



Informal Consultative meeting of District Executive

Thursday 13th May 2021

9.30 am

**A virtual consultative meeting
using Zoom meeting software**

The following members are requested to attend the meeting:

Jason Baker
Mike Best
John Clark
Adam Dance
Sarah Dyke

Peter Gubbins
Henry Hobhouse
Val Keitch
Tony Lock
Peter Seib

Any members of the public wishing to address the meeting at Public Question Time need to email democracy@southsomerset.gov.uk by 9.00am on Wednesday 12th May 2021

The meeting will be viewable online at: <https://www.youtube.com/watch?v=c6dsSxuVS-U&t=424s>

For further information on the items to be discussed, please contact democracy@southsomerset.gov.uk

This Agenda was issued on Wednesday 5 May 2021.

Alex Parmley, Chief Executive Officer

**This information is also available on our website
www.southsomerset.gov.uk and via the modern.gov app**

Information for the Public

The District Executive co-ordinates the policy objectives of the Council and gives the Area Committees strategic direction. It carries out all of the local authority's functions which are not the responsibility of any other part of the Council. It delegates some of its responsibilities to Area Committees, officers and individual portfolio holders within limits set by the Council's Constitution. When major decisions are to be discussed or made, these are published in the Executive Forward Plan in so far as they can be anticipated.

Members of the Public are able to:-

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

The Council's Constitution is also on the web site and available for inspection in Council offices. The Council's corporate priorities which guide the work and decisions of the Executive are set out below.

District Executive

Meetings of the District Executive are usually held monthly, at 9.30am, on the first Thursday of the month (unless advised otherwise). However during the coronavirus pandemic these meetings will be held remotely via Zoom video-conferencing.

At the meeting of Full Council on Friday 15th April 2021 it was agreed to extend the delegation of all Executive and Quasi Judicial decisions listed in the Constitution to the Chief Executive and to the relevant Director in the Chief Executive's absence where not already delegated, in consultation with the Leader of the Council (or Deputy) and the relevant Portfolio Holder, Ward Member and Committee Member if practicable to ensure that the Council can continue to operate on-line meetings.

The Executive Forward Plan and copies of executive reports and decisions are published on the Council's web site: [Browse forward plans \(southsomerset.gov.uk\)](https://www.southsomerset.gov.uk)

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

Public participation at meetings (held via Zoom)

Public question time

We recognise that these are challenging times but we still value the public's contribution to our virtual meetings. If you would like to participate and contribute in the meeting, please join on-line through Zoom at: <https://zoom.us/join> You will need an internet connection to do this.

Please email democracy@southsomerset.gov.uk for the details to join the meeting.

If you would like to view the meeting without participating, please see: <https://youtu.be/Yw-Xaxnqem8>

The period allowed for participation in Public Question Time shall not exceed 15 minutes except with the consent of the Chairman and members of the Committee. Each individual speaker shall be restricted to a total of three minutes.

If you would like to address the meeting at Public Question Time, please email democracy@southsomerset.gov.uk by 9.00am on Wednesday 12th May 2021. When you have registered, the Chairman will invite you to speak at the appropriate time during the virtual meeting.

Virtual meeting etiquette:

- Consider joining the meeting early to ensure your technology is working correctly.
- Please note that we will mute all public attendees to minimise background noise. If you have registered to speak during the virtual meeting, the Chairman will un-mute your microphone at the appropriate time.
- Each individual speaker shall be restricted to a total of three minutes.
- When speaking, keep your points clear and concise.
- Please speak clearly – the Councillors are interested in your comments.

Informal Consultative meeting of District Executive

Thursday 13 May 2021

Agenda

1. Apologies for Absence

2. Declarations of Interest

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

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

3. Public Question Time

4. Chairman's Announcements

Items for Discussion

5. Approval of Somerset Electric Vehicle (EV) Strategy (Pages 5 - 10)

6. Corporate Performance Report 2020-21: 4th Quarter and End of Year Achievements Report (Pages 11 - 38)

7. SSDC Trading Company: Elleston Services Ltd (Pages 39 - 45)

8. District Executive Forward Plan (Pages 46 - 49)

9. Date of Next Meeting (Page 50)



Approval of Somerset Electric Vehicle (EV) Strategy

Executive Portfolio Holder:	Sarah Dyke, Environment
Strategic Director:	Clare Pestell, Commercial and Income Generation Director
Service Manager:	Vicki Dawson, Lead Specialist Environment
Lead Officer:	Vicki Dawson, Lead Specialist Environment
Contact Details:	Vicki.dawson@southsomerset.gov.uk or 01935 462546

Purpose of Report

1. As part of the Somerset Climate Emergency Strategy a county wide Electric Vehicle (EV) Strategy was produced. This report is to seek agreement from the District Executive to approve this Strategy

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of 13th May 2021

Public Interest

3. The Somerset Climate Emergency Strategy recognised there is a need for an urgent and radical shift away from conventional petrol and diesel vehicles to electric and low emission vehicles to cut emissions and air pollution from transport. Under this Strategy a team was therefore set up to develop a specific County wide EV Strategy. The Strategy was produced and published in November 2020 and we are now seeking the agreement of the District Executive to formally approve this publication. The Strategy sets out an approach for the Somerset local authorities to help effectively deliver an electric vehicle charging network for Somerset, which will enable its community and visitors to shift towards EV use.
4. South Somerset also has its own Environment Strategy which includes ambitious targets to help the district move towards carbon neutrality. Part of that work is also very focused around facilitating a move away from fossil fuelled vehicles. This county EV Strategy aligns well and compliments work already underway within the district.

Recommendations

5. That the District Executive recommend that the Chief Executive agrees the approval of the Somerset Electric Vehicle Strategy and the commitments contained therein.

Background

6. During 2019 and 2020 the County and District Councils in Somerset produced and published a Climate Emergency Strategy. This was formally adopted by South Somerset District Council in November 2020.
7. Alongside the development of the main Strategy a number of workstreams were setup to progress specific elements. One such work stream focused on transport looking at when and where we travel, and the means we choose to make these journey
8. In 2018, transport was responsible for 46% of carbon emissions within Somerset, significantly higher than the total UK emissions from transport (28%). The main source of emissions within this sector is the use of petrol and diesel fuel in cars, van and lorries. At the same time, it was recognised that Somerset is a very rural county with lots of small dispersed settlements, resulting in people being dependent on cars for travel.
9. One action arising from this work stream was the need to help facilitate an urgent, radical shift away from conventional petrol and diesel vehicles to electric and low emission vehicles.
10. A team was therefore set up to produce an Electric Vehicle Charging Strategy for the County and this was completed in October 2020. All partner authorities are now being asked to formally approve this document. It can be viewed at this link: [Somerset's Climate Emergency Strategy documents](#)

Report Detail

11. The EV Charging Strategy sets out in detail the existing charge point provision and importantly considers grid capacity. It looks at opportunities and risks relating to transport and its impact on the climate. It explains that the aim is to help Somerset County Council and the District Authorities reduce transport related emissions and make sure that transport is sustainable in the long-term. It also includes a summary of the relevant national and local policies, plans, strategies and legislation undertaken with regards to Ultra Low Emission Vehicles (ULEVs).
12. The Strategy sets out 24 recommendations which are summarized on pages 3 and 4 of the document. A full action plan is contained in table 14 on page 92.
13. South Somerset produced and adopted its own Environment strategy in October 2019. Within that Strategy part of the Councils commitment is to achieve a significant reduction in emissions and improve carbon offset rates across the geography of South Somerset. To do this the Council has recognised a need to facilitate the growth of electric vehicles for both personal and operational use.
14. The delivery plan for the Environment Strategy includes an action to 'develop an electric vehicle infrastructure plan'. The Environment team have been working with partners to progress this action over the last 12 to 18 months. We have already



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seen the installation of 3 rapid charging points at Wincanton, Ilchester and Ilminster.

15. We are also continuing to work with the Devon Low carbon Energy and Transport Technology Innovator (DELETTI) EV charging project to deliver the 25 charging sites for electric vehicles across our district. This work has unfortunately suffered delays due to covid but the tender process has now been completed and the main contractor has been appointed. Works are due to start in May and be complete by the end of the year.
16. In association with Co-Cars we have issued a short online survey to gauge interest on establishing a community-led electric car club for South Somerset. The survey closed at the end of April and the results are now being analysed. Further work will take place to assess the viability and feasibility if there is sufficient interest in such a scheme.
17. Many of the actions set out within the County EV Strategy we are therefore already well underway with. Other actions within the County Strategy are to encourage or enable others to make changes. This can often be more effective when a consistent and collective message is set out.
18. One of the recommendations of the County Strategy is the submission of a bid to the OLEV On-Street Residential Charge Point Scheme. On street parking is a necessary part of any EV infrastructure as many residents do not have the ability to install charging points at their own properties. This would make EV ownership and use extremely difficult for those residents. As the highway authority any on-street charge point scheme would need to be led by the County Council and through this Strategy that would be a collective piece of work. This would ensure full engagement and careful consideration to take place of any on-street scheme to ensure it meets and addresses all the needs of our residents.
19. The proposed governance approach to deliver the recommendations of this strategy was discussed at a stakeholder workshop. While the final governance arrangements are to be confirmed, the intention is for an EV working group to be established within the wider Somerset Climate Emergency response governance structure, and reporting to a transport working group. It is recommended the EV working group is formed from an EV lead from each authority, bringing in wider officer support and expertise where needed. Officers from South Somerset would therefore be fully engaged with this work.

Financial Implications

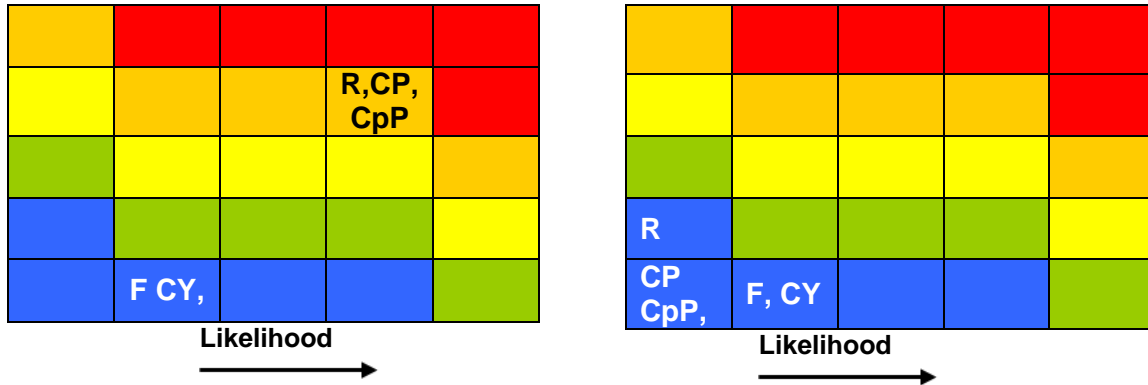
20. There are no specific financial implications in adopting this Strategy. Officers are already engaged in this work and no additional resource is required.

Legal implications (if any) and details of Statutory Powers

21. There are no legal implications of this report



Risk Profile before officer recommendations Risk Profile after officer recommendations



Key

Categories	Colours (for further detail please refer to Risk management strategy)
R - Reputation	High impact and high probability
CpP - Corporate Plan Priorities	Major impact and major probability
CP - Community Priorities	Moderate impact and moderate probability
CY - Capacity	Minor impact and minor probability
F - Financial	Insignificant impact and insignificant probability

Council Plan Implications

22. This report supports the Environment Area of Focus in the Council Plan 2020 – 2024. Specifically, it helps meet the following actions:

- Continue the delivery of the Environment Strategy action plan, reducing our carbon emissions by 10% every year, to reach carbon neutrality by 2030
- Initiate and support actions and infrastructure to encourage a shift to low carbon transport options including walking, cycling and electric mobility

Carbon Emissions and Climate Change Implications

23. An environmental assessment has taken place and this report supports the Councils Environment Strategy and Corporate Area of Focus to reduce its own carbon and those of its community by facilitating a move towards low carbon EVs. This will also support the work to provide more charging points on our own estate and sites.

Equality and Diversity Implications

24. An Equality Impact Relevance Check form has been completed and whilst this indicates that a full Equality Impact Assessment is not required, please note that the needs of disabled drivers, carer and parents of young children will be taken



South Somerset District Council

into consideration when selecting type and location of EV charging points. This form is attached at Appendix 1.

Privacy Impact Assessment

25. The policy which is the subject of this report does not in itself involve the processing or handing of personal data. The provision of specific grants and loans in accordance with this policy would involve the handling of personal data a privacy impact assessment is being carried out on the procedures and service design of this service.

Background Papers

- Somerset EV Charging Strategy [Somerset's Climate Emergency Strategy documents](#)
- South Somerset Environment Strategy
- Somerset Climate Emergency Strategy

Equality Impact Relevance Check Form



The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required.

What is the proposal?	
Name of the proposal	Adoption of the Somerset EV Charging Strategy
Type of proposal (new or changed Strategy, policy, project, service or budget):	New Strategy (although aligns with existing ones)
Brief description of the proposal:	To adopt the Strategy which will deliver a network of EV charging points
Name of lead officer:	Vicki Dawson

You should consider whether the proposal has the potential to negatively impact on citizens or staff in the following ways:

- Access to or participation in a service,
- Levels of representation in our workforce, or
- Reducing quality of life (i.e. health, education, standard of living)

A negative impact is any change that could be considered detrimental. If a negative impact is imposed on any citizens or staff with protected characteristics, the Council has a legal duty to undertake a full Equality Impact Assessment.

Could your proposal negatively impact citizens with protected characteristics? (This includes service users and the wider community)	NO
Could your proposal negatively impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)	NO

Is a full Equality Impact Assessment required?	NO
If Yes, Please provide a brief description of where there may be negative impacts, and for whom. Then complete a full Equality Impact assessment Form	
If No, Please set out your justification for why not.	
The adoption of the EV Strategy will complement and extend work taking place under our existing Environment Strategy. The main aim is to provide additional charging points across the district which enable the whole community including businesses and visitors to the district to have a range of transport choices. Type and location of EV charging points will take into consideration the needs of disabled driver, parents of young children and carers.	
Service Director / Manager sign-off and date	Clare Pestell 15/04/21
Equalities Officer sign-off and date	David Crisfield 15 th April 2021

Corporate Performance Report 2020-21: 4th Quarter and End of Year Achievements Report

Executive Portfolio Holder:	Val Keitch, Strategy and Policy
Strategic Director:	Nicola Hix, Director of Strategy and Support Services
Lead Specialist:	Brendan Downes, People, Performance and Change
Lead Officer:	Cath Temple, Specialist - Performance
Contact Details:	Cath.temple@southsomerset.gov.uk or 01935 462587

Purpose of the Report

1. This report sets out the current position of the Council's agreed key performance indicators and covers the period from January to March 2021 (Q4). In addendum the Covid weekly report has been amalgamated to form part of the performance report for information. The End of Year Achievements report is also included.

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of May 2021.

Public Interest

3. The council is accountable to the local community for its performance. We publish performance monitoring information to demonstrate outcomes and to highlight opportunities to learn and improve for the future.

Recommendations

4. The District Executive is asked to note and comment on the reports.

Background

5. The Council monitors a set of Key Performance Indicators (KPIs) which are published on our [website](#)

Quarter 4 Performance

6. The attached report includes our performance from January to March 2021 and covers KPIs for each of the five themes within the Council Plan.
7. It should be noted that the targets within the report were set before the pandemic, therefore all areas should be commended on achieving or exceeding their targets when having team members redeployed coupled with unprecedented workloads



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and extra tasks involved in supporting our Communities over the past year. Demand for our services remained high, whilst continuing to support additional services to aid our communities and businesses during the pandemic.

8. The Digital Team is now embedded and making excellent progress with implementation of new systems and ways of working to assist with our changed workplace.
9. The Covid report that was previously completed weekly has been converted into a quarterly report and attached at the end of this report.
10. The report shows that whilst some areas are not achieving targets they are progressing against ever increasing volumes. Commentary provided within the report is from the relevant Lead Officer and explains the background and improvement plans in place.
11. Overall, 11 KPIs are below target, 27 KPIs are either on or above target, with 3 non-returns. Due to Q3 reporting being suspended there are no direction of travel measures this quarter. We continue to monitor performance closely and take action as appropriate.

End of Year Achievements Report

12. The End of Year Achievements report includes successes and highlights from each of the five areas of focus within the Council Plan as well as updates on the Priority Projects. There are some fantastic examples of cross team and agency working in what has been an extremely challenging year.

Financial Implications

13. There are no direct financial implications related to this report.

Legal implications (if any) and details of Statutory Powers

14. Not applicable for this report

Risk Matrix

This report is for information and comment only, there is no risk profile.

Council Plan Implications

15. This report is consistent with the Council Plan 2020-24.

Carbon Emissions and Climate Change Implications

16. This report covers some of the measures from the Environment Strategy.



South Somerset
District Council
Equality and Diversity Implications

17. There are no direct implications within this report.

Privacy Impact Assessment

18. There are no direct implications as the report contains no personal data.

Background Papers

- Council Plan 2020-24 and Annual Action Plan 2020/21.



South Somerset District Council

Corporate Performance Monitoring

Quarter 4 report: January – March 2021



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**Protecting
Core Services**



Economy



Environment



Places where we live



**Healthy, Self-reliant
Communities**



**Protecting
Core Services**



Economy



Environment



Places where we live



**Healthy, Self-reliant
Communities**



In line with the Performance Management Framework, these KPIs link with the delivery plans for each Community of Practice.

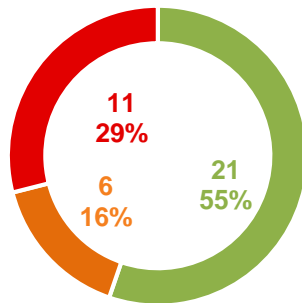
This is our final quarterly report for the 2020-21 Council Plan annual action plan. It should be noted that the targets within this report for each area were agreed prior to the Covid pandemic. Therefore all areas should be commended on achieving or exceeding these targets when having team members redeployed coupled with unprecedented workloads and extra tasks involved in supporting our Communities over the past year. The Covid report that was previously completed weekly has been converted into a quarterly report and attached at the end of this report. For the 41 measures there were 21 measures above target (green), 6 were on target (amber) and 11 were below target (red). 3 have not returned results. Due to non-completion of Q3 reporting there are no direction of travel measures this quarter.

The commentary included within the report explains the current position in more detail, this commentary has been provided by the Lead Specialists/Specialists within the appropriate areas.

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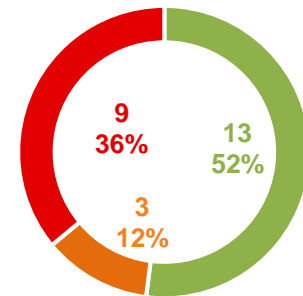
Progress against targets - summary for this quarter

- Red = significantly below target
- Amber = behind target
- Green = on, ahead of or above target



Progress against targets – comparison with quarter 2

- Red = significantly below target
- Amber = behind target
- Green = on, ahead of or above target



Protecting Core Services

Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
PCS1	Number of on-line accounts activated – Household & Business (Quarterly)	The number of new Customer accounts during the quarter	40,000		5,077	●	–	My account campaign delayed due to Covid but trend for my accounts increasing. New telephone system allows easier usage of messaging to promote the service.
PCS2	Number of new online services in 2020/21	Total figure of all new transactions previously not available on website. In brackets is the number of different processes	20,000		5,026	●	-	Online DDs, E-billing and Payments all high priority but delayed due to grant work. To be completed in Q1 2021
PCS3	Service requests through on-line forms as a % of all requests (Quarterly)	% of transactions being completed using online service forms instead of other channels, for the same service e.g. phone/letter	85%		86%	●	–	Not including SWP - awaiting stats.
PCS4	% of property portfolio with a performance assessment (Quarterly)	The number of SSDC owned properties with an assessment in place	95%		50%	●	–	Resourcing pressures in process of being resolved
PCS5	Council Tax Collection (Quarterly)	The % of council tax collected at 31 st March	98% (annual cumulative)		96%	●	–	Performance anticipated to dip as 2020-21 focus for the team has been the administration of Covid19 business grants.
PCS6	NNDR collection (Quarterly)	The % of National Non Domestic Rates collected at 31 st March	97% (annual cumulative)		90%	●	–	Performance anticipated to dip as 2020-21 focus for the team has been the administration of Covid19 business grants.

Protecting Core Services



Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
PCS7	Speed of processing - Housing Benefit new claims (Quarterly)	The average (mean) number of days taken from receipt of application from the customer to notification of decision	21	21	52	●	–	Performance dipped due to several reasons; personnel changes, accrued leave, assistance with Annual Billing and system down time. Personnel changes are being addressed and some work to be taken on by Capacity Grid to clear volumes.
PCS8	Speed of processing - Housing benefit change of circumstance (Quarterly)	The average (mean) number of days taken from notification of change by the customer to notification of adjustment	7	7	2	●	–	
PCS9	Speed of processing - Council tax new claims (Quarterly)	The average (mean) number of days taken from receipt of application from the customer to notification of decision	30	30	49	●	–	See commentary at PCS7
PCS10	Speed of processing – Council tax change of circumstance (Quarterly)	The average (mean) number of days taken from notification of change by the customer to notification of adjustment	7	7	3	●	–	

Protecting Core Services








Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
PCS11	Speed of processing – planning applications – major (Quarterly)	The % of valid major planning applications determined within 13 weeks or with a PPA	60%		60%	●	–	
PCS12	Speed of processing – planning applications – minor (Quarterly)	The % of valid minor planning applications determined within 8 weeks or with a PPA	70%		82%	●	–	
Page 18 PCS13	Speed of processing – planning applications – other (Quarterly)	The % of all valid other planning applications determined within 8 weeks or with a PPA	80%		91%	●	–	
PCS14	Planning appeals lost as a % of all decisions (Quarterly)	The number of appeals to the Planning Inspector lost (i.e. decision overturned) expressed as a % of all decisions	10%		5.21%	●	–	

NB: PCS14 The description provide by MHCLG (Ministry of Housing, Communities and Local Government) is ‘The quality of decisions is the percentage of planning applications refused, for major development that have been overturned at appeal, once nine months have elapsed following the end of the assessment period’ and its measured over years not quarters:- April 16_March 18 – 7.38%, April 17_March 19 – 4.23% and April 18_March 20 2.00%



Protecting Core Services

Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
PCS15	Planning - Extensions of time	The percentage of requests for extensions of time to determine planning applications	100%	-	38.00%		-	
PCS16	Planning – Validations	The number of days between receipt of applications and assessment for validation	3 days	3 days	10 days		-	Performance in validation has dropped since the introduction & bedding in of new validation guide. This is currently under review and new processes being explored to improve the turnaround times in this area. There has been significant training of new team members within the role of validation.
PCS17	Commercial property income yield (Annual)	The annual income from SSDC commercial property investments	£449k	Annual Measure			-	Data to follow once year end accounts complete
PCS18	Annual average yield increase of business services (%) (Annual)	The % and numerical value of income (yield) across all income generating services	5% or £250k	Annual Measure			-	Data to follow once year end accounts complete

Protecting Core Services

Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
PCS19	Employer of choice	Staff retention - National rate for turnover . Annual % of workforce, not including casuals	15% (annual)	Annual Measure	12.46%		-	
		Staff sickness -Public sector average sickness per employee per year	8 days	Annual Measure	1.92		-	
		Staff feedback from qtly wellbeing survey. Participation of workforce	100%	Annual Measure	58.50%		-	It should be noted that the 100% target for completion is not achievable under the current circumstances. (staff on furlough)
		Average score	51%	Annual Measure	45%		-	A decrease from the last quarter, participation has also dipped. Next steps - assess impact of roadmap out of lockdown, improving accessibility & increasing participation in the survey. Full dashboard report available to all staff.
PCS20	Feedback from residents	Connections made with residents.		Annual Measure	15340		-	The breakdown is as follows: Facebook 7264, Instagram 1316, Twitter 6760.
		Town & Parish updates		Annual Measure	OR: 50.2%, CR: 33.1%		-	OR = Open Rate CR = Click Rate
		Committee meeting viewings		Annual Measure	1217		-	

Economy

Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
E1	% spend with local SMEs (bi-annual)	The proportion of SSDC purchasing through local SME suppliers (within the SSDC postcode area), as a % of total spend for goods and services. We assign SME status on the EU definition of SME. <250 employees, We base local status on SSDC postcodes, using CEDAR Vendor addresses.	10%		8%		-	In 2021 total procurement spend for SSDC was £19.199m. Total SME & Local spend in SSDC postcodes was £1.503m. Total SME & Local spend in 30 mile radius of Yeovil was £9.934m, which equates to 52% of total spend. Of 784 active suppliers in 2021 (paid in that period), 161 were located in SSDC postcodes, with their spend totalling £2.034m. £10.623m of the SSDC spend was with suppliers located within 30 miles of Brympton Way (339 suppliers, or 55% of supply base).
E2	Delivery of the Economic Development Strategy (EDS) (Quarterly)	The number of actions and priority projects which are in progress, aligned to the EDS delivery plan.	Revised figure of 25 projects in progress	-	19 Green 5 Amber 1 Red		-	See Strategic Development Board Report 2021



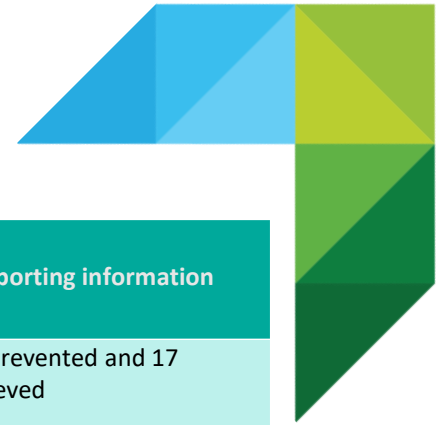
Environment

Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
EN1	Number of trees planted	Trees planted across the district	1000	Annual Measure	5570	●	-	
EN2	Number of environmental forums held	The number of events or opportunities to engage with our Customers to improve environmental awareness	4	1	2	●	-	Due to Covid restrictions events scheduled early in the year had to be cancelled. As restrictions continued the team organised on-line events as an alternative but this affected the number we were able to deliver.
EN3	Carbon footprint reduction	The % reduction in the footprint across the SSDC estate	10%	Annual Measure	-	-	-	End of year figure still being collated based on final year energy and fuel use figures. Will take 4 to 8 weeks to analyse data and provide a figure
EN4	% of household waste recycled (Quarterly)*	The % of all household waste recycled (Somerset wide)	53%	**	52.38%	●	-	The figures from SWP are a quarter in arrears
EN5	Residual waste sent to landfill (Quarterly)*	The % of residual waste volume going to landfill (Somerset wide)	46%	**	12.20%	●	-	The figures from SWP are a quarter in arrears
EN6	Waste recycled in the UK (Quarterly)*	The % of all waste collected which is recycled in the UK (Somerset wide)	90%	**	98.06%	●	-	The figures from SWP are a quarter in arrears

*SSDC is part of the Somerset Waste Partnership. Data relating to waste services is supplied by SWP and is not available at a district level. **The data supplied by SWP relates to the previous quarter and is a cumulative figure.



Places where we live



Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
PWWL1	Number of cases of homelessness prevented/helped (Quarterly)	The number of households assisted by SSDC to prevent or relieve homelessness	30 (per quarter)	30	30		-	13 Prevented and 17 Relieved
PWWL2	Length of stay in temporary accommodation (Quarterly)	The average (mean) number of days spent in temporary accommodation (B&B)	7 days	-	28		-	
PWWL3	Number of households in temporary accommodation (Quarterly)	The number of households in temporary accommodation as at the final day of the quarter	30	-	39		-	39 households in total, of which 19 are singles/couples and 20 are families.
PWWL4	Affordable housing completed (Annual)	The number of affordable homes completed for occupation	254 pa	Annual Measure	31		-	The current target is no longer feasible or achievable, due to changes in the Local Plan and in legislation. Measures to monitor compliance with Affordable Housing will be included within the new KPI suite.
PWWL5	Affordable housing as a % of all housing completed (Annual)	Number of affordable homes completed as a % of all new housing completions	35%	Annual Measure	9.30%		-	the Local Plan target is 35% of the total number of dwellings on qualifying sites (10 or more dwellings) – We are awaiting up to date information from Homes England on AH and grants.

Healthy, Self Reliant Communities

The Council's area of focus for 'Healthy, Self-Reliant Communities' relies significantly on our work with partners through the design and delivery of a range of community based programmes. A small number of Key Performance Indicators are included below.

Ref	Measure (frequency of reporting)	Description	Annual Target 20/21	Quarterly Target	Current Quarter (Q4)	Perf against target	Direction of travel	Supporting information
HSRC1	Participation in Health Walks (Annual)	The number of residents participating in health walks supported by SSDC	10500	Annual Measure	-	●	-	Due to pandemic many groups are not meeting - when they are allowed approx. 50% of groups are meeting for walks.
HSRC2	Volunteering at SSDC (Annual)	The number of days provided through volunteering at SSDC	2300	Annual Measure	-	●	-	Due to pandemic many volunteering opportunities are suspended. SSDC staff have volunteered many hours for vaccine calls and delivery
HSRC3	Investment into local communities facilities (Annual)	The value of investment by SSDC into local facilities enabling cultural, leisure and sports activities	£464k	Annual Measure	-	●	-	Yeovil rec approved, due to start imminently. Investment in new Chard Leisure Facility - due for completion early 2022.

Key Updates/ Points of Note/ Top Priorities

Arts and Entertainment –The Octagon Theatre and Westlands Entertainment Venues remained closed for the first quarter of 2021 in line with government guidelines. Classes and activities are being delivered online where possible. Staff continue to be redeployed to support other services including Housing, Connect & Streetscene while others are assisting at the testing and vaccination sites. We look to reopen Westlands for screenings in May with live performances resuming as restrictions permit and events look to be viable for producers. Classes for children and young people will resume in April and an Easter Holidays workshop due to take place. The support from the Cultural Recovery Fund has provided financial support for the venues and a grant covering quarter 2 has been awarded.

Benefits – Housing Benefit claims are taking on average 52 days to process, Council Tax support new claims are taking 53 days. Both exceed the target days to process, however, days to process change of circumstances are both under the target of 7 days. The Test & Trace payments (Payments to individuals required to self-isolate) scheme was opened on our website on the 12th October 2020 and we are running a discretionary scheme alongside the national scheme. As of 5th March, we have paid 171 applications, plus 100 discretionary and declined 375.

Building Control – Income for Q1 was 5% down on the same period in 2020. Over the quarter average time to process applications has decreased by an average of 15.75% and whilst the number of full planning applications was the same, the number of building regulations applications increased by 24%.

Careline – Installations dipped in January and February due to lockdown. Self-installations were offered as an alternative to demonstrations, unless urgent installations within the home were required.

Communications – We continued to see growth in engagement across our social networks as we relayed important information about both national guidance and support available. The average post reach on Facebook from seven sample days in the period was 60,011; Twitter – 170,814. We continued to provide Covid-19 and news update e-newsletter to Members alongside Town & Parish councils. There was a slight drop in engagement with the e-newsletters from 43% to 40% so we changed the day of distribution to Monday to see if this has an impact on open rates. We also continue to provide news and updates to other stakeholders through our website and the media, providing targeted message to harder to reach groups when needed.

Crematorium – There were 2.5% more services in quarter one compared with the same period in 2020. The average figure, over the period of deaths (within 28 days of a positive Covid test) were 15.45% of the total.

Customer Connect – The number of calls received during the quarter was 19,382 with an average wait time increased to 11.29 minutes. The average number of calls answered at first point of contact was 67%. Due to system change in the period, there are no longer voice messages to respond to. The average number of web contacts have increased to an average of 1197 per month. All social media contact is being responded to within 3 days.

Environmental Health – For January to March the total Environmental Health service requests were down by 5% in comparison with the same period in 2020. The number of food inspections completed decreased considerably compared to the previous 3 months, but on par with those carried out for the same period in 2020. No House of Multiple Occupation (HMO) Inspections were carried out in line with Covid19 restrictions although 12 were scheduled for this period.

IT – There were 448 software incidents raised with the team in this quarter, overall system availability was maintained at 99%. Of the 1195 service requests raised 91% were resolved within 10 working days.

Leisure & Rec – Ninesprings Café income has exceeded usual pre-Covid high season levels, the takeaway remained open & popular supporting the large number of visitors to the Country Park. Volunteering hasn't taken place in line with Covid lockdown guidelines, it will now phase back in. All greenspaces have been busy with site staff retaining maintenance levels & winter programmes like tree planting. At Ham Hill two fixed term Culture Recovery Funded Rangers joined to support management of the site. Site staff have developed online events & activities to support residents & home learners. Yeovil Recreation Centre has been closed as per guidelines, opened Monday 29th March. The trial programme for the new café & community room started in Feb. Cartgate TIC re-opens on 12/04. The team have developed many online resources launching in the spring to support visitors to the district.

Licensing – for January to March total service requests for licencing were the same as the same period in 2020. No TEN applications received during Q4 with new premise applications, taxi driver & vehicle renewals and variations to licences are all slightly lower than the same period last year.

Locality – Pest Control services operated mainly for outdoor & gardens only. Health walks stopped due to Lockdown. All other Locality services are operating within government restrictions with additional Covid and Health & Safety precautions in place.

Payroll – Overtime payments for Q1 are 57% lower than the same period in 2020. Mileage claims are 19.59% higher than Q1 in 2020. The cost of casual staff is 33% lower than 2020 with an average payment of £30,267 per month.

Risks & Issues (Red or New only)

Description	Mitigation / Action Required	RAG Status
Arts & Entertainment, Crematorium	Beyond SSDC control	R
Benefits, Building Control, Careline, Customer Connect, Environmental Health, Housing, Planning,	See Key Actions	A
Communications, Licensing, Payroll, Locality		G

Key Actions

Communities of Practice have worked with James Divall to compile the Recovery Plan. The Recovery & Renewal strategy was agreed at full council

Issues, blockers and escalations

Changing restrictions continue to hamper the return to full service for some areas

Opportunities

Mileage & overtime costs. New remote ways of working and new technology.



End of year Performance Report

2020 - 2021



Find out about our achievements for South Somerset



**Protecting
Core Services**



Economy



Environment



**Place making,
regeneration &
infrastructure**



**Healthy, Self-reliant
Communities**

Our Vision for South Somerset:

A naturally beautiful and sustainable environment, which also allows business to flourish and good homes to be delivered. A place where our communities are safe, vibrant and healthy and have access to exceptional cultural and leisure activities.

Page 27

South Somerset District Council (SSDC) is an ambitious and forward-thinking council that is committed to transforming, improving, and adapting to be ready for the future. We place our residents and businesses firmly at the centre of everything we do, and we are incredibly proud of the work we have achieved alongside our communities in 2020/21.

The past year has been extremely challenging for us all. Our Staff and Communities have stepped up to provide help and support where and when it was needed. We have continued to deliver our services despite resources being diverted to aid with the pandemic. We have met ongoing demands, even with the changes to services that were made in line with Government guidelines.

Despite the changes made due to the pandemic, we continue with our regeneration projects, supporting three of our key towns – Yeovil, Chard and Wincanton.

Substantial progress is being made towards our Environment Strategy, which aims to make the district carbon neutral by 2030. The 10-year Economic Development Strategy has been embedded ensuring that we are well placed to attract new businesses, help start-ups, and encourage diversity and innovation. All our teams have worked hard to help businesses and individuals across the district in terms of employment support and the payment of business grants during the pandemic.

We continue to be a commercial organisation, investing in projects that provide essential income to pay for our highly valued services.

Customer Service continues to be improved with innovative technology, supplying dedicated resource to support those who are most vulnerable, continuing our great work to alleviate homelessness and working hard to protect the environment.

The Digital Team have worked tirelessly to ensure all our staff have been able to continue working remotely whilst implementing fresh solutions to speed up customer interactions.

Although some of our services and venues have had to change the way they work, we are proud to highlight the excellent value we continue to support residents including free school holiday Play days, a superb network of parks and open spaces, waste and recycling collections, leisure, arts and entertainment services including swimming facilities at Wincanton and Yeovil, The Octagon Theatre and Westlands.

This achievements report provides you with an overview of just some of the great work being undertaken by SSDC as we continue to commit to our goals of being great to work for, excellent to work with, leading the way and delivering for our communities.



In order to protect front line services we set out to:

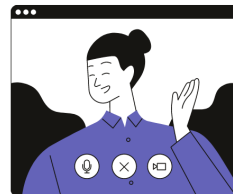
- Be great to work for, retaining, developing and attracting talent into the organisation
- Predict the peaks and troughs in demand for our services, to prioritise and direct organisational resources appropriately, address capacity and build resilience
- Establish a commercial culture and approach to become self-sufficient financially
- Deliver a high quality, effective and timely service to our customers and communities
- Exploit emerging technologies and their potential for improving our performance
- Harness intelligence, feedback and data to ensure that we continue to shape and improve services based on evidence and are equipped to proactively and effectively deliver interventions to ease preventable demand for our services

Working with partners to develop digital applications for Test and Trace Isolation Payment, Local Restriction Support Grant, Additional Restrictions Grant & Restart Business Grants.



The successful implementation of a voice over internet protocol communication system

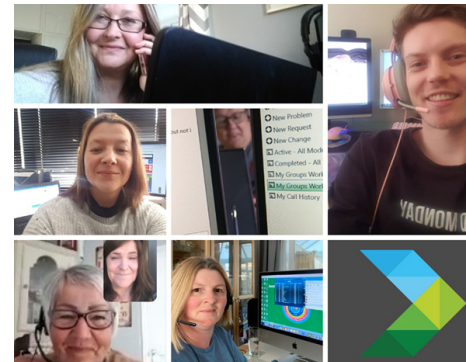
Implementation of Connect 360 for various enquiries.



Recruitment and training of staff in a virtual environment.

Trained numerous team members that were redeployed, including those who supported the Covid calling and waste demands.

Maintained business as usual whilst working from home and, for some, home schooling.



The Connect team have taken on a new ongoing Covid support telephone line, that has at times required 7 days a week cover to support the needs for food, medicines, transport, finance, and general welfare amongst a multitude of other things.



30,000+

calls have been made for covid vaccinations between SSDC colleagues, and other Somerset Councils. Actively involved in the Covid Vaccination centres both onsite and in making calls 7 days a week to book appointments.

9,300
calls answered in March 2021.



+80%
of our contact is now online
due to channel shift.

Connected with colleagues at local District and County Councils to ensure a streamlined service to support our customers.

Apprenticeships within the team for Customer Services and Chartered Institute of Personnel and Development.



Updates and improvements to SSDC internal systems have enabled better service for our customers, benefits in back-office efficiency and improved collaboration with partners such as Town and Parish Councils.



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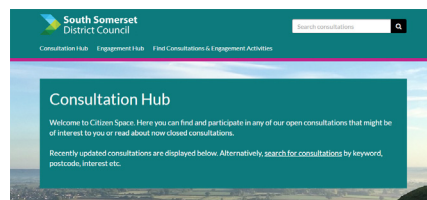
Trialling the use of robotic process automation (RPA).

This can deliver services faster and more accurately. Having RPA carry out the rules based, repetitive elements of processes free up officers to spend time on difficult, challenging, and sensitive cases.



Enabling staff to work from home during Covid-19

Setup and deployed 90 new laptops.
Re-provisioned 30 existing laptops
Deployed over 50 headsets and monitors. Setup and deployed 10 mobile Wi-Fi hotspot devices for staff without broadband / internet at home.



Delivered a new Consultation portal, Citizen Space.

Joint funded a new Disability Consultation/Engagement service.



Improvements in cyber security has allowed us to exchange sensitive data with other government departments securely over the public network. Allowing us to improve the delivery of services, particularly related to welfare and benefits. We have achieved Payment Card Industry Data Security Standard accreditation, allowing us to safely use credit card payments.

Supported COVID-19 community resilience initiatives via the Brokerage Cell including facilitating financial assistance to 9 Food Banks, project funding to support vulnerable young adults and covering costs of call outs to Clinically and Extremely Vulnerable/shielding.



Managed volunteer rota for Yeovil Vaccination centre.



Keeping polling stations safe during the Covid pandemic.



Facilitated virtual council meetings during the Covid-19 pandemic, resulting in better attendance to these meetings.

Evidence base to inform the Local Plan Review has been commissioned including: Local Plan Transport Assessment, Historic Environment Assessment, Town Centre and Retail Assessment and Economic Development Needs Assessment.



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Responses have been submitted to Government consultations on:

Supporting Housing Delivery and Public Service Infrastructure, Changes to the Current Planning System, Planning for the Future – White Paper, Revisions to the National Planning Policy Framework and the National Model Design Code.



Somerset Levels and Moors Nutrient Strategy has been commissioned (joint Somerset and Dorset project with Natural England).

Continued to pay everyone!

Secured further 12 months core funding to Citizens Advice South Somerset and Spark Somerset.



Launched a successful wellbeing offer to employees.

Launched new employment policies and associated management training modules.

Processed over 100 employees being on furlough and recruited to many vacancies.



The Development Consent Order for the dualling of the A303 Sparkford to Ilchester has been granted – SSDC played a significant role in the process.



170+

news stories released to keep residents informed about vital services and support during the Covid-19 pandemic.



33%

audience increase on our social media channels and our messages are reaching, on average, more than 100,000 people every day across Twitter and Facebook.

Supported every service internally and externally across the council with clear communications including how to access vital grants and more.

Helped create new websites to support our regeneration programmes, Yeovil Innovation Centre and more.



To assist businesses to recover from the Covid-19 pandemic whilst supporting growth within the South Somerset economy, we will:

- Align projects so that economic growth is sustainable and inclusive for all, working with key external organisations and communities to deliver shared visions and ambitions
- Continue to deliver South Somerset District Council's Covid-19 Economic Recovery Plan
- Deliver with other stakeholders a coherent programme to make South Somerset a hub of enterprise and innovation, to enhance key sectors including aerospace, advanced engineering / manufacturing, tourism, food & drink and agriculture, and improve productivity.
- Implement new learning programmes to deliver better local career opportunities and better satisfy digital, aerospace and advanced engineering business needs by working with major employers, learning institutions, business and public agencies.
- Work with commercial providers and public sector programmes to increase the broadband speed and availability plus mobile connectivity throughout the district.
- Explore and implement innovative transport technology solutions (including Digital Demand Responsive Transport) to make rural transport more accessible and affordable.



Yeovil Refresh

Established a Framework for public realm construction across the district. Contractors on board.

£9.75M secured for the Yeovil Refresh through the Future High Street Fund.

Secured funding for Cycleways and pedestrian links in the Town Centre and Lyde Road areas of Yeovil.



Chard Regeneration

Established a Framework for public realm construction across the district. Contractors on board.

Employed a Chard Heritage Action Zone Project Manager, which is jointly funded by Heritage England.

Continued to build the new Leisure Centre in Chard despite Covid-19.

Chard Leisure Centre is halfway through completion and is expected to open between January and March 2022.



Wincanton Regeneration

Established a Framework for public realm construction across the district. Contractors on board.

Established an Events and Activities Grant Scheme for Wincanton Town Centre.

Started work on the designs for the Public Realm in Wincanton.



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- Work with commercial providers and public sector programmes to increase the broadband speed and availability plus mobile connectivity throughout the district.
- Explore and implement innovative transport technology solutions (including Digital Demand Responsive Transport) to make rural transport more accessible and affordable.

Over £55m

worth of grants sent to support local businesses since the start of the pandemic.



4,000+

business support grant applications received by 26 March 2021.

Produced a Recovery and Growth Plan in partnership with other Somerset Councils.



Ensuring the safe re-opening of high streets in partnership with Town Councils, the County Council, Police, and other key stakeholders.

Continued with the Somerset Catalyst Programme for innovative high growth businesses.

Our response to an increasing number of redundancies:

Formed and lead a Multi-Agency Redundancy Task Force with 28 support organisations.

Co-ordinated a programme of support from various support agencies including Yeovil College, Somerset Skills and Learning, Department for Work and Pensions, Citizens Advice South Somerset and Bridgwater and Taunton College.

Our response to a large scale redundancy (in addition to the above):

Created an excellent working relationship with the business to provide high levels of support for individuals involved and are currently:

Leading a skills assessment for all employees enabling National Careers Service to streamline their process of transitioning people into training or employment.

Facilitating job matches and providing guaranteed interviews for employees for local jobs.

Identifying individuals who may be at risk of becoming homeless, having financial issues and other wellbeing issues, and putting in place interventions to support them.

£439,000

investment from Market Town Investment Group & Town Councils towards our market towns.

Finalising funding bid for an employment hub in Chard & Yeovil to provide employment & mental health support.

Produced a Broadband Directory, outlining local broadband suppliers within South Somerset.

Coronavirus Food and Drink Suppliers



100+

local businesses have signed up to be part of our online food and drink directory.

This promoted local businesses who were open and providing essential services during Covid-19.

£6,738,176

additional Social Value has been contractualized over the whole contract period.

Social Value is looking beyond price and quality to broader benefits to the community and the wider world that can be supported by a particular contract. Such benefits can be economic, social or environmental. Eg, well-being, inclusion and employment.



To keep South Somerset clean, green and attractive and respond to the climate and ecological emergency we will work in partnership to:

- Continue the delivery of the Environment Strategy action plan, reducing our carbon emissions by 10% every year, to reach carbon neutrality by 2030
- Adopt and commence delivery of an Open Spaces Strategy promoting green infrastructure across the district
- Enhance the quality of the environment and its resilience and ability to adapt to climate change in partnership with our communities and businesses
- To protect South Somerset's landscape and to seek to increase tree cover within our communities and the wider environment
- Support the delivery of the County wide Climate Emergency Strategy
- Initiate and support actions and infrastructure to encourage a shift to low carbon transport options including walking, cycling and electric mobility
- Promote and improve recycling and minimise waste through the roll out of 'Recycle More' across South Somerset from June 2021 through the Somerset Waste Partnership
- Support the development of environmental and ecological aspects within local, parish and neighbourhood plans.
- Promote Nature Recovery Networks across the district, with a focus on delivery via the Ham Hill project.
- Work with external partners to benefit the wider national cause in developing and generating clean energy storage to reduce renewable energy wastage in turn reducing use of fossil fuels in UK energy production



Ham Hill National Heritage Lottery Fund Development Phase funding secured and project progressed throughout the year.

£50K

funding from the Cultural Recovery Fund to support extra staffing and management at Ham Hill through the Covid response and recovery phases.

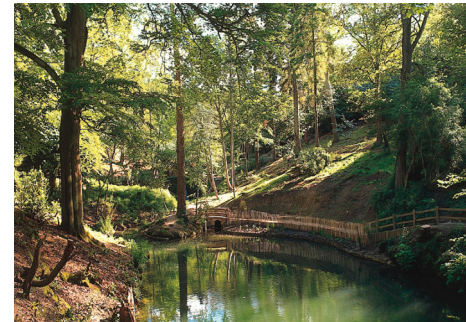
100

trees planted at Ham Hill as part of the Countryfile campaign.

£90,500

of grant income secured

to support projects across sites and a further £6,430 community group grant income to support agreed projects.



570 trees planted at Yeovil Country Park as part of the Countryfile campaign.

Family woodland sessions delivered in October half term and craft packs developed for purchase from the Ninesprings café themed around nature and heritage to support home learning.



Safe and successful takeaway service delivered from the Ninesprings Cafe, encouraging outdoor recreation and activity.

Chard reservoir, Ham Hill and Yeovil Country Park win green flag awards.

Ensuring that natural greenspaces are safe to access and attractive for unprecedented levels of use in summer 2020.

Staff re-deployments to the Crematorium, vaccination centres, wellbeing hub, vaccination appointment calls and grants since March 2020 and on-going.

New online activities developed across the countryside sites with films, dog shows and competitions.

Heritage calendar was created as a free downloadable resource to reach wider audiences.

GOLD award for Cartgate TIC as best Visitor Information Centre at the Bristol, Bath and Somerset Tourism Awards.

Adoption of the Somerset Climate Emergency Strategy.



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3
rapid electric vehicle (EV) chargers have been installed since April 2020 in Wincanton, Ilchester & Ilminster.

EV chargers have been used 545 times! 77 EV's have been charged saving 5.5 tons of CO₂e.

27
SSDC car parks were identified for EV charging with the procurement process completed. EV Charging network project across Devon and South Somerset in partnership with DELETTI.

Draft Local Cycling and Walking Infrastructure Plan (LCWIP) for Yeovil completed

Environmental news on a weekly & seasonal basis, via social media and press including radio interviews with BBC radio Somerset.



Innovative Battery Energy Storage Site (BESS) investment project has been expanded to 30MW to maximise the capability of the site.



330 users have taken part in the Department for Transport e-scooter trial in Yeovil. Making 8,452 journeys across Yeovil, reducing fossil fuel usage as the e-scooters are charged using a renewable energy.

At the end of March 2021, the trial has started its second phase in Crewkerne and Chard.



During 2019-2020, SSDC achieved over 10% carbon reduction on baseline data from 2018-2019. 2020-2021 data being collated after end of year has been completed. Due to reduced travel and use of SSDC buildings it is hoped we will beat last year's figure significantly.

Public Sector Decarbonisation Bid was successful. Worked with Engie to conduct an energy audit on our top 10 highest use buildings and develop a net zero carbon roadmap to set out actions and goals for achieving optimum carbon savings in the most efficient and cost-effective ways.

773
recipients to 'Get SuSSed' our monthly environment newsletter. Showcasing SSDC Eco projects, local information, grants, good practice, and national and local campaigns to promote and inspire a sustainable South Somerset.



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£3,993,847

awarded by the Public Sector

Decarbonisation Scheme to retrofit energy efficiency and renewable energy technologies across Council owned buildings.

£803K

of funding awarded from Business, Energy and Industrial Strategy to support communities in hard to heat homes, get insulation and energy improvements to improve the energy efficiency.



Recycling improvements

A consultation has been started with Somerset Waste Partnership on the recycling opportunities for all council buildings via a shared scheme across the county.

Promotion of community energy projects such as Solar Streets

SSDC has been promoting the Solar Streets community discount scheme for solar installation with IDDEA Renewable Energy Systems.



5570

trees in total planted across South Somerset

900

trees were secured through urban tree challenge grants. Planted to reduce impacts of future flooding and develop more connected canopy cover in urban settings.

The SSDC annual tree planting scheme planted 670 trees across our parks, of which 570 were planted at Wyndham Hill in Yeovil.

Great Parish Tree Giveaway

We supplied 3000 appropriate trees to local communities to plant in their parishes.

1,000

oaks rescued from being mulched are now planted in South Somerset.

£98k

of funding from the National Lottery Heritage fund to progress habitat and species management across Ham Hill.

57

Parish Environment Champions.

Two virtual Parish Environment events in 2020 with four more planned for 2021.

£29,434

has been awarded to help towards the realisation of 7 local community environment projects.

Development of a wider Green Directory for local eco-friendly businesses

to provide a one stop shop for residents to find eco-friendly businesses.



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

- Embed social value into all processes and activities to ensure we maximise the support we give to our communities
- Work with partners to keep, and help our residents feel safe in their homes and communities
- Work with partners to reduce the impact of social isolation and create a feeling of community
- Work with partners to support people in improving their physical and mental health and wellbeing
- Enable quality cultural, leisure and sport activities
- Proactively support residents facing hardship
- Help tackle the causes of economic & social exclusion, poverty and low social mobility
- Support older people to live and age well by increasing their independence, reducing loneliness, and improving financial security



More than 1,000 food parcels and essential supplies provided to those who were shielded, facing financial hardship, or supporting children entitled to free school meals.

SSDC staff redeployed to work at the Wellbeing Hub, Street Scene, customer connect, grants, housing and more recently the testing and vaccine rollout.



2,000 children benefit from our free fun summer PlayBoxes.



Government funding secured for the redevelopment at Yeovil's Octagon Theatre. Boosting capacity to 900 and improvements to cafe and studios.

Our catering team provided hot meals and food parcels for homeless people.

Online performances, classes, and activities to help people feel connected.

£379K worth of national funding from the **Cultural Recovery Fund** during this time to protect our venues, support online activities and reopening and protect jobs and retain skills.

Freedom Leisure to commence operations in South Somerset from 1st April.



New purpose-built community facility set to open this summer at the Yeovil recreation Ground. Despite the pandemic improvement works on the pavilion are in full flight thanks to a range of support from funders.

£40,000 of **Viridor Credits grant income** to finalise the package for enhancements at Yeovil Recreation Centre, with project works starting in February 2021 and community room and café due to open in June 2021.



Provided grants to support people required to self-isolate who were facing financial hardship



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Supported day of reflection on anniversary of first national lockdown on 23rd March 2021.

Marking Victory in Europe day safely.

Providing around 40 activities for children during the first lockdown.

Superstars delivering in the face of adversity

When the pandemic hit, South Somerset DC quickly decided to redeploy staff in changed or closed services to carry out duties related to the local coronavirus response. Kirsty Larkins explains the approach



Council's response to Covid-19 featured in national magazine.

1,000+
visits to local businesses to help them stay Covid-safe in addition to the high visibility patrols carried out by Covid wardens.

Implemented a new pavement licence scheme and dealt with events still wanting to take place during the Pandemic.

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

- Enable the delivery of good quality housing in appropriate places across all tenures, to meet community needs
- Maximise the provision of affordable housing
- Support rural communities and economies through delivery of affordable housing
- Prevent people losing their home and supporting people who are homeless to have a place they can call home
- Support communities to identify any housing need in their parish and support them to meet this demand, including supporting Community Land Trusts
- Support provision of housing for Life long independent living
- To deliver sustainable communities where people want to live and thrive
- Proactively identify adaptable housing and community solutions responding to the consequences of the Covid-19 pandemic
- Promote and encourage environmentally sustainable housing, including to protect the Somerset Levels and Moors when determining planning submissions following advice from Natural England



Our teams have sourced food to provide items for rough sleeper food packs including 100 cereal bars, 50 two litre water bottles, 100 bananas, 50 apples and more.

Provided safe accommodation and hot meals for those who are homeless or at risk of homelessness in local hotels and other sites.

128
prevented individuals from becoming homeless.

An accessible phone line within Petters House for our homeless and vulnerable community. This has included supporting some very difficult and sensitive situations.

The Queen Camel and Martock Neighbourhood Plans have been successfully examined and are progressing to referendum on May 6th.

Publication of updated Five-year Housing Land Supply Report in November 2020 – demonstrating a supply equivalent to 6 years.

Looking ahead to 2021 - 22 we are focusing on recovery and renewal. We are committed to continuing to support our Communities and Businesses.

Our Recovery and Renewal Strategy 2021/23 describes our commitment to be a thriving, productive and inclusive Council in 2030 and beyond; a vital part of Somerset and the South West where local businesses, communities and the public sector collectively shape the new normal to promote shared prosperity, happiness, and wellbeing.

The themes for our Recovery and Renewal Strategy are:



**Organisational
change & workforce
development**



**Economic
recovery**



**Place making,
regeneration &
infrastructure**



**Community
recovery**

Our Objectives have been assessed to ensure they meet at least one of the following criteria:

- Promote decarbonisation and nature recovery
- Good work for all (including job creation)
- Rebuilding more inclusive communities and economy
- SSDC: improving customer access and service
- Robust economic safety net for all
- Promoting health and wellbeing
- Addressing the causes of inequality
- Increasing digital access
- Support the development and enhance the future prospects of our young people
- Health food, health activities
- High streets for all

The recovery and renewal strategy and associated actions align with our agreed Council Plan for 2020-24. The Annual Action Plan for 2021-22 includes 39 areas of focus across our five Council Plan themes: Protecting Core Services, Economy, Environment, Places where we live and Healthy, Self-Reliant Communities.

Within South Somerset District Council, the five areas of focus are accountable to Communities of Practice (CoP). The 5 CoPs will engage with our communities to find, design, and develop local solutions and set up a 'grass roots' approach to community recovery.

We will learn the lessons from Covid 19 and how our communities have adapted, grown, and come together to provide sustainable, supportive approaches that we can retain and build on.



SSDC Trading Company: Elleston Services Ltd

Executive Portfolio Holder:	Peter Seib as Shareholder Representative for SSDC
Strategic Director:	Clare Pestell, Commercial Services & Income Generation
Service Manager:	James Divall, Income Opportunities Development Manager
Lead Officer:	James Divall, Income Opportunities Development Manager Chris Cooper, Environmental Services Manager
Contact Details:	James.divall@southsomerset.gov.uk or 01935 Chris.cooper@southsomerset.gov.uk or 01935

Purpose of the Report

1. This report sets out the rationale to suspend the Council's wholly owned trading company, Elleston Services Ltd, for up to 12 months' subject to a market review.

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of May 2021

Public Interest

3. The report seeks to approve the suspension of the Council's Trading company Elleston Services Ltd. It outlines the original business case focus and rationale, why there was a need to set up a Local Authority Trading Company (LATC) and what has changed since its creation to recommend the suspension for up to 12 months.
4. It also explains next steps, including future objectives we seek to achieve, work streams, focus areas and resources required to review a restart of the companies trading operations.

Recommendations

5. That the District Executive recommends that the Chief Executive:
 - a) approves the suspension of the SSDC Trading Company; Elleston Services Ltd
 - b) notes the repayment of the working capital loan from SSDC of £85,000 from the SSDC Trading Company Elleston Services Ltd to South Somerset District Council.
 - c) notes the ring-fencing of these funds in principle for the future relaunch of Elleston Services Ltd subject to Elleston Services Ltd providing a robust



Background

6. In March 2019 the South Somerset District Council Full Council agreed the creation of the Council's first wholly owned Trading Company (WOC), Elleston Services Ltd.
7. The driver behind the establishment of the Local Authority Trading company (LATC) included the need to address the pace and direction of change. More than ever this Council, as a local authority, needs to provide flexible, service solutions in the most cost effective and appropriate way. It needs to deliver year on year cost efficiencies, in conjunction with increased income, in the light of overall central government funding reductions which are being experienced across the public sector.
8. Creating a separate wholly owned company (WOC) also enables the service or activity to move align financially to the external private commercial markets for the services that they can provide, bid for and be appointed to private commercial contracts in a new, much wider and diverse trading market than only the local government core services sector and its partnerships.
9. Elleston Services Ltd was set up as a trading subsidiary of SSDC Business Solutions Ltd, an SSDC owned Holding Company. Its purpose is to focus on land management and horticulture services. This service is a *'one stop shop'* for all Public Open Spaces (POS) planning, design, maintenance and management services and other service solutions. It has the benefit of securing a significant increase in external funding and annual revenue via the trading company to the Council to ensure that consistent, high quality POS and other services are delivered.
10. To support the creation of the wholly owned Trading Company, South Somerset District Council, Full Council Committee approved a fund of £132,000 needed for the company to cover legal set up costs and early operational running costs. This was treated as a loan to the company to be repaid from future trading activities.

Emerging changing markets and the impact of the pandemic has affected current operations of Elleston Services Ltd

11. In 2020, shortly after the company was established and about to commence trading, Coronavirus and lockdown restrictions came into force. This had a significant impact on all types of businesses and at a moment when the Council's wholly owned trading company was finally established, government compliant and ready to launch, it was hit hard by the pandemic. Council commercial services were suspended due to imposed national lockdowns and the workforce assigned to lead on company businesses were redeployed to support the community pandemic



South Somerset District Council

response needs and work streams such as our food distribution centre and delivery services became the priority and rightly so. SSDC is an organisation that is here to serve its communities first and foremost.

12. After 14 months of restrictions and redeployment of our Council workforce, Elleston Board of Directors virtually met to discuss the impact of the pandemic and its next steps. Concerns were raised with regards to the on-going pandemic, when business as usual would return and whether the business plan model and market would or has changed? It was known that during this period some developers had returned to the traditional S106 approach for POS adoption and maintenance; meaning that the market and potential new contracts for larger POS was decreasing in our District for a company like Elleston Services Ltd at this time.

Next Steps

13. The Elleston Services Ltd Board of Directors recommended a suspension of the company's operations and trade in order to provide time for the country and its businesses to recover fully from the pandemic. Suspension would enable the Board to understand the government reviews into the legislation that could affect the land management market and to review and update the company business plan and financial forecast post pandemic, in light of the changing market circumstances and to research the sectors within it, where the demand has shifted or changed completely.

14. We believe that our council staff have proven through the pandemic to be creative, resourceful and resilient and this action to suspend the trading company is a sensible commercial decision and a 'pause' for resetting and refocusing rather than a close, but over the next 12 months we will take this time to:

- Review and understand the emerging markets post pandemic
- Re-investigate our costs of services and complete a review of fees, charges and margins
- Review SSDC staffing, work stream processing and delivery models to support the primary business within the company
- Review our marketing and communications plans
- Re-visit, review and amend the company business plan identifying viable business modelling, market penetration of local commercial markets and reviewing financial modelling including cash flow forecast over the next 5 years.

15. The road to recovery for South Somerset will not be quick and with so much uncertainty, this action is a positive one to protect the current position of the wholly owned company and its assets, restrict and safeguard future financial losses if not trading and to provide time to review the market demand and potentially redesign the business plans to meet further emerging markets post pandemic. At present it is too early to do this.

Financial Implications

16. The recommended suspension of the trading company does not result in additional financial implications to the Council because there is an assumption that Elleston Services Ltd will be in the position of paying the interest charges owed to the Council on the loan in the future. It is anticipated that the unspent funds of £85,000 from the £132,000 loan from the Council to Elleston Services Limited will be sufficient to cover costs associated with the future relaunch.
17. As noted in the recommendation in this report, the Elleston Service board of directors repaid £85,000 of the loan to the Council. The Council's S151 Officer agreed to this request and the Council received the funds in March 2021. As part of this, an agreement in principle was made, that the Council would set aside the amount and it would remain available to Elleston Services Limited to drawdown, when required as part of the relaunch. This would be subject to the company providing a robust Business Plan to the Council supporting the case for further investment into the business.
18. Expenditure to date of £47,000 has been incurred on the legal fees associated with the company set up, website creation and maintenance, financial system software, costing of services, materials and market research. The expenditure is still relevant to the company and it will reduce the cost associated with the company relaunch.

Legal implications (if any) and details of Statutory Powers

19. Section 95 of the Local Government Act 2003 allows the Council to undertake commercial activities in relation to any ordinary function that the Council is not under a statutory duty to provide. Section 4 of the Localism Act 2011 extends the existing commercial purposes scheme under section 95 so that if the general power of competence permits the Council to carry out a particular activity, then the Council can do it for a commercial purpose. The Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 requires the Council to approve a business case to support the use of the section 95 power and then recover the costs of supplying any accommodation, goods, services, staff or other things to a trading company to avoid state aid restrictions and prevent any on-going subsidy.
20. A trading company created for commercial purposes is seeking to make a profit. Any financial assistance provided by a local authority to a company it establishes should be for a limited period with an expectation of returns at a later date. As a subsidiary is a controlled company within the meaning of the Local Government and Housing Act 1989, any financial support will have to be included in any assessment of the Council's finances under the prudential framework for capital investment by local government.
21. Elleston Services Ltd was set up in accordance with these requirements but was unable to start trading due to circumstances beyond its control (the pandemic). The directors have determined that Elleston Services Ltd should suspend trading for the time being and in those circumstances it is proper for them to reduce the amount borrowed from the Council by repaying it early in accordance with the terms of the arm's length loan as suggested in the report rather than retaining the monies within the company. That part of the loan already spent will be repaid in due course and



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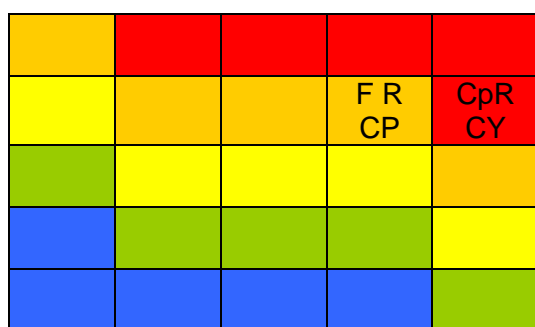
in accordance with the provisions of the loan once Elleston Services Ltd starts trading, which will require the loan agreement to be amended to reflect the repayment and reschedule payments in respect of the outstanding balance of the loan.

Risk Matrix

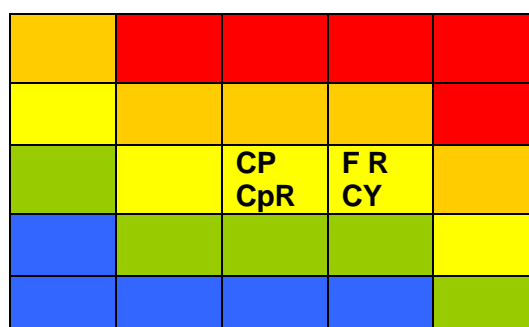
22. The risk matrix shows risk relating to the Council Plan headings.

Risk Profile before officer recommendations

Risk Profile after officer recommendations



Likelihood
→



Likelihood
→

Key

Categories	Colours (for further detail please refer to Risk management strategy)
R - Reputation	High impact and high probability
CpP - Corporate Plan Priorities	Major impact and major probability
CP - Community Priorities	Moderate impact and moderate probability
CY - Capacity	Minor impact and minor probability
F - Financial	Insignificant impact and insignificant probability

23. The reputational risk should be seen as a positive, as the Council and Company Directors will be demonstrating its desire to respond effectively to the COVID-19 pandemic, responding now to minimise the impact financially to the Council and sensibly review the emerging markets before recommencing trading.

24. As the recovery road map improves and brings our council services back to Business as Usual, a reviewed and updated business plan will need to be developed and presented to both the company Board of Directors and the District Council executive committee for approval before any relaunch of the company. This will help identify any risks and what mitigation action has been, or will be taken to minimise and address such impacts, on both the company and the council.

25. Overall it is considered that the risk associated with implementing the recommendation within this report is moderate. The initial temporary suspension of the SSDC trading company due to the impact of Covid is small, when in comparison many fledgling businesses have simply not survived through the pandemic. The impact on the Council and the company itself will be beneficial as financial costs to



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date are minimised to mostly company set up and preparation for launch. Additionally, suspending trading will halt further unnecessary operational company expenditure for the future, until it is able to recommence trading and cash flow commences.

Council Plan Implications

26. Outcomes linked to SSDC Commercial Strategy and Corporate Priorities:

- **Priority project 1:** Lead the recovery and revitalisation of our economy and communities to be stronger, more resilient and more vibrant than before Covid-19
- **Protecting core service Community of Practise:** Establish a commercial culture and approach to become self-sufficient financially

Carbon Emissions and Climate Change Implications

27. At this time there are no material implications on carbon emissions and climate change.

Equality and Diversity Implications

28. An Equality Impact Relevance Check Form has been completed in respect of the suspension of the SSDC trading company, and in discussion with the Equalities lead officer it has been agreed that in respect of this report and action a full Equality Impact Assessment is not required. However, Equality Impact Assessments will be required for the specific actions/projects falling out of any future refreshed business plans and relaunch executive report which will be the responsibility of the relevant service manager to complete. A copy of the Equality Impact Relevance Check Form is attached as Appendix 2 to this report.

Privacy Impact Assessment

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

Background Papers

- SSDC Council Plan 2020 – 2024
- SSDC District Executive Report: March 2019: SSDC Local Authority Trading Company
- Commercial Services and Income Generation Strategy 2017-2021

Appendices

Appendix 1: Equalities impact relevance check form

Equality Impact Relevance Check Form



The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required.

What is the proposal?	
Name of the proposal	SSDC Trading Company: Elleston Service Ltd
Type of proposal (new or changed Strategy, policy, project, service or budget):	Commercial Services Project
Brief description of the proposal:	Suspension of the Trading Company operations: Elleston Services Ltd
Name of lead officer:	James Divall

You should consider whether the proposal has the potential to negatively impact on citizens or staff in the following ways:

- Access to or participation in a service,
- Levels of representation in our workforce, or
- Reducing quality of life (i.e. health, education, standard of living)

A negative impact is any change that could be considered detrimental. If a negative impact is imposed on any citizens or staff with protected characteristics, the Council has a legal duty to undertake a full Equality Impact Assessment.

Could your proposal negatively impact citizens with protected characteristics? (This includes service users and the wider community)	NO
Could your proposal negatively impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)	NO

Is a full Equality Impact Assessment required?	NO
If Yes, Please provide a brief description of where there may be negative impacts, and for whom. Then complete a full Equality Impact assessment Form	
N/a	
If No, Please set out your justification for why not.	
As this is a high level Commercial Services Project focused on land management and landscape services, it is unlikely to result in any negative impacts on any of the Protected Characteristics. Following any lifting of the suspension and subsequent review and updating of the the company's business plan (post pandemic), a full EIA will be undertaken to identify any potential negative impacts and the necessary associated mitigations.	
Service Director / Manager sign-off and date	Clare Pestell 28 04 21
Equalities Officer sign-off and date	Dave Crisfield 30 th April 2021



District Executive Forward Plan

Executive Portfolio Holder: Val Keitch, Leader, Strategy and Housing
Strategic Director: Nicola Hix, Strategy and Support Services
Lead Officer: Angela Cox, Democratic Services Specialist
Contact Details: angela.cox@southsomerset.gov.uk or (01935) 462148

Purpose of the Report

1. This report informs Members of the current Executive Forward Plan, provides information on Portfolio Holder decisions and on consultation documents received by the Council that have been logged on the consultation database.

Public Interest

2. The District Executive Forward Plan lists the reports due to be discussed and decisions due to be made by the Committee within the next few months. The Consultation Database is a list of topics which the Council's view is currently being consulted upon by various outside organisations.

Recommendations

3. That District Executive is asked to recommend that the Chief Executive:
 - a) approve the updated Executive Forward Plan for publication as attached at Appendix A

Executive Forward Plan

4. The latest Forward Plan is attached at Appendix A. The timings given for reports to come forward are indicative only, and occasionally may be re scheduled and new items added as new circumstances arise.

Consultation Database

5. The Council has agreed a protocol for processing consultation documents received by the Council. This requires consultation documents received to be logged.

Background Papers

6. None.

Appendix A - SSDC Executive Forward Plan

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
May 2021	County Electric Vehicle Strategy	Portfolio Holder - Environment	Director Service Delivery	Vicki Dawson, Lead Specialist (Environmental Health)	District Executive
May 2021	SSDC Traded Services: Elleston Services Limited	Portfolio Holder - Economic Development including Commercial Strategy	Director Commercial Services & Income Generation	James Divall, Income Opportunity Development Manager	District Executive
May 2021	Quarterly Corporate Performance Report	Portfolio Holder - Strategy & Housing	Director Strategy and Support Services	Cath Temple, Specialist (Performance)	District Executive
May 2021	Review of Key Performance Indicators (KPI's)	Portfolio Holder - Strategy & Housing	Director Strategy and Support Services	Cath Temple, Specialist (Performance)	District Executive
June 2021	Investment Assets update report	Portfolio Holder - Economic Development including Commercial Strategy	Director Commercial Services & Income Generation	Robert Orrett, Commercial Property, Land & Development Manager	District Executive
June 2021	Update on Proposals from the Planning Re-imagined Workshops	Portfolio Holder - Protecting Core Services	Director Service Delivery	Kirsty Larkins, Director (Service Delivery)	District Executive
June 2021	Creating a future strategy for Chard	Portfolio Holder - Area West	Director Place and Recovery	Jan Gamon, Director (Place and Recovery)	District Executive
June 2021	Negotiation Strategy for Planning	Portfolio Holder - Protecting Core Services	Director Service Delivery	Barry James, Interim Planning Lead Specialist	District Executive

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
June 2021	Result of Neighbourhood Plan Referendum for Martock	Portfolio Holder - Strategy & Housing	Director Service Delivery	Jo Wilkins, Specialist (Strategic Planning)	District Executive
June 2021	Result of Neighbourhood Plan Referendum for Queen Camel	Portfolio Holder - Strategy & Housing	Director Service Delivery	Jo Wilkins, Specialist (Strategic Planning)	District Executive
June 2021	Remote Meeting Protocol for SSDC	Portfolio Holder - Finance, Legal & Democratic Services	Director Strategy and Support Services	Angela Cox, Specialist (Democratic Services)	District Executive
July 2021	SSDC Financial Strategy	Portfolio Holder - Finance, Legal & Democratic Services	Director Strategy and Support Services	Karen Watling, Interim Section 151 Officer	District Executive
July 2021	Review of SSDC Commercial Strategy	Portfolio Holder - Economic Development including Commercial Strategy	Director Commercial Services & Income Generation	Clare Pestell, Director (Commercial Services & Income Generation)	District Executive
July 2021	Capital & Revenue Budget Outturn reports for Quarter 4	Portfolio Holder - Finance, Legal & Democratic Services	Director Strategy and Support Services	Karen Watling, Interim Section 151 Officer	District Executive
August 2021	Capital & Revenue Budget monitoring reports for Quarter 1	Portfolio Holder - Finance, Legal & Democratic Services	Director Strategy and Support Services	Karen Watling, Interim Section 151 Officer	District Executive

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
August 2021 August 2021	SSDC Annual Achievements Report 2020/21	Portfolio Holder - Strategy & Housing	Director Strategy and Support Services	Cath Temple, Specialist (Performance)	District Executive South Somerset District Council
August 2021	Creating a future strategy for Chard - progress report	Portfolio Holder - Area West	Director Place and Recovery	Jan Gamon, Director (Place and Recovery)	District Executive
Sept 2021	Freedom Leisure update	Portfolio Holder - Health & Well-Being	Director Strategy and Support Services	Lynda Pincombe, Specialist - Strategic Planning	District Executive



Date of Next Meeting

Members are asked to note that the next meeting of the District Executive will take place on **Thursday, 3rd June 2021** as a virtual consultation meeting via Zoom meeting software commencing at 9.30 a.m.
