

**Minutes of a Meeting of the Executive held at 10am on
Wednesday 27 February 2023**

PRESENT

Cllr Bill Revans (in the Chair)

Cllr Adam Dance
Cllr Sarah Dyke
Cllr Val Keitch
Cllr Liz Leyshon
Cllr Tessa Munt
Cllr Mike Rigby
Cllr Heather Shearer
Cllr Federica Smith-Roberts

Associate Lead Members: Cllr Sarah Wakefield, Cllr David Woan

Apologies: Cllr Ros Wyke

Other Members in attendance: Cllr Mandy Chilcott, Cllr David Fothergill, Cllr Dawn Johnson, Cllr Christine Lawrence, Cllr Faye Purbrick, Cllr Jo Roundell Green, Cllr Lucy Trimnell

Other Members in virtual attendance: Cllr Suria Aujla, Cllr Norman Cavill, Cllr Dixie Darch, Cllr Andy Dingwall, Cllr John Hunt, Cllr Bob Filmer, Cllr Andy Kendall, Cllr Tony Lock, Cllr Martin Lovell, Cllr Leigh Redman, Cllr Peter Seib, Cllr Gill Slocombe, Cllr Brian Smedley, Cllr Rosemary Woods, Cllr Ros Wyke

090 Declarations of Interest – Agenda Item 2

Members of the Executive declared the following personal interests in their capacity as a Member of a District, City/Town, or Parish Council:

Cllr A Dance – South Somerset District Council, South Petherton Parish Council

Cllr S Dyke – South Somerset District Council

Cllr V Keitch – South Somerset District Council, Ilminster Town Council

Cllr L Leyshon – Mendip District Council

Cllr B Revans – Sedgemoor District Council

Cllr M Rigby – Somerset West & Taunton Council, Bishop's Lydeard and Cothelstone Parish Council

Cllr H Shearer – Mendip District Council, Street Parish Council

Cllr F Smith-Roberts – Somerset West & Taunton Council
Cllr R Wyke – Mendip District Council, Vice Chair Westbury-sub-Mendip
Parish Council

091 Minutes of the meeting held on 13 February 2023 – Agenda Item 3

The minutes of the Executive meeting held on 13 February 2023 were agreed upon, with a minor change to 082 v. to replace dumping bags, with dumpy bags, and signed by the Chair.

092 Public Question Time (PQT) – Agenda Item 4

The Chair noted that there were no public questions or statements submitted by the submission deadline.

093 Children’s Services – for Information Items- Agenda Item 5

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Children and Families, Cllr Tessa Munt, to introduce the report.

The Lead Member for Children and Families, Cllr Tessa Munt, thanked the Children’s team for the leading-edge work to keep children safe and invited the Assistant Director Commissioning and Performance, Richard Selwyn, and the Strategic Manager for Data and Digital Solutions Fund work, Gary Davies, to present the report.

The Assistant Director Commissioning and Performance, Richard Selwyn and the Strategic Manager for Data and Digital Solutions, Gary Davies proceeded to present the report, with the aid of a PowerPoint presentation, highlighting; development work including; improving social care data collection and how it is shared to inform decision making, improving case management systems (CMS) to reduce burdens on the frontline and support practice; the use of technology to achieve frictionless sharing of information between safeguarding partners; the summary and overview of projects and successful bids; the evaluation of data analytics and expected outcomes; the National Safeguarding information sharing agreement and the work with partners; the development of a social worker safeguarding app; and the improved version of the Think Family Database in Somerset.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present; questions and points raised included: the importance of real-time data sharing; the timeline of delivery and implementation of a local pilot; the updates of the programme to the Corporate Parent Board and Scrutiny for Childrens Committee; the minimum viable product and the process for delivering the required end user operational product.

The Executive noted the report.

094 Somerset Academy for Health and Social Care - Agenda Item 6

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Development and Assets, Cllr Ros Wyke and The Lead Member for Adult Social Care, Cllr Heather Shearer, to introduce the report.

The Lead Member for Development and Assets, Cllr Ros Wyke and the Lead Member for Adult Social Care, Cllr Heather Shearer, introduced the report, highlighting that the scheme: provided the opportunity to bring a Bridgwater site back into use and protect the facade of a historic frontage; and provided support for the health and social care sector, with the opportunity to train a larger and more highly skilled workforce.

The Chief Executive, Sedgemoor District Council, Doug Bamsey, presented the report, highlighting; the importance of the scheme for the economic benefits for the local community and the future of Somerset; the vital partnership work throughout the project; and the identified risks and associated mitigations.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present; questions and points raised included; the inclusion of local division and relevant members the importance of sharing up to date and relevant information with Councillors – TLC, Tell Local Councillors; the welcome rural area inclusion in the project; and the benefits and the importance of local area training.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive:

- **Endorsed the exercising of an options agreement to purchase the former Bridgwater Hospital site at the appropriate time to enable**

the delivery of the Somerset Academy for Health and Social Care, delegating authority to the Strategic Manager – Estates (in consultation with officers from the legal services function) to execute the purchase transaction

And authorised:

- **The commencement of procurement exercises to select suppliers for pre-construction and design works to the former Bridgwater Hospital site, delegating authority to the Somerset Council Executive Director, Climate and Place (in consultation with the Executive Director, Resources) to award such contracts**
- **S24 consent in relation to the delivery of the Somerset Academy for Health and Social Care**
- **That Appendix 2 and Appendix 4 be treated in confidence, as the case for the public interest in maintaining the exemption outweighs the public interest in disclosing that information**

The Executive further delegated responsibility for future decisions associated with the delivery of the wider scheme to the Lead Members for Development and Assets and Adult Social Care.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

095 LGA Peer Review into Local Government Reorganisation in Somerset: action – Agenda item 7

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Local Government Reorganisation (LGR) and Prosperity, Cllr Val Keitch, to introduce the report.

The Lead Member for LGR and Prosperity, Cllr Val Keitch, introduced the report, highlighting; that the report provided responses to the Peer Reviewers' findings and, where appropriate; and identified additional activity required. The Lead Member invited the LGR Programme Manager, Alastair Higton to present the report.

The LGR Programme Manager, Alastair Higton, presented the report, highlighting; the breadth of activity underway for vesting day transition and transformation phases.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present, questions and points raised included; the further progress reporting and ongoing monitoring of work, activities and deliverables post-vesting day; Elected members involvement in shaping transformation priorities post-vesting day, with the mapping of new governance arrangements; and the planning and licensing training programme for Elected Members.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive:

- 1. Endorsed the actions listed in section 1.5 of the report**
- 2. Considered the requirement for additional activity to provide assurance that the actions are sufficient to respond to the Peer Review findings**
- 3. Empowered the Programme Director to authorise amendments to the action plan to ensure it remains fit for purpose and in line with council objectives**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

096 Report of the Monitoring Officer - Executive Arrangements within the new Constitution for the new Somerset Council – Agenda Item 8

The Leader of the Council, Cllr Bill Revans, introduced the report, highlighting; that the report included the arrangements within the new Constitution for the new Council and invited the Monitoring Officer and Head of Governance and Democratic Services, Scott Wooldridge, to present the report.

The Monitoring Officer and Head of Governance and Democratic Services Scott Wooldridge, proceeded to present the report, highlighting; that the

new Constitution for Somerset Council had been agreed at the 22 February 2023 Full Council meeting; that the report is part of a suite of governance work regarding Executive arrangements to ensure that the new Council can operate effectively from the 1 April 2023; the Executive arrangements in terms of their constitutional provisions; the arrangements regarding the 18 Local Community Networks (LCNs); the functions and responsibilities of the individual lead members; and that further proposals regarding subcommittees would be considered at a future meeting.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present, there were no questions or comments from members.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive:

- 1) Endorsed the proposed Executive Arrangements for the new Somerset Council (set out in Appendices 1a and 1b of the report);**
- 2) Noted that proposals regarding the creation of any Executive sub committees will be considered at the Executive meeting on 15 March 2023; and**
- 3) Agreed the proposed appointments and allocation of Executive areas of responsibility for Executive Lead Members and Associate Lead Members (as set out in Appendix 2 of the report)**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report

097 Customer Strategy and Service Standards – Agenda item 9

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Communities, Cllr Federica Smith-Roberts, to introduce the report.

The Lead Member for Communities, Cllr Federica Smith-Roberts, introduced the report, highlighting; that the customer strategy had been developed using expertise and experience across the five Councils; the

Council plan, including customer panel feedback to shape principles of the strategy; and the aspiration to work towards customer service excellence and enhancing accessibility through a digital-first approach. The Lead Member invited the Head of Customer Service, Sedgemoor District Council, Gareth Denslow to present the report.

The Head of Customer Service, Sedgemoor District Council, Gareth Denslow, proceeded to present the report, highlighting; the short and long-term ambition to achieve customer service excellence; the completed and continuing work to take place post vesting day; the customer strategy and the commitments to be embedded into the culture of the organisation; the need to provide the right tools, skills and technologies to serve customers best moving forward; the use of customer insights to inform future service delivery; the performance benchmark and best practice learnings from other local authorities; and the continued review and reflections of the standards.

The LGR Programme Advisor, Service Alignment and Improvement, Karyn Punchard, further added to the above points summarising: the service standards; how success will be managed; and how the services may be provided differently in different geographical areas; the work on future service alignment activity.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present; questions and points raised included: LCNs and the potential evolving link with primary care networks to support health and wellbeing priorities; the equality of response times to written correspondence and customer engagement with those that do and don't have internet access; the clear use of acronyms to aid understanding; LCNs and the use of business intelligence and qualitative data; customer and operation standards transparency and reporting; the vision of the LCNs to deliver services across rural and urban areas; and the alignment of KPI's and the roadmap for the new Council.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive:

- i. Approved the Customer Strategy, Customer Promise and Customer Standards**

- ii. Approved the baseline Service Standards in Appendix D of the report**
- iii. Delegated authority to make any consequential amendments to these service standards following approval of the 2023/24 Budget for Somerset Council, to the Lead Director for Economic and Community Infrastructure and Director of Commissioning in consultation with the Lead Member for Local Government Reorganisation and Prosperity**
- iv. Delegated authority to publish and communicate (ii) and (iii) as Interim Service Standards for vesting day, to the Lead Director for Economic and Community Infrastructure and Director of Commissioning in consultation with the Lead Member for Local Government Reorganisation and Prosperity**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report

098 Complaints Policy - Somerset Council – Agenda Item 10

The Leader of the Council, Cllr Bill Revans, introduced the report and invited the Service Manager for Customer Experience and Information Governance, Rebecca Martin, to present the report.

The Service Manager for Customer Experience and Information Governance, Rebecca Martin, proceeded to present the report, highlighting; that the Council is required to have a formal complaints policy which customers can use to raise concerns if or when it is not possible to resolve informally; that the policy had been created in partnership between the five councils to ensure that there is a single consistent approach to managing complaints across all services accommodating statutory requirements for specific services; that the policy is based on best practice and codes of practice guidance from both the Local Government and Social Care Ombudsman and the Housing Ombudsman.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present; points raised included; website complaint navigation and accessibility.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive agreed that the Somerset Council Complaints Policy be accepted as final and adopted from 1st April 2023

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

099 Income & Arrears Management Policy – Agenda Item 11

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Finance and Human Resources, Cllr Liz Leyshon, to introduce the report.

The Lead Member for Finance and Human Resources, Cllr Liz Leyshon, introduced the report, highlighting that the report covered the policy and the practice for the new Council to be developed post vesting day. The Lead Member invited The Assistant Director – Customer, SW&T, Richard Sealey, to present the report.

The Assistant Director – Customer, SW&T, Richard Sealey, proceeded to present the report, highlighting; the need to align the existing district and county council policies for the collection of income and arrears for income streams, including Council Tax, Non Domestic Rates, Sundry Income, Housing Benefit Overpayments and BIDs (Business Improvement Districts); that the policy aligns the existing approaches and sets out proposed high level principles and approach to billing / invoicing, recovery and enforcement; the annual income streams revenue; that the policy includes provision for regular performance monitoring and reporting to senior management and the appropriate Council committees; the comments and actions following the scrutiny for Policies and Place Committee considered this report at their meeting on 7 February 2023; that the policy recognises that debt can have significant knock-on implications for both wellbeing and a range of broader social issues and the future engagement and payment arrangements for people with multiple debts; that the policy

does not cover rental income managed by the Housing Service or parking fines, both of which are covered by their own specific policies; the extensive equalities impact assessment; and the feedback sought regarding the drafting of the policy and the engagement with external bodies, including Citizens Advice locally within Somerset, the Money Advice Trust and the Civil Enforcement Association.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present, points raised included; customer engagement and the number of reminders sent before final collection action within BID; the legislation and work with customers and partners to encourage engagement and action from people not responding to collection correspondence; liability order legislation, the associated correspondence and engagement with the customer; and the opportunity for the new Council to explore a combination of communication and digital data sharing.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive agreed the new aligned Income Collection and Arrears Management Policy detailed in Appendix B of this report

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

The meeting was adjourned between 11:35 – 11:45

100 Somerset Corporate Enforcement – Agenda Item 12

The Leader of the Council, Cllr Bill Revans, introduced the report and invited the Assistant Director, Sedgemoor District Council (SDC), Adrian Gardner, to present the report.

The Assistant Director, SDC, Adrian Gardner, proceeded to present the report, highlighting; the requirement for an aligned policy to come into effect on 1 April 2023; the purpose of the policy to ensure compliance with the Regulators' Code and the principles of good enforcement; that the policy provides that the Council can fully utilise its powers proportionately and transparently; that the policy explains the range of capabilities that

may be used in relation to services and functions, including; environmental health, licensing, enviro-crime, private sector housing and planning; the statutory requirement for local authorities to publish a clear set of service standards including; and that representatives of the District Councils have been involved in the development of the policies.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present; points raised included; the approach to unified fly-tipping enforcement and the opportunity to learn from local authorities for best practice; the work with businesses to educate and promote good cost-effective practices to businesses; planning enforcement policy budget, resource, uniformity and the flexibility of approach.

Following consideration of the officer report, appendices and discussion, the Executive agreed:

2.1. The Somerset Corporate Enforcement Policy and for this to come into effect on 1 April 2023

2.2. The following service-specific policies to come into effect on 1 April 2023:

- a) The Somerset Waste and Enviro-crime Enforcement Policy**
- b) The Planning Enforcement Policy**
- c) The Harassment and Unlawful Eviction Policy**

2.3. To delegate to the relevant Service Director in consultation with the Executive Member covering this service to make further minor operational and legislative changes to the policy

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

101 Risk Management for Somerset Council– Agenda Item 13

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Finance and Human Resources, Cllr Liz Leyshon to introduce the report.

The Lead Member for Finance and Human Resources, Cllr Liz Leyshon, introduced the report, highlighting that how we understand, monitor and manage risk is going to be critically important for the success of the

Council. The Lead Member invited the Corporate Risk Manager, Pam Pursley, to present the report.

The Corporate Risk Manager, Pam Pursley, proceeded to present the report, highlighting; the approach to risk management for the new Somerset Council; the work that had been undertaken across the five Councils under the LGR sub-workstream to ensure that the approach to risk management in Somerset Council reflects best practice for risk management; and that the policy is a continually developing document.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present; points raised included; the clarity of decision making and that the Executive that agrees the risk management strategy; that the Audit Committee has overall responsibility for receiving and monitoring risk management and updates.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive approved the Somerset Council Risk Management Strategy in appendix A to the report

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

102 Data Strategy / Digital Strategy / Technology Strategy – Agenda Item 14

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Communities, Cllr Federica Smith-Roberts, to introduce the report.

The Lead Member for Communities, Cllr Federica Smith-Roberts, introduced the report highlighting; that the digital strategy is at the heart of culture of continuous improvement of the new Council, enabling the strategic objectives using varied digital mediums; the data strategy powering all parts of the Council business; and how the technology strategy supports the council plan. The Lead Member introduced the Joint lead officers Kevin Chorley – Digital Engagement Manager, SDC, the Lead Specialist Digital Change, SSDC, Toffer Beattie, the Chief Digital Officer (CDO), SDC Paul Davidson.

The Joint leads of the strategies, Kevin Chorley – Digital Engagement Manager, SDC, the Lead Specialist Digital Change, SSDC, Toffer Beattie, the CDO, SDC Paul Davidson, proceeded to present the reports, highlighting; the digital strategy and enabling the strategic objectives of the organisation supported by the data and technology strategies; the strategic approach, the investment and organisational change required for the foundation of the strategy; that the technology estate on day one of the new Council will include several legacy systems; bringing together separate deliverables into a single cohesive approach; that the new and emerging technologies have the potential to significantly improve the services delivered to customers and communities, and the efficiency of the Council as an organisation.

The Leader of the Council, Cllr Bill Revans, invited comments from other members present, questions and points raised included; the impact and benefits of the three strategies; the data protection responsibility within the new Council structure; and developing talent in Somerset to support the changes.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive approved the Digital, Data and Technology strategies as set out in Appendices B, C & D of the report

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

103 Port Governance – Agenda Item 15

The Leader of the Council, Cllr Bill Revans, introduced the report and invited the Coastal and Environmental Protection Manager (SDC), Dave Coles, to present the report.

The Coastal and Environmental Protection Manager, SDC, Dave Coles proceeded to present the report, highlighting; that the report details the various governance arrangements that will need to be put in place for the ports and harbours for the New Somerset Council; that the operation of ports and harbours are governed by both national and local legislation; the codes of practice and guidance documents such as the Port Marine Safety Code, PMSC Guide to Good Practice, Ports Good Governance

Guidance, Safety in Docks (ACOP) that cover issues such as governance and Safety; and the requirement of a "Duty Holder" and designated person.

The Leader of Council, Cllr Bill Revans, invited comments from other members present, points raised included; the welcome work and training provided; the provision of harbour and port training within the member training programme; and the allocation and identified budget 2023/24 for the harbour revision order.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive agreed; and recommend Full Council approve:

- 1. That the responsibility for the Council's functions as Statutory Harbour Authority and the role of Duty Holder should sit with the Executive Committee**
- 2. That appropriate training be provided to members of the Executive Committee in relation to their role of Duty Holder**
- 3. That the role of Designated Person for the new authority should be fulfilled by a independent third party and not by a council officer**
- 4. The appointment the Bristol Port Company as the Designated Person (should they wish to continue in the role)**
- 5. The establishment of a Harbour Management Committee for the Ports and Harbours outlined in this report**
- 6. That delegated authority be granted to the Service Director (Responsible for the Port Functions) to conduct a skills audit for the Harbour Management Committee as soon as reasonably practicable**
- 7. That Ashford's solicitors be instructed to prepare the Harbour Management Committee Terms of Reference, Memorandum of Understanding and Harbour Revision Orders**

- 8. That delegated authority is granted to the Service Director (Responsible for the Port functions) to run the process for making appointments to the Harbour Management Committee and in consultation with the Service Director (Legal) to establish the Harbour Management Committee**
- 9. To note the continuation of the Watchet Advisory Committee and other existing advisory groups**
- 10. That delegated authority be granted to the Service Director (Responsible for the Port Functions) to progress the proposed harbour revision orders and the draft proposals be submitted to the Harbour Management Committee and Executive once produced**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

104 School admissions arrangements for voluntary, controlled, controlled and Community Schools were 2024 – Agenda Item 16

The Leader of the Council, Cllr Bill Revans, invited the Lead Member for Children and Families, Cllr Tessa Munt, to introduce the report.

The Lead Member for Children and Families, Cllr Tessa Munt, introduced the report, highlighting; that in the admission round for school entry in September 2022, for both primary and secondary school applications, 98% of applicants were offered a school place at one of their first three preferences; and the responsibilities of the local authority regarding admission arrangements for voluntary controlled, community schools and academies. The Lead Member invited the Strategic Manager - Head of Education Places school admissions, Phil Curd, to introduce the report.

The Strategic Manager - Head of Education Places, Phil Curd, proceeded to present the report, highlighting; the requirement of the School Admissions Code that all Admission Authorities determine their admission arrangements for 2024/25 by 28 February 2023; the recommendations, including the adjustments of catchments and transport areas and the reduction of published admission numbers at three of our primary phase schools; and the work in partnership with school leaders and governing bodies.

The Leader of Council, Cllr Bill Revans, invited comments from other members present, questions and points raised included; the multi-academy trust proposals for Orchard Grove and Castle School; catchment areas and the impact on the over-subscription criteria; the actions and next steps of the Local Authority regarding the changes and the proposals; the number of children due to start school at Orchard Grove and the proximity to the school; and the obligation and commitment under the Armed Forces Covenant.

The Executive proceeded to vote on the recommendations, which were agreed unanimously.

Following consideration of the officer report, appendices and discussion, the Executive agreed:

- **The determination of the Admission Arrangements for all Local Authority Voluntary Controlled and Community Schools for 2024/25 as set out in this report**
- **Changes to the catchment and designated transport area for Beech Grove Primary School which is a Local Authority community school**
- **Changes to the designated transport areas for Bishop Henderson CofE VA Primary School, Trull CofE VA Primary School and Orchard Grove Primary School. These schools are own admission authority schools but the Local Authority is responsible for setting designated transport areas for all schools in Somerset**
- **Reduction to the Published Admission Numbers for Catcott Primary School, Ashlands CofE Primary School and St John's CofE Infants School. These are all Local Authority schools**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report

REASON FOR DECISION: As set out in the officer report

105 Any Other Business – Agenda item 17

There were no items of other business.

(The meeting ended at 12:47pm)

CHAIR