2 In addition the Committee has a website providing background information, links to latest news and publications and details of the membership. This can be accessed at:

<http://www.hotswjointcommittee.org.uk/>

## **5. Equality Considerations**

5.1 No adverse impact on any protected groups.

## **6. Public Health Considerations**

6.1 There are no direct public health impacts of these recommendations. However, public health considerations will be an important consideration in the development of the LIS recognising that there is a strong correlation between economic prosperity and health of the population.

## **7. Risk Management Considerations**

7.1 Given the participation in the Joint Committee as one of the constituent Local Authorities, the main risks are around failing to participate actively in this or any other related process, thus manifesting a failure of sub-regional or regional awareness of the Council's specific economic and productivity concerns. The risk from failing to participate is most likely to be a loss of the Council's influence at regional level and an inability to draw attention to the area's economic needs (across such areas as productivity, skills, infrastructure and related inward investment). It would also weaken the wider partnership proposition, so affecting the ability of the HotSW partnership to speak with one voice and influence Government policy for the benefit of the wider area and including our residents, businesses and visitors.

## **8. Legal considerations**

8.1 The HotSW Joint Committee is a Joint Committee of the local authorities across Devon and Somerset that comprise the HotSW area and established under Sections 101 to 103 of the Local Government Act 1972 and all other enabling legislation to undertake the following:

8.2 The key purpose of the Joint Committee is to be the vehicle through which the HotSW partners will ensure that the desired increase in productivity across the area is achieved.

8.3 The Committee is a single strategic public sector partnership providing cohesive, coherent leadership and governance to ensure delivery of the Productivity Strategy for the HotSW area. The specific objectives of the Joint Committee are to:

- Improve the economy and the prospects for the region by bringing together the public, private and education sectors;
- Increase our understanding of the economy and what needs to be done to make it stronger;
- Improve the efficiency and productivity of the public sector;
- Identify and remove barriers to progress and maximise the opportunities/benefits available to the area from current and future government policy.

## **9. Financial considerations**

9.1 The direct costs to the constituent authorities are set out above and in Appendix B. In addition to this the constituent authorities and partners continue to input considerable amounts of officer time into the partnership on an 'in kind' basis. The LEP continues to make a significant contribution to the work of the Committee and has met some direct costs.

9.2 The constituent authorities are reminded that the Joint Committee continues to provide a relatively low-cost option to meet the partnership's objectives compared to the Combined Authority alternative.

9.3 Subject to receiving the endorsement of the Shadow Executive and the two extant Councils, the Shadow Authority will be requested to include a sum of £1400 in its 2019/20 draft budget to cover the contribution for the new council.

## **10. Reason for Recommendation/Conclusion**

10.1 It is essential that the local authorities contribute to the development and approval of the LIS working in collaboration with the LEP. The LIS will be a natural development of the Productivity Strategy and Delivery Plan for which the Joint Committee already has delegated authority, and therefore it would seem appropriate to formally extend this authority to the development and approval of the LIS to the Joint Committee on behalf of the constituent authorities.

10.2 It is important that the constituent authorities are kept up to date on the Committee's budget situation and make provision for the 2019/20 budget commitment. It is also important that the Budget and Cost Sharing Agreement is formally agreed by the constituent authorities as part of the Committee's governance arrangements.

## APPENDIX A

### Heart of the South West Partnership's key strategic asks of Government

As part of the partnership's increased lobbying with MPs and with reference to the Great South West Partnership several 'policy asks' of Government have been identified to coincide with party conferences and the Autumn Budget. These will be socialised over the next few months and are:

1. Recognition of the Great South West Partnership in the Autumn Budget Statement together with a commitment to co-design a Rural Deal - a 'Rural Productivity Partnership' with GSW following publication of Rural Productivity Commission Report earlier in the year
2. Strategic Connectivity
  - a. Confirmation of Sub National Transport Body/ (ies)
  - b. Peninsula Rail priorities – e.g. commitment for funding Dawlish
  - c. Funding commitment for A303 improvements
  - d. Superfast Broadband and 5G trials
  - e. Joint working with the National Infrastructure Commission on an A38/M5 corridor study to explore how we can unlock our full potential and accelerate growth to transform our region.
3. Transforming Cities and Strength in Places bids agreed
4. EU Fisheries underspend proposal: an offer to work with Government to develop a proposal to utilise the projected underspend in the current EU Fisheries budget.
5. Nuclear Sector Deal (and others specifically Maritime and Defence) to have clear place-based elements/funding, recognising the HotSW opportunities.
6. Local Industrial Strategy specific: encourage joint working with WECA on Wave 2 Local Industrial Strategies particularly around connectivity and Smart specialisations e.g. Nuclear and Aerospace.

## APPENDIX B

### BUDGET STATEMENT – 2018/19

#### Costs

At the time the Joint Committee was established it was estimated that its operating and support **costs** for 2018/19 (and to cover the remainder of 2017/18) would be £89,000 - excluding in-kind officer support. This estimate comprised:

1. £25,000 for work the Joint Committee would wish to commission to support the delivery of its work programme
2. £24,000 for the Brexit Resilience and Opportunities Group Secretariat
3. £40,000 for the Administering Authority to undertake its duties.

#### Budget

Current budget position summary:

18/19 Budget = <u>£117k</u> (an increase of £25k over the original estimate)	18/19 Expenditure - <u>£84.1k</u> (as at 24/10/18)
<ol style="list-style-type: none"> <li>1. £67k - devolution budget carry forward (as against the estimate of £42k) – transferred from PCC to SCC</li> <li>2. £50k - funding contributions from the constituent authorities</li> </ol>	<ol style="list-style-type: none"> <li>1 £40k - for Administrative Authority costs including: direct meeting costs (including refreshments); staffing costs directly relating to HotSW meetings; JC communications and marketing; micro-site development</li> <li>2 £19k - support costs of the Brexit Resilience Opportunities Group (BROG) including seconded part-time officer support (against an original budget allocation of £24k)</li> <li>3 £6k – costs of Housing Summit</li> <li>4 £9.8k – housing consultancy support</li> <li>5 £9.3k – national corridor infrastructure corridor consultancy support</li> </ol>

This reduces the level of potential underspend available to take forward to 2019/20 to approximately £33k.

For 2019/20 the CEx Advisory Group has decided at this stage that in relation to the budget for 2019/20-

- That, in the absence of a work programme being in place for the Joint Committee for 2019/20 at this time, authorities should be asked to plan to repeat their 2018/19 contribution to the Joint Committee's budget for 2019/20. This is in line with the request in the template report. This will raise £48.6k (slightly less than in 2018/19 as there will be one less

constituent authority in the Joint Committee membership following the creation of Somerset West and Taunton Council) giving a maximum budget of just over £80k if the full current underspend is carried forward. Once the support costs of the Joint Committee are accounted for this would give a budget to fund the Joint Committee's work programme of just over £40k for 2019/20.

- . Without a work programme in place it is not known whether this will be sufficient to fully cover the Joint Committee's requirements for procuring, for example secondments, or externally commissioned work. Every effort will be made to contain costs within budget but if work is subsequently identified for 2019/20 which cannot be met within budget or from another source, a further request for funding may be made to the constituent authorities (including in-year in exceptional circumstances) but only against a costed proposal or plan of activity and after all other potential sources of funding have been exhausted.
- . That a further update on an indicative work programme and the budget position will be sent to councils immediately after the 25<sup>th</sup> January formal Joint Committee meeting to give as much certainty as possible over the budget requirement in advance of the financial year.

## BUDGET AND COST SHARING AGREEMENT

As part of the new Joint Committee working arrangements, the following clause was agreed in relation to the costs of operation of the Joint Committee. This clause was in the Inter-Authority Agreement.

### 4.0 JC Finance

4.1 The JC's budgetary arrangements shall be detailed in a budget and cost sharing agreement to be agreed by all the Constituent Authorities annually on the recommendation of the JC and in advance of the financial year. The only exception to this will be in the JC's first year of operation when the JC shall recommend a budget and cost sharing agreement to the Constituent Authorities for approval at the first opportunity following its establishment.

4.2 The budget and cost sharing agreement shall cover:

- (a) The responsibilities of the Constituent Authorities for providing funding for the JC
- (b) The anticipated level of expenditure for the JC for the year ahead
- (c) The cost sharing mechanism to be applied to the Constituent Authorities
- (d) Details of how the budget will be set and agreed each year
- (e) Who is to be responsible for maintaining financial records on behalf of the JC (the 'accountable body');
- (f) What financial records are to be maintained;
- (g) What financial reports are to be made, to whom and when;
- (h) What arrangements and responsibilities are to be made for:
  - auditing accounts;
  - insurance including ensuring all partners have sufficient cover;
- (i) How any financial assets held by the JC on behalf of the Constituent Authorities will be redistributed to the CAs in the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA.

## **How is the budget set and agreed each year?**

In the February preceding each financial year, in consultation with the Somerset County Council Finance Advisory Team, the SCC Strategic Manager - Partnership Governance on behalf of the PMO will detail a budget plan for the JC income and expenditure. This will establish estimated amounts for that financial year and the timing of those financial transactions. This will be submitted by the administering authority to the Joint Committee for recommendation to the Constituent Authorities (CA) for approval.

Each CA will pay their agreed contribution to the Administering Authority (AA) in a timely manner on receipt of invoice details.

## **Who is to be responsible for maintaining financial records on behalf of the JC?**

SCC Finance Advisory Team – Ian Tier, Finance Manager.

## **What financial records are to be maintained?**

Financial records, i.e. orders for supplies and services, payments made, invoices raised and receipts, will be kept electronically on the SCC financial system. This incorporates purchase orders, invoice scans, cashiers receipts and sales invoices.

## **What financial reports are to be made, to whom and when?**

SCC Finance Advisory will present a quarterly income and expenditure report to the SCC Strategic Manager – Partnership Governance. This will be reported to the CEx Advisory Group for information. An income and expenditure report will be presented to the JC for information on at least an annual basis.

## **What arrangements and responsibilities are to be made for?**

**Auditing Accounts:** The AA's accounts and audit arrangements will apply to JC business.

**Insurance:**

Each CA will ensure that it has sufficient insurance cover in place to provide protection for their members and officers participating in the work of the JC and in their capacity as officers or members of that authority. The AA will ensure that it has sufficient insurance cover in place to cover the AA role.

## **How any financial assets held by the JC on behalf of the CA will be redistributed to the CAs in the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA?**

Itemised records of contributions made by each of the CAs will be kept over the life of the JC. In the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA having given the required notice, financial assets will be returned to the CA or CAs on a proportionate basis.





WSC 91/18

## West Somerset Council

### Full Council – 12 December 2018

#### Confirmation of Appointment of Joint Chief Executive

This matter is the responsibility of the Leader of the Council, Councillor Anthony Trollope-Bellew

Report Author: Bruce Lang, Assistant Chief Executive and Monitoring Officer

#### 1 Executive Summary

- 1.1 In the light of the decision of the Shadow Council to appoint a new Chief Executive designate with effect from 1st January 2019, this report is to enable the Council to regularise the position and formally appoint James Hassett as the Joint Chief Executive for the Taunton Deane Borough Council and West Somerset Council with effect from 1st January 2019.

#### 2 Recommendations

- 2.1 To confirm the appointment of James Hassett as Chief Executive (including being Head of Paid Service, Returning Officer, Electoral Registration Officer and a Core Member of the Central Implementation Team) for Taunton Deane Borough Council and West Somerset Council with effect from 1st January 2019.

#### 3 Risk Assessment

##### Risk Matrix

Description	Likelihood	Impact	Overall
Risk: A potential lack of clarity over the hand-over arrangements following the appointment of the new Chief Executive by the Shadow Council.	3	5	15
<i>Mitigation: The mitigations for this are the proposals as set out in the report</i>	1	5	5

### Risk Scoring Matrix

<b>Likelihood</b>	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
<b>Impact</b>							

<b>Likelihood of risk occurring</b>	<b>Indicator</b>	<b>Description (chance of occurrence)</b>
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

4.1 At the meeting of the Shadow Council held on 19th November 2018, it was agreed to appoint James Hassett as the Chief Executive Designate for the Somerset West and Taunton Council with effect from 1st January 2019 and as the permanent new Chief Executive of the new Council with effect from 1st April 2018. The link to the relevant report to the Shadow Council is provided below:

<https://www.westsomersetonline.gov.uk/getattachment/Council---Democracy/Council-Meetings/Shadow-Council-Meetings/Special-Shadow-Council---19-November-2018/Special-Shadow-Council-19-11-2018-.pdf.aspx>

4.2 This decision, by virtue of the provisions of the Local Government (Boundary Changes) Regulations 2018, determined that the current Chief Executive shall be treated as being dismissed by reason of redundancy.

- 4.3 It had always been the intention to try to facilitate the earliest start possible for any new Chief Executive to prepare for the establishment of the new Council with effect from 1st April 2019 and arrangements have therefore been put in place for the new Chief Executive to take up full powers with effect from 1st January 2019. The current post-holder has therefore been given notice that their employment will cease with effect from 28th February, 2019.
- 4.4 Given that the Shadow Council does not have the powers to appoint staff to the extant authorities, for clarity and to ensure a smooth handover, as well as to be legally compliant, both Taunton Deane Borough Council and West Somerset Council will need to formally appoint James Hassett as their Joint Chief Executive with effect from 1st January 2019 as recommended in this report.

## **5 Links to Corporate Aims / Priorities**

- 5.1 The Councils are currently developing their corporate priorities in preparation for the New Council standing up in April 2019. The work to date has developed priorities focussing on the 3Ps – People, Place and Prosperity. The early installation of the new Chief Executive is vitally important in maintaining the work of the current post-holder in continuing to shape and direct the organisation to deliver the outputs and outcomes and intent to reflect the corporate priorities.

## **6 Finance / Resource Implications**

- 6.1 The proposed arrangements provide the shortest overlap period in the circumstances to allow the earliest possible start for the new post-holder and thereby minimising costs.

## **7 Legal Implications**

- 7.1 These are covered in Section 4 of the report.

## **8 Environmental Impact, Safeguarding and/or Community Safety, Equality and Diversity, Social Value, Partnership, Health and Wellbeing, Asset Management, Data Protection, and Consultation Implications**

- 8.1 None in respect of this report.

**Democratic Path: Full Council – 12 December 2018**

**Reporting Frequency: Once only**

### **Contact Officers**

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## West Somerset Council

### Full Council – 12 December 2018

#### Approval of Funding Request for the Transformation Programme

This matter is the responsibility of the Leader of the Council, Councillor Anthony Trollope-Bellow and Councillor Martin Dewdney, Lead Member for Resources and Central Support.

Report Author: Penny James, Chief Executive

#### 1 Executive Summary

- 1.1 This report requests additional funding for the Transformation programme. The revised Business Case increases the savings from £3.1m to £3.5m with a revised investment of circa £9.5m delivering an attractive return of investment whilst protecting front line services and improving the customer experience.
- 1.2 This means that overall costs for transformation are now estimated to exceed the original High Level Business Case estimates by £2.387m, for which WSC's share is £507k. It is proposed that the annual savings target is increased by £348k. The updated business case provides a payback period, at 2.7 years, which is below the 3 year good practice benchmark the Council has used for this programme.
- 1.3 To maintain capacity, resilience and service standards there are some one-off transitional costs for both this year and the start of next year totalling £685k, for which WSC's share is £121k.

#### 2 Recommendations

- 2.1 Note an increase to the Transformation Programme Budget of £2.387m. Approve funding of £507k for West Somerset Council General Fund. (Note £1.277m to be funded by TDBC Council General Fund and £603k by TDBC HRA.)
- 2.2 Note an increase to service budgets for transitional costs totalling £685k. Approve funding of £121k for West Somerset Council General Fund. (Note £386k to be funded by TDBC General Fund and £178k for TDBC HRA.)
- 2.3 To support the proposed increase of the annual savings target by £348k to £3.5m.
- 2.4 Note the Shadow Executive to consider basis for allocating increased savings target within the new Council's Budget and Medium Term Financial Plan.

### **3 Risk Assessment**

- 3.1 The report (Appendix A) presented to Shadow Scrutiny on 26 November 2018 highlights the Top Programme risks. These are extracted from the detailed Programme risk register.

### **4 Background Information**

- 4.1 Our Transformation plans aim to deliver a Council that is digitally enabled, customer focussed and commercially minded.
- 4.2 The High Level Business Case was approved in 2016. The option chosen, the creation of a New Council with Transformation, promised £3.1m savings with one – off costs of £7.1m.
- 4.3 The original Business Case required a saving of 23% of staff costs. From recruitment to date (phase 1) and staff expressions of interest (phase 2) we are broadly on track to deliver this through the voluntary redundancy (VR) route. We estimate 23/4% of staff will have taken VR by the end of the process. This is counter to any narrative that we have an excessive number of staff leaving the organisation.
- 4.4 The additional costs mostly come from the average cost of redundancy not from higher numbers of redundancy. In 2016 we predicted the former to be £25k when in reality it has proven to be £34k. This can be for a range of reasons the most likely being the age profile and length of service of the people involved. The profile of actual leavers is hard to predict. On reflection we should have included a range for the redundancy estimate stress testing the Business Case to the pay back of 3 years which of course we remain comfortably within.
- 4.5 We recognised the radical nature of the changes we are making to our ways of working. We are effectively building a brand new organisation. We have been clear on the skills, knowledge, experience and behaviours we need to make our new organisational model a success.
- 4.6 We have built brand new functionality i.e. around digital, data, information management, business intelligence, governance, commerciality, and locality working. This has required new skills. Our ways of working have shifted the behaviours needed. We are working hard to support staff understanding, engagement and development in these areas. We also understand that our new ways of working are not for everybody and we respect that as well.
- 4.7 Whilst any redundancy is regrettable VR is always preferable to Compulsory Redundancy. The cost to the Council is exactly the same. We have therefore worked with staff to give them the opportunity to explore the new model and apply upfront for up to 3 roles and / or for VR. We cannot control or predict

people's choices or chances of success. We are managing the consequences from a transition and BAU perspective.

- 4.8 Approximately £800k of the additional cost arises from the inclusion of the DLO workforce into the Transformation Programme. They were not part of the original High Level Business Case. It became quickly apparent that this was not right. This was discussed at JPAG and the DLO were included in the original consultation document that went to all Members and staff colleagues.
- 4.9 Including the workforce has enabled us to grow and develop the Localities offer. It is also more inclusive as all staff have the opportunity to apply for any role and to benefit from the development on offer. The DLO also have one of the biggest interfaces with the public so embracing the Carol Carpenter customer work was important. Members were also keen to have a strong locality function to mitigate the risk of Somerset West & Taunton becoming remote from its communities.
- 4.10 We are recommending that the costs associated with this change be recovered along the same lines as planned in the original Business case.
- 4.11 Prudent financial stewardship at both Councils has allowed us to be able to safely make this additional investment.

## **5 Links to Corporate Aims / Priorities**

- 5.1 The aims of the Transformation Project were set out in detail in the Business Case agreed by both Taunton Deane Borough Council and West Somerset Council in 2016.

## **6 Finance / Resource Implications**

- 6.1 As identified in the report to the Shadow Scrutiny 26 November, the main factor in the request for increased funding is the updated estimate of redundancy costs. This is in part due to the extension of the scope of the transformation programme to incorporate the whole organisation, as explained earlier in para 4.9 - 4.11. However it is acknowledged that, in hindsight, the original estimate of these costs is some way below our current estimates. Despite this fact the updated overall costs remain affordable, and the proposed additional financial savings present opportunities for members to further protect and improve services, and further improve the financial health of the new Council.
- 6.2 Importantly the updated business case provides a payback period, at 2.7 years, which is below the 3 year benchmark the Council has used for this programme. From a financial perspective – notwithstanding the other benefits of transformation – the business case continues to demonstrate good value for money.

- 6.3 The Section 151 Officer and Transformation Accountant have worked with the Chief Executive to put together a funding plan for the additional costs. This includes prudent use of current year underspends, contingency balances held in general reserves, gains from business rates pooling, and earmarked reserves, which are shown in the tables below.

- 6.4 Transformation Programme Variance:

	Variance Analysed by Fund (£'000's)			
	WSC GF	TDBC GF	TDBC HRA	Total Variance
Total Transformation Programme	507	1,277	603	2,387
Funded by:				
BRR Smoothing Reserve (Pooling Gain)	0	114	0	114
General Reserves	174	335	356	865
Earmarked Reserve (SWOne exit funding provision retained for redundancy risk)	0	176	0	176
Reprioritised Earmarked Reserves	309	652	75	1,036
Allocate in year budget underspend	24	0	172	196
<b>Transformation Total</b>	<b>507</b>	<b>1,277</b>	<b>603</b>	<b>2,387</b>

- 6.5 BAU Transitional Costs:

	Variance Analysed by Fund (£'000's)			
	WSC GF	TDBC GF	TDBC HRA	Total Variance
Transition costs – post go live	85	287	143	515
Transition costs – service capacity and phase recruitment	36	99	35	170
<b>Total</b>	<b>121</b>	<b>386</b>	<b>178</b>	<b>685</b>
Funded by:				
Allocate in year budget underspend	121	0	178	299
BRR Smoothing Reserve (Pooling Gain)	0	386	0	386
<b>Total Funding</b>	<b>121</b>	<b>386</b>	<b>178</b>	<b>685</b>

- 6.6 The planned use of earmarked reserves is set out in more detail in Appendix B. The use of these reserves has been analysed by the Strategic Finance Advisor/S151 Officer and his team, who have worked with relevant managers to determine potential balances that can be reprioritised at “no risk” or “low risk”. It is therefore considered the proposed funding is robust, and leaves adequate reserve balances for other planned priorities and risks.

## 7 Legal Implications

- 7.1 None.



**8 Environmental Impact Implications**

8.1 None associated with this report.

**9 Safeguarding and/or Community Safety Implications**

9.1 None.

**10 Equalities and Diversity Implications**

10.1 None associated with this report.

**11 Social Value Implications**

11.1 None.

**12 Partnership Implications**

12.1 None for the purposes of this report.

**13 Health & Wellbeing Implications**

13.1 None.

**14 Asset Management Implications**

14.1 None.

**15 Data Protection Implications**

15.1 None.

**16 Consultation Implications**

16.1 None.

**Democratic Path:**

- **Corporate Scrutiny – No**
- **Executive – No**
- **Shadow Scrutiny 26 November 2018**
- **Full Council – 11 December 2018**

**Reporting Frequency:** One Off

**Contact Officers:**

Penny James  
Emily Collacott  
Chris Gage





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Transformation Programme  
Highlight Report

14<sup>th</sup> November 2018

# Executive Summary

## Programme Status Report

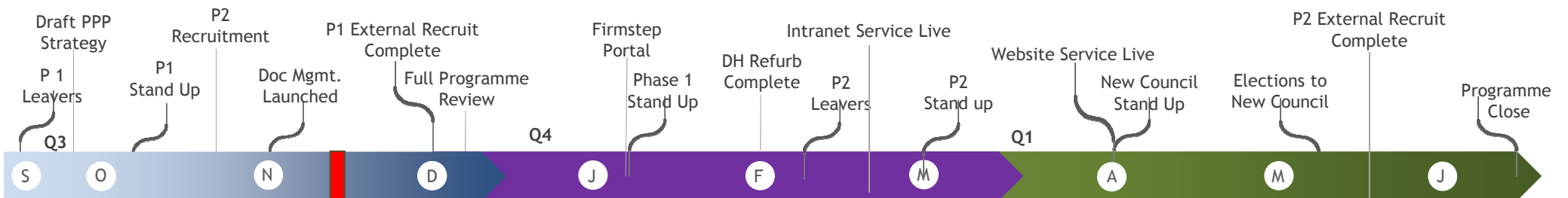
Programme Name	One Council Transformation
Senior Responsible Owner	Penny James
Programme Manager	Christopher Gage
Target Programme Completion	30/06/2019

Programme Cost	
Baseline Cost Transformation	(Accom) £7.1m (£7.5m)
Forecast Cost Transformation	(Accom) £9.5m (£7.5m)
% Spent To Date	49% (76%)
Transformation ROI	
Baseline	Current
2.29 Years	2.7 Years

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

Open Risks	
1 High	7 Med
12 Low	72 Complete
Overall Progress	
50%	
Process Redesign	42%
People & Change	55%
Accommodation	70%
New Council	42%
Technology	42%

### Milestones





# Chief Executive, BAU & Programme Commentary

Chief Executive	Commentary
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## Redundancy Costs

My commentary in the September Scrutiny report made it clear that redundancy costs remained the key risk. At that point in time we had a picture of those in Phase 1 opting for voluntary redundancy (VR). We have now completed recruitment into Phase 1 (P1). In addition, we now have data for those in Phase 2 (P2) (the rest of the organisation) opting for voluntary redundancy. We have also completed recruitment to CIC (Commercial Investment and Change).

The original Business Case did not include the DLO workforce. However, it became quickly clear that to leave them wholly outside of transformation was wrong. Including them, and, redesigning the role as Localities Champions, gave us both an opportunity to drive the localities agenda further and to also ensure all colleagues embraced the Behaviour Framework and design principles especially around customer. The added benefits we're exploiting by taking this decision are:

- Applying trade and practical knowledge and expertise in the direct delivery of tasks to maintain/repair property, the environment and support people.
- Supporting customers with wider council enquiries and being a wider champion for the areas and people they are looking after.
- Enabling and encouraging customers to shift channels and self serve.

We now know 32 people (22.85 %) opted for redundancy in P1 and 121 people (24.25%) in P2. This number may increase as we continue recruitment to P2 if colleagues do not secure a role. The Business Case was predicated on an estimated saving equivalent to 23% of staff costs. In total approximately 23.9% of staff have opted for voluntary redundancy (VR). The Business Case included an estimate of £3 million to fund redundancies excluding the DLO workforce.

The redundancy cost attributable to the DLO is currently estimated at £798K. It is suggested that this cost is recovered on the same basis as the original Business Case of 2.29 Years. This requires annual saving of £348K and this will be achieved by reducing the number of Locality Champions recruited by 13. Whilst the Consultation Document shows approx. 150 Locality Champions on varying grades our financial model allows for approx. 167. Therefore the outcome can be delivered in line with the consultation document whilst meeting the additional savings target. The total savings target for the business case would be revised to £3.5m with a net pay back period of 2.7 years which is still regarded as acceptable in terms of value for money.

The revised estimate for total redundancy costs (excluding the DLO) is £4.48 million. The original Business Case included an average cost of redundancy of £25k. In reality this has proven to be £34k (excluding DLO). This has driven up the overall cost of redundancies. We are unable to restrict who takes or is made redundant and there was always a risk that this cost would increase.



# Chief Executive Commentary (Cont.)

Chief Executive	Commentary
	<p>The Section 151 Officer and Transformation Principal Accountant have worked with me to put together a funding plan for these additional costs. The total required will cover the known costs plus a revised estimate for those costs that won't entirely crystallise until recruitment is completed by the end of Feb 2019. The Plan is detailed in the Finance update. Additional budget approvals will be required by the two individual councils.</p> <p><b>Other costs and financial impacts</b></p> <p>There are also small increases in other programme costs. In addition, the timing of savings / transition costs during 2018/19 financial year means that whilst the 10 year savings are broadly achieved in the design of the organisation, when taking into account transition costs to keep the 'business as usual' service capacity at acceptable levels there is a need for additional one-off funding.</p> <p><b>Recruitment</b></p> <p>Commercial, Investment and Change (CIC) has been recruited too and the structure chart annotated with the successful candidates is reproduced at Appendix 1. Recruitment of Specialists is the next step followed by Customer Champion and Case management Leads, then Case Managers and lastly Locality Champions.</p> <p><b>Transition</b></p> <p>The Heads of Function are working very closely with the Transformation Team to prepare for transition and implementation to our new model.</p> <p><b>Programme Sponsorship</b></p> <p>CIC will be the function responsible for business change in the future. Now that James Barraha has recruited to this team and as we move into transition and implementation it makes sense for him to now take on the Programme Sponsorship role.</p>



# Business As Usual Commentary

Director of Operations	Commentary
	<p>My commentary in September made it clear there would be an impact on service delivery during the implementation of our change programme. It reminded Councillors why capacity would be stretched during this period, and that this may mean re-phasing of work, stopping non-essential activity, or a temporary dip in performance.</p> <p>Since the last update, the priority tasks have been:-</p> <ul style="list-style-type: none"> <li>• <b>Managing the impact of the Phase 1 recruitment decisions.</b> We know that 24 people left the organisation at the end of September (and a further 9 Phase 1 posts will go later), and 59 people secured new roles. For both - the priority within BAU has been to understand their “old role” activity and identify true essential and priority tasks. These have been allocated to new temporary homes to allow these staff to take up their new roles (or leave the organisation). Some staff have started new roles in October, with the majority starting in December. The mapping of essential work to temporary homes, allocation of temp time management responsibilities and temp budget and health and safety responsibilities has been complex. To assist Councillors navigate the organisation during this transition phase, we have extended the “Member Case Management” pilot project until the end of February - and Dianne Blackmore will be the initial port of call for any queries.</li> <li>• <b>3. Reviewing the List of Staff Choosing To Leave In Phase 2.</b> We have over 121 staff choosing to leave the organisation in phase 2. Their final date with the organisation varies - with the majority finishing at the end of February 2019. To ensure the impact of this is managed, we are currently looking at how their essential work will be covered for the short period between them leaving and the entire new model being populated.</li> <li>• <b>Phase 2 Recruitment.</b> The first section of phase 2 (Commercial, Investment and Change) has now largely completed internal recruitment, with 21 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.</li> <li>• <b>Extensions &amp; Risk Areas.</b> There are some services that need additional capacity - on a temporary basis - beyond the end of February (eg there will still be 2 sets of Statements of Accounts to produce and support through external audit). We are currently putting arrangements in place to ensure these areas have sufficient capacity (on a temporary basis) to fulfil their essential tasks.</li> </ul> <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 Commentary

Programme Manager	Commentary
	<p><b>Progress Since September Report</b></p> <p>Progress to date has been good with all work-streams delivering their key milestones despite a busy period of annual leave, interviewing and staff preparation for interviews. A test manager responsible for End to End testing of the Process Redesign &amp; Technology Outputs was appointed this October and found the first 10 Outputs failed quality requirements required for day 1 readiness. The root cause was found to be based on reader accessibility. Based on these findings feedback has been given to the business analysts to prevent future noncompliance and continue with our right first time methodologies.</p> <p>A key outcome from the programme this month sits with initial benefits realisation. The Accommodation work-stream has successfully handed-over part of the Deane house to be occupied by the Police from December.</p> <p>Programme planning in the lead up to Christmas is two-fold; the first goal is to complete the Transition Plan. The programme needs to know when the Heads of Function are able to implement the capabilities delivered by each programme work-stream into the new organisation.</p> <p>Once the Transition Plan is established a Training plan can be developed to prepare staff throughout Q1 2019 in line with the new capabilities and ways of working.</p> <p>Following the September report recommendation to aid cost transparency the New Council Implementation budget will be included in the baseline programme cost dashboard (£6.81M to £7.1M). The ROI payback period for the programme has increased from the 2.3 years to 2.7 years (£9.528m/£3.5m).</p> <p>The forecast expenditure across 2 workstreams (Tech, People and Change) has increased with a total overspend of 0.9% compared to the original budget. This is however within the estimated overspend margins quoted in the September report (0.8-2%) which accounts for worst-case scenarios and risk budgeting.</p> <p>Risk mitigation has been a key focus of the programme which has successfully mitigated the strategic risk from the September Report. The latest strategic risk identified relate to potential gaps in personnel upon completion of interviews as well as risks found at the programme level. These risks assessed at programme level have been assessed as Amber and are continually being monitored.</p>



## Programme Finances (£'000's)

As referred earlier in this report, we can now report with sufficient confidence an update on the projected programme costs. In particular the estimated costs of redundancy for staff exceeds the original business case estimates.

Financials (£'000's)					
Work Stream	Original Budget	Revised Budget	Actual to date	Current Forecast Total Spend	Variance to Revised Budget
Programme Management	1,244	1,186	859	1,185	(1)
People and Change	631	678	490	716	38
Customer Focus and Process Redesign	645	569	223	569	0
Technology	1,292	1,297	567	1,397	100
Redundancy	3,000	3,030	1,248	4,482	1,452
Redundancy - DLO workforce	-	-	-	798	798
<b>Transformation Sub-Total</b>	<b>6,812</b>	<b>6,760</b>	<b>3,387</b>	<b>9,147</b>	<b>2,387</b>
New Council	329	381	134	381	0
<b>Total (inc New Council)</b>	<b>7,141</b>	<b>7,141</b>	<b>3,521</b>	<b>9,528</b>	<b>2,387</b>
<b>Accommodation</b>	<b>7,517</b>	<b>7,517</b>	<b>5,718</b>	<b>7,517</b>	<b>0</b>

## Programme Finances (£'000's)

The previous page reports an additional funding requirement for the transformation programme costs. The following table shows the recommended funding for these, allocated in proportion to existing cost sharing of programme costs (WSC 17%; TDBC GF 56%; TDBC HRA 27%). Allocations from reserves will require Council approval. Allocation of in year underspend may be approved by portfolio holders using delegated powers, but will be included in the request to Council for completeness.

Work Stream	Variance (£'000's)			
	Variance Analysed by Fund (£'000's)			
	WSC GF	TDBC GF	TDBC HRA	Total Variance
<b>Total Transformation Programme</b>	<b>507</b>	<b>1,277</b>	<b>603</b>	<b>2,387</b>
Funded by:				
BRR Smoothing Reserve (Pooling Gain)	0	114	0	114
General Reserves	174	335	356	865
Earmarked Reserve (SWONE exit funding provision retained for redundancy risk)	0	176	0	176
Reprioritised Earmarked Reserves	309	652	75	1,036
Allocate in year budget underspend	24	0	172	196
<b>Transformation Total</b>	<b>507</b>	<b>1,277</b>	<b>603</b>	<b>2,387</b>



## BAU Finances (£'000's)

The commitment to maintaining service provision at acceptable levels during the transition period, the phasing of recruitment, and maintain support and service resilience for a short period after the new structure is 'live' requires additional funding. For example, we still need to produce two sets of accounts to produce and support through audit after the new single council structure is in place. It is recommended that these costs are funded through a combination of in year underspend and business rates pooling gain.

Transitional costs (£'000's)		Analysed by Fund (£'000's)			
Work Stream	WSC GF	TDBC GF	TDBC HRA	Total Variance	
Transition costs - post go live	85	287	143	515	
Transition costs - service capacity and phased recruitment	36	99	35	170	
<b>Total</b>	<b>121</b>	<b>386</b>	<b>178</b>	<b>685</b>	
Funded by:					
Allocate in year budget underspend	121	0	178	299	
BRR Smoothing Reserve (Pooling Gain)	0	386	0	386	
<b>Total Funding</b>	<b>121</b>	<b>386</b>	<b>178</b>	<b>685</b>	



## Recommendations

### Recommendations for Somerset West and Taunton Shadow Scrutiny:

- 1) Note the progress made in respect of (a) transformation programme overall, (b) business as usual, and (c) preparation for single new council implementation.
- 2) Note 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) To support the proposed increase of the annual savings target by £348k to £3.5m.
- 4) Note that increased savings will make a positive contribution to the new Council Medium Term Financial Plan.

### Proposed recommendations for Taunton Deane Borough Council:

- 1) Note an increase to the Transformation Programme Budget of £2.387m. Approve funding of £1.277m for TDBC General Fund and £603k for TDBC HRA. Note £507k to be funded by West Somerset Council General Fund.
- 2) Note an increase to service budgets for transitional costs totalling £685k. Approve funding of £386k for TDBC General Fund and £178k for TDBC HRA. Note £121k to be funded by West Somerset Council General Fund.
- 3) To support the proposed increase of the annual savings target by £348k to £3.5m.
- 4) Note the Shadow Executive to consider basis for allocating increased savings target within the new Council's Budget and Medium Term Financial Plan.

### Proposed recommendations for West Somerset Council:

- 1) Note an increase to the Transformation Programme Budget of £2.387m. Approve funding of £507k for West Somerset Council General Fund. Note £1.277m to be funded by TDBC General Fund and £603k by TDBC HRA.
- 2) Note an increase to service budgets for transitional costs totalling £685k. Approve funding of £121k for West Somerset Council General Fund. Note £386k to be funded by TDBC General Fund and £178k by TDBC HRA.
- 3) To support the proposed increase of the annual savings target by £348k to £3.5m.
- 4) Note the Shadow Executive to consider basis for allocating increased savings target within the new Council's Budget and Medium Term Financial Plan.

# 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	Strategic /Pgrm
High volume of staff gaps in new organisation	More Staff are taking VR and there is a risk that we will have more vacancies for case manager/customer/locality roles in the new organisation than expected. There is a risk that we will not have a fully resource organisation on the 1st April.	R	Forecast worst case scenario and build plan, (including resource demands). Breakdown interview plan via area/departments to highlight gaps immediately after interviews completion. Where gaps are known externally recruit as soon as practicable	S
Unbudgeted Redundancy Costs	The budget allowance for Voluntary Redundancies may be exceeded due to the numbers of individuals expressing an interest in accepting the offer of voluntary redundancy.	A	Now that the Phase 2 application deadline has passed we can confirm the total number of people requesting voluntary redundancy and hence calculate the total amount of funds required.	P
Additional Transition Costs	There may be a gap between the new organisation standing up on the 1st of April and when staff exit the organisation 1st March. Between the 1st March and the 1st April there will be a 4-6 week gap before the full channel & demand shift will occur.	A	Heads of Function to determine the gaps based on their activity and transition tracker. Assessment to be made based non essential activity (paused/stop) and if we will need additional staff to maintain the organisation.	P
SharePoint Platform	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
Scheduling of end to end testing	End to end testing of all the component parts brought together, i.e. new website, new intranet, Firmstep Portals - Service, Self and Dash; Firmstep self-serve forms, workflows, integrations with back office systems. All of this testing will require significant investment in resource and time to complete properly, but will come at a time in the programme where it is already extremely busy - from January onwards. Politically and reputationally it is important to get right..	A	Introduce a testing Identify a Test Manager to lead and co-ordinate activities? Revisit the plan to see when end to end testing could begin. Bring forward the delivery of as many products as possible in order for testing to start at the earliest opportunity. Test and release Firmstep products in batches over a period of time rather than in one go in April 2019.	P



New Council  
Highlight Report  
14<sup>th</sup> November 2018



# New Council Workstream Lead Commentary

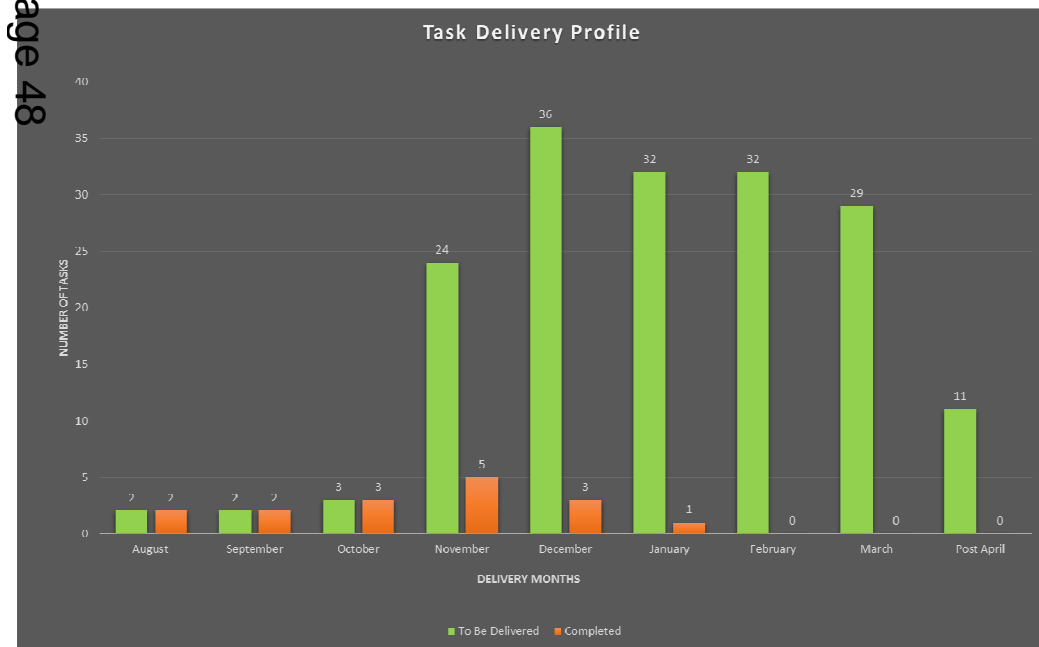
Workstream Lead	Commentary
	<p>Since the last report there has been progress in a number of areas.</p> <p>Firstly, the Somerset West and Taunton Implementation Plan was approved by the Shadow Council at its October meeting. A commitment has been made to share progress with Shadow Scrutiny on a monthly basis.</p> <p>The Boundary Commission warding review recommendations were published and shared with Members at the end of last month. Subject to parliamentary approval Somerset West and Taunton Council will be made up of 59 elected members. This is a key piece of work, essential to planning for the May 2019 elections, the next key milestone for which is the publication of the combined electoral register in February.</p> <p>Work on developing the Constitution has commenced with the first two parts of new constitution having been reviewed by the Constitution Sub-group of the New Council Member Working Group. Further parts will follow, as per an agreed schedule, with approval by Shadow Council anticipated in late March.</p> <p>There has also been positive news regarding the three consequential orders which we have been working with the Ministry of Housing Local Government and Communities (MHCLG) and the other ‘merging’ councils to develop. The General order which deals with the transfer of assets, liabilities, decisions, orders etc. was made by the Minister, laid on 2 November and will come into force on 26 November. SHAPE legal will be creating an ‘easy read’ guide to the order that we will share.</p> <p>The first draft of Finance order has been received from MHCLG. This primarily provides the rules around Council Tax equalisation. On 6 November we attended a meeting with MHCLG and the other ‘merging’ councils to review this draft. Further meetings are planned.</p> <p>Regarding the place-specific order we have submitted details of the areas we believe need covering within the order. The other councils have done likewise. However, unlike the other two orders, which cover all of the ‘merging councils’ this order will be unique to each new council. MHCLG lawyers are currently reviewing the potential content. We anticipate receiving a first draft shortly.</p> <p>Finally, there has been progress on closing actions within the Implementation Plan. 16 Actions are now completed. There has also been an increase in the number of actions that have commenced. Whilst there are many yet to start, in most instances these have a known dependency (e.g. branding being agreed) or cannot start yet (e.g. closure of the accounts) so are not cause for particular concern at this point.</p>

# Somerset West and Taunton Council - Implementation Plan Summary

Implementation Plan Actions			
Not Started	In Progress	Completed	Total
82	73	16	171
48%	43%	9%	100%

Highlights this month
<ol style="list-style-type: none"> <li>1. Implementation Plan approved by Shadow Council;</li> <li>2. Boundary commission review recommendations published;</li> <li>3. First two parts of new constitution reviewed by Constitution Sub-group;</li> <li>4. Final draft of General order received from MHCLG;</li> <li>5. First draft of Finance order received from MHCLG;</li> <li>6. Meeting held with MHCLG and other 'merging' authorities re Finance order.</li> </ol>

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## Risks and Issues

### Risks

- A Dependencies on third parties (e.g. Government departments, technology providers, banks), causes delay beyond our control.

### Issues

- A Practicalities for decision making between 1 Apr and May 19;
- A Delay in finalising consequential orders;
- A Movement of staff within, and exiting, the council and their capacity.

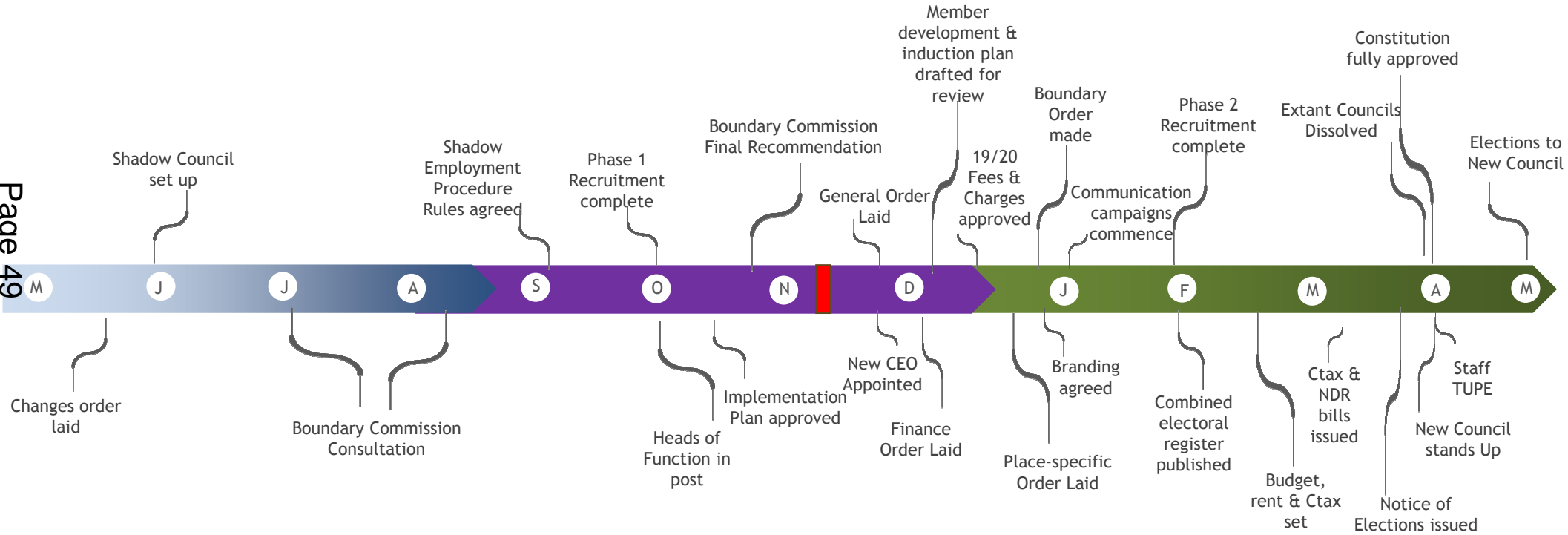
## New Council Cost

Baseline Cost £329,000	Forecast Cost £381,000*	% Spent To Date 38%	*Variance relates to legal costs to ensure safe delivery of new council 14
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# Somerset West and Taunton Council Implementation - Critical Path

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## Outcome From CIC Recruitment

Head of Commercial, Investment and Change  
James Barrah

1 x Commercial  
Manager  
External Recruitment  
from Nov 2018

3 x Programme Manager  
Chris Gage (until June 2019)  
Richard Wiseman  
Joe Wharton

2 x Specialist -  
Commercial  
Investment  
External Recruitment  
from Nov 2018

8 x Case Manager  
Richard Brown  
Robert Downes  
Natalie Kirbyshire  
Sharon Kelly  
Joanne O'Hara  
Matthew Parr  
Sue Tomlinson  
Rosie Walsh

6 x Case Manager  
Tsveta Atanasova  
Chris Beswick  
Mary Brice  
Barry Hawkins  
Jack Johnston  
Marta Yeo

3 x Business Analyst  
Sam Crowther  
Kasia Hernik  
Mark Hill

2 x Case Manager - PMO Support  
  
Michelle Hall  
Alistair Lang



# Appendix

Organisational Structure	 Org Structure Update November



All in Phase 1

## Head of Communications & Engagement Robert Hillier

2 x Specialist –  
Communications and  
Engagement H  
Becky Howat  
Samantha Trim  
Vacancy

2 x Specialist –  
Communications and  
Engagement (Design and  
Digital)  
Jo Comer  
Charlotte Winmill

2 x Case Manager –  
Communications and  
Engagement H  
Craig Stone  
Vacancy

All in Phase 1

## Head of Performance and Governance Christine Fraser

1 x Governance Manager K  
Emily McGuinness

1 x Business Intelligence & Performance Manager K  
Vacancy

1 People  
Business  
Partner K  
Alison North

2 x Specialist – Governance  
and Democratic H  
Elisa Day  
Marcus Prouse  
1 x Specialist – PMO  
Authority Support H  
Vacancy

1 x Specialist -  
Strategic  
Procurement K  
Vacancy

1 x  
Specialist –  
Business  
Design H  
Vacancy

4-6 x Specialist  
– Business  
Intelligence,  
H & F  
Stephen Donkor  
Richard Doyle  
Julie Harcombe  
Paul Lamb  
Reuben  
Greening  
Towers

18 x People  
Manager H  
Martha Dudman  
Louise Ferris  
Vicki Gamble  
Phil Gratton  
Lynn Holden  
Shari Hallett  
Suzanne Rea  
Andrew Smith  
Bryan Stuckey  
Emily Wishart  
Sharon Yarde  
+ Vacancies

6 -8 x Case Manager-  
Governance, Democracy &  
Executive Support  
F & D  
Lauren Finimore  
Krystyna Kowalewska  
Tracey Meadows  
Nicola Paling  
Andrew Randell  
Rebecca Raymond  
Clare Rendell

1 x Specialist –  
Clienting H  
Natalie Green

\*Waste Partnership  
\*Leisure Contract  
\*Parking  
Enforcement/Cash  
Collection  
\*Civil Contingencies  
\*Street Cleaning  
\*Building Control  
\*Shape Legal

All in Phase 1

## Head of Strategy Nick Bryant

6-8 x Specialist – Strategy K & H  
(People, Place, Prosperity)  
Neil Anderson  
Christine Chu Hui Davies  
Paul Harding  
Mark Leeman  
Kate Murdoch  
Dan Webb  
Vacancy

2 x Case Manager –  
Strategy grade D & F  
Paula Kirby  
Vacancy

Phase 1

## Head of Customer Simon Lewis

1 x Customer Services Manager K  
Richard Burge

1 X Case Management Manager K  
Richard Sealy

1 x Specialist Manager K  
Scott Weetch

4 x Customer Services Lead G

6 x Case Management Lead H

Lead Specialists  
1 x People K  
Heather Stewart  
1 x Place K  
Jo Humble  
1 x Prosperity K  
Vacancy  
1 x Tech Business Partner K  
Helen Westcott  
1 x Finance Business Partner K  
Vacancy

30 – 40 x Customer Champion E

120 – 135 Case Managers  
H, F, D

Specialists  
Approx. 50– 60 post K, H, F

Phase 2

Phase 1

Head of Localities  
Brendan Cleere

3 x Locality Manager K (People, Place, Prosperity) K  
Chris Hall  
Lisa Redston  
Jonathan Stevens

8 – 10 x Case Management Lead (Engagement Champions) H  
Angela Bolitho  
Beccy Brown  
Philippa Hughes  
Samantha Murrell  
Helen Phillips  
Richard Shadrick  
Clare Stuart  
Claire Thackray  
Hattie Winter

Approx. 4 Case Management Leads H

Approx. 155 x Locality Champions

N x Community Enablement Champions (allocated from Customer)

Bereavement Service\*

Phase 2

Head of Commercial, Investment and Change  
James Barrah

1 x Commercial Manager K  
External Recruitment from  
Nov 2018

3 x Programme Manager K  
Chris Gage (until June 2019)  
Richard Wiseman  
Joe Wharton

2 x Specialist - Commercial  
Investment K  
External Recruitment from  
Nov 2018

8 x Case Manager – Project Manager  
H  
Richard Brown  
Robert Downes  
Natalie Kirbyshire  
Sharon Kelly  
Joanne O'Hara  
Matthew Parr  
Sue Tomlinson

6 x Case Manager – Project Delivery  
D, F  
Tsveta Atanasova  
Chris Beswick  
Mary Brice  
Barry Hawkins  
Jack Johnston  
Marta Yeo

3 x Business Analyst H  
Sam Crowther  
Kasia Hernik  
Mark Hill

2 x Case Manager – PMO Support  
1 x D, 1 x F  
Michelle Hall  
Alistair Lang



**Planned use of Earmarked Reserves**

	WSC	TDBC GF	TDBC HRA	Total
	£	£	£	£
Funding Requirement from Earmarked Reserves	309,320	652,000	75,000	1,036,320
WSC:				
Sustainability Reserve	200,000			200,000
Non-District Elections Reserve	13,536			13,536
Individual Electoral Registration Grant	6,437			6,437
CCTV (2013/14 underspend)	1,565			1,565
Assets of Community Value contingency	5,000			5,000
Planning policy (WSC local plan provision)	35,000			35,000
Business Support Grant	5,677			5,677
Publicly funded burials contingency	4,081			4,081
Planning advice contingency	20,000			20,000
Revs and Bens software	18,024			18,024
TDBC GF:				
Asset Management - Leisure		50,000		50,000
Asset Strategy		33,175		33,175
Debt recovery resources contingency		30,551		30,551
DLO trading reserve		21,136		21,136
Ec Dev Initiatives (BR Pooling Gain)		50,000		50,000
Mortgage reposessions contingency		10,378		10,378
Individual Electoral Registration Grant		45,913		45,913
Self Insurance Fund		285,404		285,404
Land charges surplus/deficit account		30,000		30,000
Planning policy (TDBC local plan provision)		60,000		60,000
Travel Plan		35,443		35,443
TDBC HRA:				
HRA Capital Financing Reserve			75,000	75,000
<b>TOTALS</b>	<b>309,320</b>	<b>652,000</b>	<b>75,000</b>	<b>1,036,320</b>

