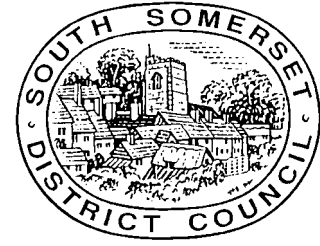


South Somerset District Council

Notice of Meeting



**South Somerset
District Council**

Making a difference where it counts

Thursday 25th February 2016

7.30 pm

**Council Chamber
Council Offices
Brympton Way
Yeovil
BA20 2HT**

(disabled access and a hearing loop are available at this meeting venue)



All members of Council are requested to attend the meeting:

The public and press are welcome to attend.

If you would like any further information on the items to be discussed, please ring the Agenda Co-ordinator, **Angela Cox, Democratic Services Manager**, website: www.southsomerset.gov.uk

This Agenda was issued on Wednesday 17 February 2016.

Ian Clarke, Assistant Director (Legal & Corporate Services)

This information is also available on our website
www.southsomerset.gov.uk



South Somerset District Council Membership

Chairman: Mike Best
Vice-chairman: Tony Capozzoli

Clare Aparicio Paul
Jason Baker
Cathy Bakewell
Marcus Barrett
Mike Beech
Neil Bloomfield
Amanda Broom
Dave Bulmer
John Clark
Nick Colbert
Adam Dance
Gye Dibben
Sarah Dyke-Bracher
John Field
Nigel Gage
Carol Goodall
Anna Groskop
Peter Gubbins
Henry Hobhouse
Kaysar Hussain

Tim Inglefield
Val Keitch
Andy Kendall
Jenny Kenton
Mike Lewis
Sarah Lindsay
Mike Lock
Tony Lock
Paul Maxwell
Sam McAllister
Graham Middleton
David Norris
Graham Oakes
Sue Osborne
Tiffany Osborne
Stephen Page
Ric Pallister
Shane Pledger
Crispin Raikes
Wes Read

David Recardo
Jo Roundell Greene
Dean Ruddle
Sylvia Seal
Gina Seaton
Peter Seib
Garry Shortland
Angie Singleton
Alan Smith
Sue Steele
Rob Stickland
Andrew Turpin
Linda Vjeh
Martin Wale
William Wallace
Nick Weeks
Colin Winder
Derek Yeomans

Information for the Public

The meetings of the full Council, comprising all 60 members of South Somerset District Council, are held at least 6 times a year. The full Council approves the Council's budget and the major policies which comprise the Council's policy framework. Other decisions which the full Council has to take include appointing the Leader of the Council, members of the District Executive, other Council Committees and approving the Council's Consultation (which details how the Council works including the scheme allocating decisions and Council functions to committees and officers).

Members of the Public are able to:-

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

Meetings of the Council are scheduled to be held monthly at 7.30 p.m. on the third Thursday of the month in the Council Offices, Brympton Way although some dates are only reserve dates and may not be needed.

The agenda, minutes and the timetable for council meetings are published on the Council's website – www.southsomerset.gov.uk/councillors-and-democracy/meetings-and-decisions

The Council's Constitution is also on the web site and available for inspection in Council offices.

The Council's corporate aims which guide the work of the Council are set out below.

Further information can be obtained by contacting the agenda co-ordinator named on the front page.

South Somerset District Council – Council Aims

Our key areas of focus are: (all equal)

- Jobs – a strong economy which has low unemployment and thriving businesses
- Environment – an attractive environment to live in with increased recycling and lower energy use
- Homes – decent housing for our residents that matches their income
- Health & Communities – communities that are healthy, self-reliant and have individuals who are willing to help each other

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South Somerset District Council

Thursday 25 February 2016

Agenda

1. Apologies for Absence

2. Minutes

To approve and sign the minutes of the previous meeting held on Thursday, 21st January 2016.

3. Declarations of Interest

In accordance with the Council's current Code of Conduct (adopted July 2012), 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. A DPI is defined in The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 (SI 2012 No. 1464) and Appendix 3 of the Council's Code of Conduct. A personal interest is defined in paragraph 2.8 of the Code and a prejudicial interest is defined in paragraph 2.9.

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. As a result of the change made to the Code of Conduct by this Council at its meeting on 15th May 2014, 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. If you have a prejudicial interest you must comply with paragraphs 2.9(b) and 2.9(c) of the Code.

4. Public Question Time

5. Chairman's Announcements

Items for Discussion

6. Heart of the South West Formal Devolution Bid (Pages 6 - 33)

7. Revenue Budget 2016/17 - Medium Term Financial Plan and Capital Programme (Pages 34 - 50)

8. Council Tax Setting 2016/17 (Pages 51 - 86)

9. Joint Working Report - South Somerset District Council and Sedgemoor District Council (Pages 87 - 212)

10. Treasury Management Strategy Statement and Investment Strategy 2016/17 (Pages 213 - 239)

11. **Review of Code of Conduct for Councillors Complaints Process** (Pages 240 - 258)
12. **Pay Policy Statement for Chief Officers - Statement for Financial Year 2016 - 2017** (Pages 259 - 263)
13. **Draft Meetings Calendar for 2016/17** (Pages 264 - 265)
14. **Report of Executive Decisions** (Pages 266 - 269)
15. **Audit Committee** (Page 270)
16. **Scrutiny Committee** (Pages 271 - 275)
17. **Motions** (Page 276)
18. **Questions Under Procedure Rule 10**

There were no questions submitted under Procedure Rule 10.
19. **Date of Next Meeting** (Page 277)

Agenda Item 6

Heart of the South West Formal Devolution Bid

Executive Portfolio Holder: Ric Pallister, Leader, Strategy & Policy
Strategic Director: Rina Singh, Place and Performance
Contact Details: rina.singh@southsomerset.gov.uk or 01935 462010

1. Purpose

- 1.1 This report introduces the Heart of the South West Devolution Prospectus in Appendix A. The bid makes proposals across a wide range of themes, brought together under the headings - 'People', 'Business' and 'Place'. The overall objective is to increase productivity across the Heart of the South West.
- 1.2 Any final devolution deal with government will be subject to further approval and ratification by all partners individually.

2. Public interest

- 2.1 Devolution is the Government's ambition to devolve powers and budgets to local authorities to enable local decision making around the priorities for the region. This may change the way public services are managed and delivered.

3. Recommendations

It is recommended that Members:-

- (i) Note the final prospectus set out in Appendix A and the work done to date on the HotSW proposals.
- (ii) Agree to be part of the devolution bid.
- (iii) Approve the submission of the final draft Heart of the South West Devolution Prospectus (Appendix A) to Government, subject to any minor changes made to the final draft prior to submission which are agreed by the Strategic Director in consultation with the Leader of Council.
- (iv) Authorise the Leader of Council to negotiate/participate on behalf of the Council but with a requirement to bring back to Council members regular reports on progress. This would be on the clear understanding that any final decision on whether or not to join any Combined Authority would be a matter for Full Council to determine should this eventually be proposed.

4. Background

- 4.1 The Government wishes to devolve powers and budgets from Westminster to local authorities using Local Enterprise Partnership geographies. The Chancellor of the Exchequer is particularly interested in devolution as a driver of:
 - Increased productivity
 - Skills and employment
 - Housing
 - Reducing the cost of the public sector
- 4.2 During August, Heart of the South West Leaders agreed to produce a Statement of Intent outlining a high-level set of ambitions and stating their desire to negotiate a

devolution deal with government where they would make improvements to the area in return for increased powers and responsibilities.

4.3 The Statement of Intent, signed by all 17 Heart of the South West local authorities, both National Parks, and the Local Enterprise Partnership was submitted on 4 September 2015. It can be read at <http://somersexnewsroom.com/devolution/> and focuses on:

- Productivity and economic growth
- Health, social care and wellbeing
- Improved connectivity, infrastructure and resilience
- Governance

4.4 The Government praised the statement of intent for its clarity and ambition and asked partners to move forward swiftly to produce detailed, formal proposals and to begin negotiation with them on a formal deal. Subsequently work was done to complete proposals by mid-January 2016, to submit to Government by the end of February and to start formal negotiation thereafter. This represents a slight lengthening of the original lead-in time to allow additional discussion with stakeholders including Members of Parliament and to ensure the bid is not unduly hurried.

5. Producing formal devolution proposals

5.1 At a meeting on 5 October 2015 it was agreed to write the devolution bid by ‘themes’ so partners could share the load of producing detailed proposals.

5.2 A Programme Management Office has overseen delivery of each chapter and maintained communications between partners. It is important to note that each partner remains responsible for their own governance processes and public/in-house communications.

6. Governance

6.1 Leaders considered a number of options for the governance of any devolution deal. No decision will be made on a governance model until the deal is agreed. However a form of Combined Authority is proposed, subject to the nature of the final devolution deal and a formal governance review. As any deal will need to be ratified by the Council, Members will have an opportunity to consider the detail of governance at this time.

6.2 One or more partners may choose not to proceed with a formal bid. This would be unfortunate as there is strength in all partners coming on board. However it is possible for a devolution deal to go ahead even if one or more local authorities choose to opt out. Significant discussion between partners has taken place to produce proposals that are acceptable to all. Furthermore the Statement of Intent’s working principles include an agreement that proposals will do no harm, even if a particular proposal offers no advantage to a given area.

7. Report

7.1 The Devolution debate for Devon and Somerset (Heart of the South West (HotSW)) is gathering pace and despite a number of meetings involving all 20 Local Authorities and Agencies it has been difficult to reach an understanding on what the “offer” is to central Government in any Devolution deal and what the “asks” of Government are in return.

7.2 It has taken until late January 2016 to find a form of words that could be put into a document suitable to be presented to Government with a request to start a dialogue with

Ministers. Until that document was agreed it could not be put into the public domain and hence an inability to have a proper and open debate about whether South Somerset should or should not be part of any Devolution conversation. Although the prospectus has to be presented to the 20 Local Authorities and Agencies for approval it was also clear that creating a document by a committee of 20 was impossible, as was collating and agreeing any amendments.

- 7.3 The position now reached is that we have a final document prepared by the two lead Authorities that elected representatives and lead officers feel broadly comfortable with presenting to their Councils for endorsement. Any one of the constituent members of the HotSW can of course reject the prospectus and not play any further part in any negotiations or debate. However, the feeling of most was not to leave the table at this stage and reject any idea of a Combined Authority before discussions had been held with Ministers. Only then might we know what might or might not be possible in any future agreement, whether it is the best long term interests of the Council.

8. Financial Implications

- 8.1 There are no direct financial implications arising from the recommendations in this report. The general financial principles of devolution fall into three categories:-
- (a) The Government requires devolution to be a fiscally neutral process – power over funding can be transferred but no new government money will be made available except potentially for ‘pump priming’ activity.
 - (b) There is potential for savings across the public sector in the HotSW and proposals are being developed with this in mind: the Government will expect any deal to deliver savings for the public purse generally.
 - (c) The Government may however attempt to negotiate additional spending by HotSW; the implications of this will be considered during negotiations with Government including whether this is acceptable to SSDC.

- 8.2 A financial assessment will be completed before this Council ratifies any devolution deal.

9. Corporate plan implications

- 9.1 None at this stage. Implications will be addressed as any devolution deal is developed and agreed.

10. Carbon Emissions and Climate change implications

- 10.1 None at this stage.

11. Equality and Diversity implications

- 11.1 At this stage this is a proposal to government outlining the deliverables from a Combined Authority in the Heart of the South West. A detailed Equality Analysis will need to be considered and completed as an integral part of the process of any formal deal as it is negotiated, ratified and delivered.

12. Background Papers

- 12.1 Appendix A: Heart of the South West Prospectus for Devolution



Devolution

for the Heart of the South West

Page 9

A Prospectus for Productivity



Northern, Eastern and Western Devon
Clinical Commissioning Group



Somerset
Clinical Commissioning Group



South Devon and Torbay
Clinical Commissioning Group

Contents

03

The Heart of the South West

04

Executive Summary

06

Our Vision and Goals

08

Who are we?

11

From six Golden Opportunities to six key challenges

Page 10

13

Our negotiating prospectus

22

Foundation 3: Towards a Combined Authority

23

Next Steps

24

Outline Roadmap





--- - Planned Infrastructure Improvements
--- - Proposed Infrastructure Improvements

- | | | | | |
|--|---|--|--|--|
|  - Principal Growth Areas |  - Sea Potential Zones |  - Universities |  - Innovation Centres |  - Hinkley Point Nuclear Site |
|  - Secondary Growth Areas |  - Enterprise Zones |  - Science Parks |  - Marine Engineering Centres |  - Yeovil Aerospace |

Executive Summary

In September 2015, the Heart of the South West (HotSW) submitted its devolution Statement of Intent to Government. After considerable further work during autumn 2015, the partners - 17 local authorities, two National Parks, the Local Enterprise Partnership, and the three Clinical Commissioning Groups - are now in a position to commence detailed negotiations with Government on a devolution deal.

Government has challenged local leadership teams to treat productivity as 'the challenge of our time'. They have asked us to do that by 'fixing the foundations' of infrastructure, skills and science through a devolution revolution delivering long term public and private investment.

Heart of the South West productivity continues to lag behind national productivity, and is currently under 80% of the UK average. To redress this we need more, better jobs, a healthier, higher skilled labour market, and new homes for our growing population.

With Government support for our proposition, by 2030 the Heart of the South West can deliver 163,000 new jobs, 179,000 new homes, and an economy of over £53bn GVA. To put this in context, this is more growth over the next fifteen years than Bristol, Birmingham and Nottingham (the three non-'Powerhouse' core cities) have delivered in the last fifteen.

To do this we will exploit and deliver our Golden Opportunities around investment in nuclear energy at Hinkley, across the peninsula in marine, aerospace, advanced manufacturing, and environmental futures. We will connect our rural communities to these transformers, and address the challenges of aging and health-related worklessness with unprecedented health and care integration.

We will take responsibility for fixing our foundations. We seek Government's support to do this through negotiation and delivery of a far reaching devolution deal for the Heart of the South West.

Our approach to delivering this transformation focuses on a comprehensive Productivity Plan:

- **For people:** we will build on Government's own national reconfiguration of the skills system to supply business with the skills it needs, and a labour market able to deliver productivity per job and per hour at 'Greater South East' levels (outside Inner London). Our plans for health and care integration will support a significant proportion of our non-working population into work.
- **For business:** our Growth Hub will enable business growth and internationalisation following closure of the national Business Growth Service. We will augment this with specific policies and initiatives to realise national priorities implicit in our Golden Opportunities.
- **For place:** we will provide the infrastructure and housing required and make the Heart of the South West 'investment ready'. We also recognise that much of our growth will occur in specific sub-regional economic geographies. We will plan and manage change in these sub-regions to ensure their connectivity with each other, with the rest of the country, and globally. We will make sure that rural areas access and leverage these opportunities, and build on Government's 10 point plan for rural productivity geographies. ¹

1. The Heart of the South West's economic transformational opportunities were identified and agreed in our Strategic Economic Plan, March 2014.

We will plan and manage change in these sub-regions to ensure their connectivity with each other, with the rest of the country, and globally. We will make sure that rural areas access and leverage these opportunities, and build on Government's 10 point plan for rural productivity.

Cohesive, coherent leadership and governance of this transformation is crucial. We propose to establish a Combined Authority to provide leadership, supported by sub-regional delivery mechanisms so powers and resources are deployed on the scale at which our economy functions. These arrangements will develop new ways of working to address priority issues.

Our proposals build upon successful and strong business leadership through our Local Enterprise Partnership: we cannot deliver effective economic interventions without a strong business voice.

If we do not act, the Heart of the South West will not be able to contribute to the Government's ambition to meet the national productivity challenge as set out in Fixing the Foundations.

This document and our more detailed offers and asks outline our position and objectives. An early agreement on heads of terms for a devolution deal will trigger the start of our governance review and formulation of our Productivity Plan.



Our Vision and Goals

Government recognises that fixing the foundations and devolution are the projects of a generation. Our key challenges are:

- An insufficiently skilled workforce and limited pool of available labour: many young people move away to live and work, rather than stay or move into our area.
- A need for more infrastructure to support our existing businesses and workers, and to attract new ones. We need better and more resilient infrastructure: roads, railways, broadband and housing.
- Enabling a more effective, far-reaching support environment for businesses to sustain those we already have and make the area more attractive to inward investment and home-grown entrepreneurs.
- Managing the significant and increasing cost of health and social care, which combined with our aging population threatens the viability of public services unless radical reforms are completed.

Productivity-led growth in the Heart of the South West will have three dimensions:

- **People:** who are healthy, with the skills they need to access higher value jobs and grow their careers.

- **Business:** more businesses creating new jobs, and increasing productivity.
- **Place:** sustainable growth across the geography, supported by modern infrastructure and accelerated housing delivery.

We signalled our intention to meet these challenges with our Statement of Intent. The submission of this more detailed proposition shows how serious our intent is. We believe the proposals we have committed to developing will realise our local ambitions, and make decisive, important contributions to Government's national priorities.

With Government support for our proposals we will redress our productivity gap and help us manage demographic challenges more effectively. Key outcomes we will achieve by 2030 include:

- £4bn additional in GVA for the UK economy.
- 163,000 new jobs.
- 179,000 more homes, and accelerated delivery in major growth points.
- Wage levels higher than the national average.
- Additional tax revenue for the Treasury of £113million per year.
- Apprenticeship starts increased by 400%.
- Every young person in education, employment or training.
- £1bn per year welfare benefits savings as more people enter employment.

- 60% of our workforce qualified to NVQ level 4 or above.
- Faster, more reliable rail services with greater capacity.
- Faster journey times on our road network, with less congestion.
- 100% superfast broadband coverage.

The Heart of the South West has a strong track record of delivering in partnership for residents and businesses:

- Securing and supporting major national and international investment in the future of the nuclear industry at Hinkley Point.
- Plymouth and South West Peninsula City Deal.
- A total of £195.5m secured through Growth Deals – including the highest Growth Deal 2 settlement of any LEP area in the country – to deliver a comprehensive programme of projects in pursuit of growth.
- Exeter University, Science Park, Innovation Centre and Innovation Zone.
- Connecting Devon and Somerset superfast broadband.
- Three Enterprise Zones: South Yard in Plymouth to support innovation and growth in marine industries, Huntspill Energy Park near Bridgwater to support the growth of a new nuclear cluster catalysed by investment in Hinkley, and East of Exeter sites aligned to opportunities in environmental sciences and big data.
- Delivery of Plymouth Science Park by Plymouth City Council and Plymouth University, now entering phase 5, creating the largest science park in the south of England.
- Major programme of improvements to the A303, A358, A30 corridor and M5 Junctions.

- The Peninsula Rail Task Force.
- Exeter and East Devon Growth Point.
- Health and social care initiatives including Somerset's 'Symphony' Vanguard project, Exeter 'ICE', Torbay's Integrated Care Organisation and 'One System One Budget' in Plymouth.

We can scale up and build on these experiences. However, without the comprehensive framework that our governance proposals will deliver, the Heart of the South West and national government will miss out on the solutions, linkages and effectiveness that collective leadership can achieve.

A Heart of the South West devolution agreement with robust governance structures, accelerated delivery, and more focused use of scarce resources is the optimal way for Government to assure itself that the national Fixing the Foundations plan is being proactively and consistently led and delivered across the Heart of the South West.

In this prospectus we set out our goals for 2016-2030 and how we will deliver the long term and evolutionary work required to achieve our devolution revolution.

Who are we?

Our area, people and economy

National Context

Government set out its long-term ambitions for the UK economy in 'Fixing the Foundations', its productivity plan for 2015-2020. This framework outlined how long-term investment and a dynamic economy could raise productivity and lift living standards. Government's invitation to areas to propose ways that devolution could contribute to this agenda led to our Statement of Intent being submitted on 4th September 2015.

With policy developments in the autumn, and the Spending Review, Government has firmed up the financial intentions behind the productivity plan. In terms of local contributions leadership teams need to deliver an extensive portfolio of reforms:

- In skills and employment, 2016-20 will see major reforms of the post-16 and adult skills systems (both of colleges and providers on the supply side, and of loans for learners on the demand side). Post-16 Area Reviews and introduction of the Apprenticeship Levy offer opportunities to transform the delivery of local labour market skills, however the demands of transition may be acute.
- Physical investment will need to be managed in the context of higher performance expectations for planning regimes, new approaches to housing supply (especially starter home ownership), and proactive

asset management at a public estate as well as local authority level. Local leadership teams will also need to play into the revision of the National Infrastructure Plan with new commitments to flagship schemes like HS2 and nuclear energy.

- As the national Business Growth Service closes by March 2016, new pressures will be placed on emerging local Growth Hubs. For innovation, local and regional Science and Innovation Audits will seek to shape national priorities as Research Councils and Innovate UK come together in Research UK with a range of new products.
- These agendas, and others, need to be delivered without diverting attention from existing commitments. These include City Deals, local growth deals, the European Structural and Investment Fund programmes, and other legacy programmes such as the Regional Growth Fund, Growing Places Fund, existing and newly announced Enterprise Zones.

These agendas sit alongside and will be enabled by devolution and fiscal reforms, and managed in the context of continued public sector expenditure constraint.

The challenge for the Heart of the South West is to shape these national priorities to our unique circumstances. We have drawn on our Strategic Economic Plan to describe the causes of our productivity challenge, identify our key 'Golden Opportunities', and understand how to build on our track record of success.

Local Context

The Heart of the South West covers most of the south west peninsula. Its 1.7 million residents live in a mixture of rural and urban settings, served by a stunning natural environment and rich cultural heritage.

Most of our businesses are small and medium sized enterprises (SME) employing fewer than 5 people, providing excellent potential for growth and innovation. We are also home to cutting edge engineering and manufacturing industries, including companies of global significance:

- Aerospace and advanced engineering industries employ more than 23,000 people and contribute over £1 billion to the economy. Businesses in the area also have specialisms in advanced electronics/ photonics, medical science and wireless and microwave technologies.
- Analysis of the comparative advantages of our local assets has identified that the Exeter City Region can make a unique contribution by becoming a globally recognised centre of excellence in weather and environment-related data analytics. Exeter is home to the Met Office, the city leads Europe in combined environmental science, data and computational infrastructure, hosting 400 researchers in environmental and sustainability science. From 2017, it will also host the most powerful supercomputer in Europe.
- The first of the UK's new generation of nuclear reactors being constructed at Hinkley Point will deliver substantial economic benefits across the south west. It is part of our growing low carbon

and energy sector and offers £50billion worth of business opportunity in the nuclear sector within a 75 mile radius of Hinkley Point.

- We are a global centre of excellence for marine science and technology including Plymouth University's Marine Institute and the Plymouth Marine Laboratory.
- There are 30 working fishing ports across the Heart of the South West including the two largest fishery landings in England at Brixham and Plymouth.
- The South West Marine Energy Park, the country's first, serves the wider south west peninsular and offers direct access to superb physical assets and resources including the north Devon and north Somerset marine energy coasts for opportunities in wind, tidal and nuclear energy.

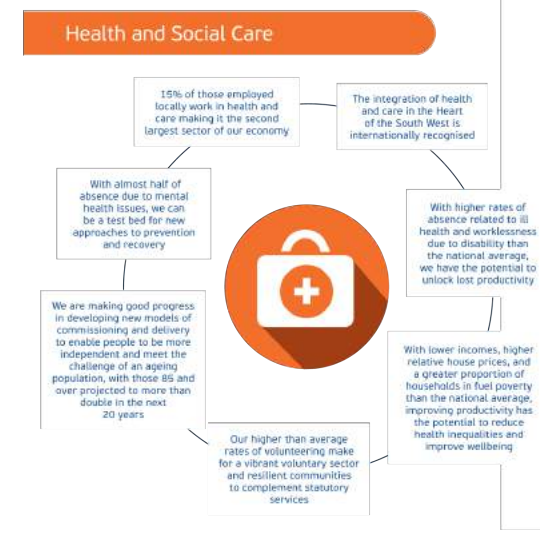
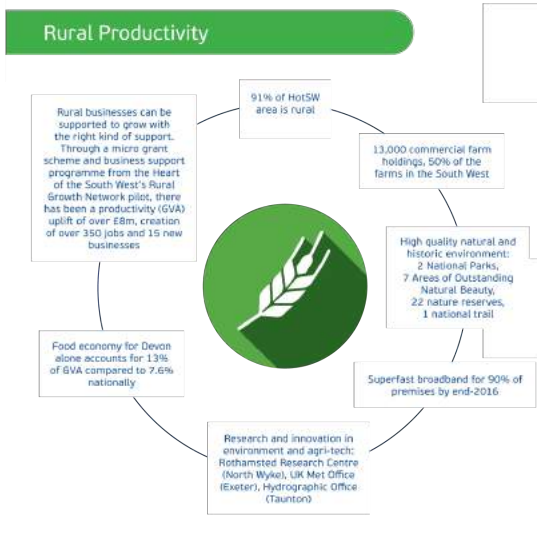
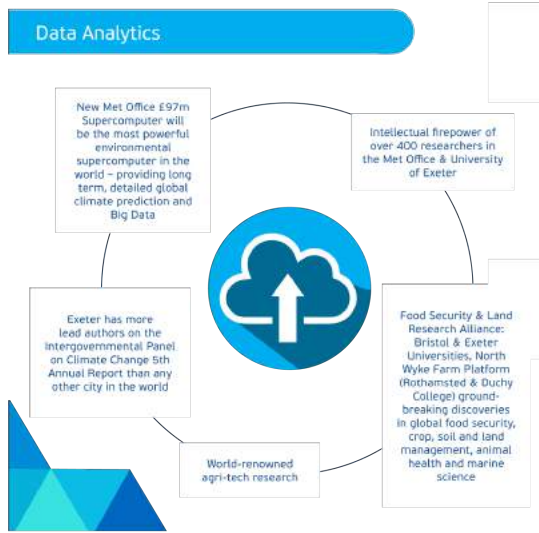
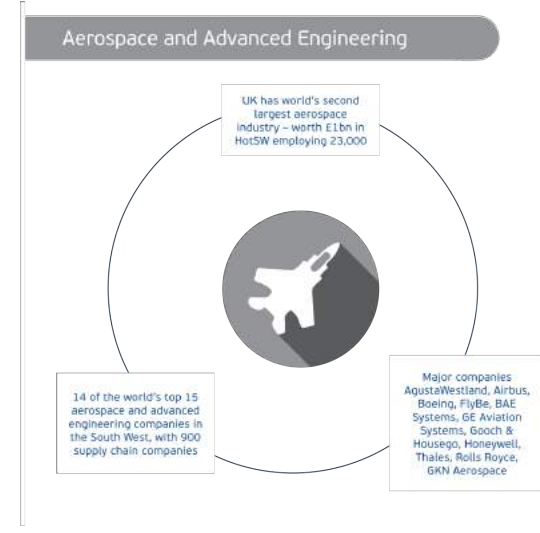
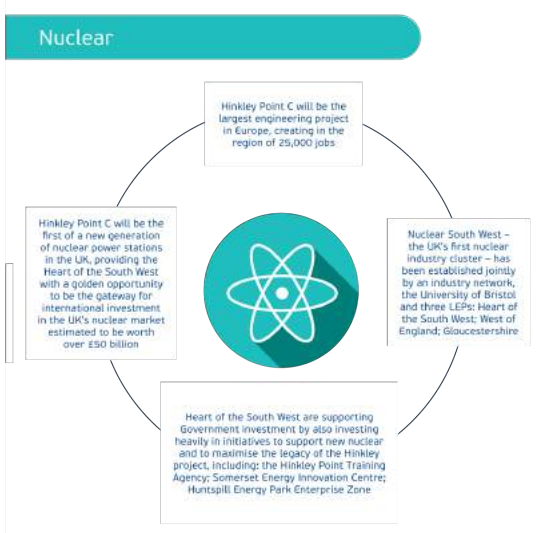
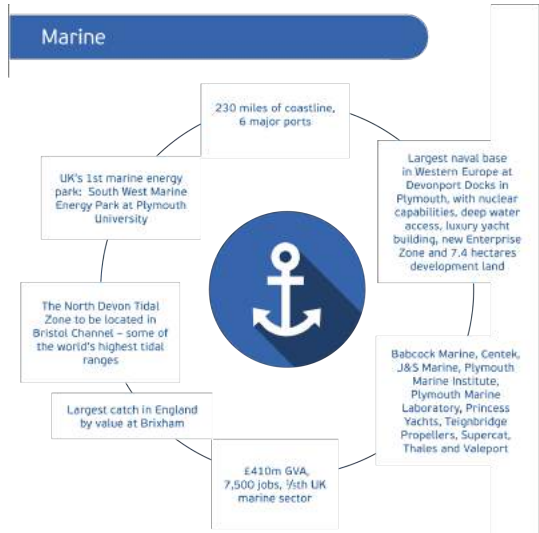
Our mixed economy also serves our traditional strengths. Our tourist and visitor economy attracts millions of visitors per year and our food and drink sector has a significant impact on national GVA (4.2% in 2011).

Whilst our largest employment sectors remain public administration, health and education, our Local Enterprise Partnership's Strategic Economic Plan recognises our area as having 'New World' potential if opportunities can be capitalised upon and the right conditions for growth created.

Golden Opportunities

We have identified six 'Golden Opportunities' that we will use to drive productivity and economic growth whilst continuing to support our diverse economy and taking advantage of new opportunities as they emerge.

Page 18



From six Golden Opportunities to six key challenges

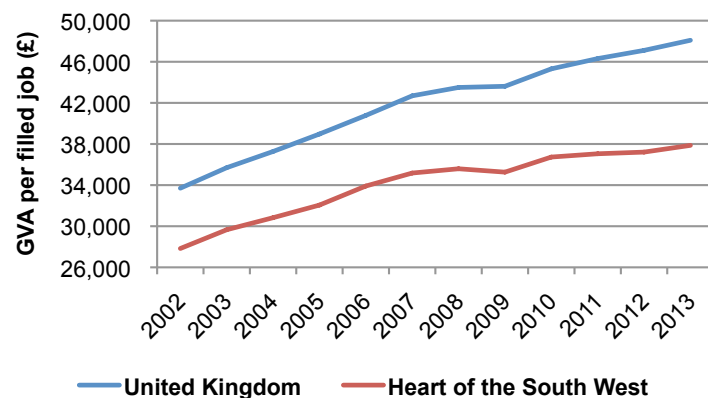
Realising our vision, goals and targets requires us to address and solve six major, interrelated economic and societal challenges:

1. Our productivity is too low and growing too slowly:

Whilst not uniform across the area, in 2013 our productivity per job filled was below 80% of UK averages, a fall of around 3% over the last decade. Our forecasts suggest that unless we unlock our emerging transformational opportunities our productivity will continue to lag behind the rest of the UK.

This performance is a manifestation of poor comparative skills levels, labour market shortages, insufficient infrastructure and poor connectivity, the human and financial cost of ill-health, a lack of joined-up support for business, and need for higher value industrial densities.

The Heart of the South West Productivity Challenge



2. Our labour market is limited in size and skills levels:

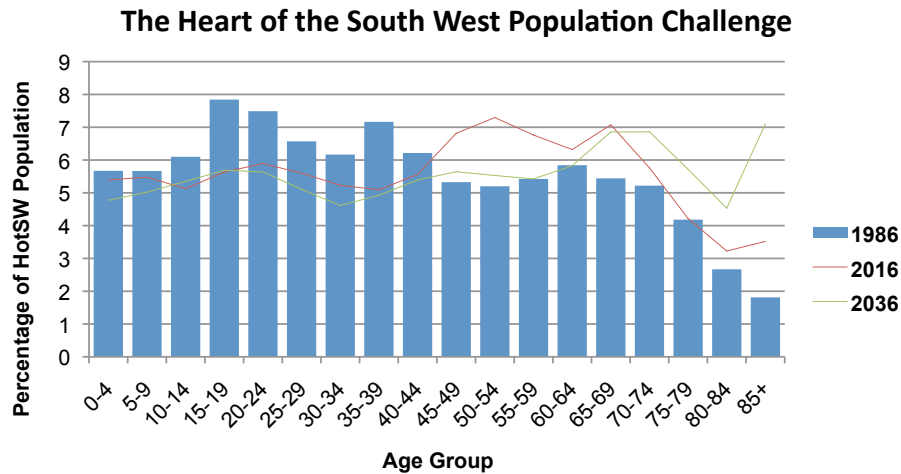
A key factor in our low productivity is a shortage of workers and a shortage of skills. Low unemployment means businesses have a limited labour pool from which to draw recruits. Higher level skills attainment is below national averages, and out-migration of our talent to London and other metropolitan centres means that employers regularly report labour shortages and recruitment difficulties.

3. Our enterprise and innovation performance is inconsistent and needs to improve:

Evidence shows that businesses that take up support do better than those who don't. However, the business support landscape is complex and confusing, and short term government funding for programmes creates uncertainty. The Heart of the South West ranks 38th out of 39 LEP areas on many measures of innovation including patent registrations and Innovate UK funding. We cannot resolve these science and innovation issues without more highly skilled workers, and a stronger innovation environment, particularly around our Golden Opportunities.

4. We are a leader in facing the challenges of an aging population:

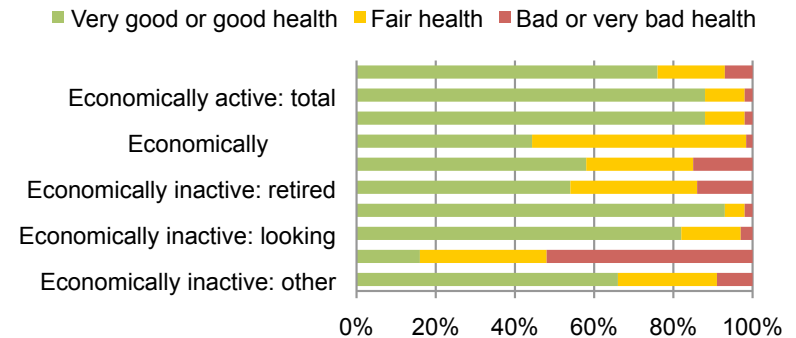
Our population profile shows a significant increase in the proportion of our residents aged 65 or over, and a corresponding decrease in the proportion of working age people under 45. By 2036, 17% of our population – more than 327,000 people – will be over 75 years of age.



5. We are a leader in facing the challenges of health and care integration:

Particularly related to our demography, our health and care system needs to be reshaped to meet social, economic and financial pressures. Our area performs poorly for mental health outcomes when compared to national figures, making this a key priority.

Heart of the South West Economic Activity by General Health



A healthier population means lower public sector costs and increased economic activity. To fill 163,000 more jobs we must engage the non-working population in the labour market which will require a significant health and care contribution.

Employment of people with physical disabilities, learning disabilities, mental health issues and other long-term conditions is strongly correlated with their achieving better outcomes and being less dependent on publicly funded health and care services. This represents considerable productive potential.



6. Our infrastructure and connectivity needs to be modernised and more resilient:

More infrastructure especially housing, transport links, broadband, mobile connectivity, and energy grid improvements are required to make our area more attractive to investors and viable for the future. Improving these conditions are key to giving businesses in our area the tools they need to compete in global markets, attract future entrepreneurs and secure investment. We must overcome these barriers if we are to capitalise on our transformational opportunities.

Fixing the Heart of the South West and our contribution to fixing the national foundations.

The current landscape of funding and decision-making has only taken us so far. Despite our achievements to date we need freedom to act more decisively. A devolution agreement means we can take responsibility for our unique challenges and capitalise on our Golden Opportunities.

The dividend for the National Productivity Plan is considerable. Besides the specific metrics identified in our goals, the UK will benefit from global and national energy investments and security, environmental futures and big data capabilities, an at-scale set of solutions to health and care integration, and public service reforms.

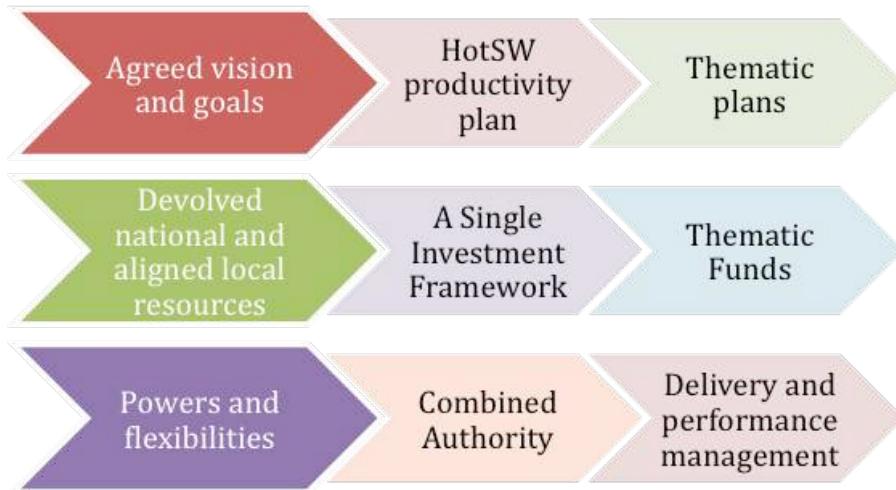
This negotiating prospectus lays out the heads of terms of an agreement to create the foundations for a transformational jump in productivity. It will deliver quick wins this decade whilst planning for the medium and long term.

Our negotiating prospectus

We wish to agree with government a shared commitment to building three pillars of a devolution deal for the Heart of the South West.

Foundation 1: The Productivity Plan

The Productivity Plan will be our instrument for fixing our foundations. It will incorporate the refresh of our Strategic Economic Plan, and scale up local growth agendas for 2016-20 incorporating Spending Review and public service reform priorities. It will include proposals for our Strategic Labour Market Plan and Strategic Infrastructure Plan. It will also reflect our ambitions for integration of health and social care where they link to our devolution deal.



Foundation 2: The Single Investment Framework

The Single Investment Framework will set the financial parameters of our agreement and encompass devolved funds and locally aligned resources. It is likely to include:

1. A single infrastructure fund to provide the physical investment for backbone, nationally-significant infrastructure.
2. A housing delivery instrument to accelerate housing delivery by unlocking key sites and stimulating market activity.
3. Skills and employment allocations to enable remodelling of the skills and employment landscape.
4. Devolved health and care budgets delivering agreed business cases with NHS England and other partners.

We believe agreement to formulate these two foundations will enable early delivery of accelerated housing development, skills reform and improved business support, with health and social care reform and infrastructure development taking place in parallel.

These two foundations will be overseen and assured by a Combined Authority arrangement. This will, once established, provide the Heart of the South West counterpart to government for planning and management of our devolution deal. It will take responsibility for the powers, resources and deliverables outlined below.

People

A highly skilled, high productivity labour market meeting businesses' employment priorities

We are clear that without proactive leadership and intervention our skills profile will remain a chronic block to fixing our foundations and delivering our vision.

We intend to use national reforms, led and shaped locally, to deliver a labour market capable of achieving productivity at Greater South East levels (excluding the distorting effect of Inner London).

Government's expectations of local leadership teams for 2016-20 as laid out in existing devolution agreements, the 2015 Spending Review and other policies include:

- Planning and management of phased devolution of post-19 public sector adult skills budgets, leading to full commissioning and funding of providers from 2018-19.
- Chairing and facilitation of successful Area Reviews of post-16 education and training, implementation of review recommendations including reshaping provision where required.
- Co-design of apprenticeship reforms including introduction of the levy and deployment of Apprenticeship Grant for Employers.

- Co-design of future employment support programmes with DWP and performance management regimes.

The Combined Authority will take responsibility for delivering these agendas, augmented by specific asks around:

- Specification and delivery management of Careers, Education Information, Advice and Guidance in schools and colleges.
- Support from Government to deliver a wider Higher Education offer for Somerset, including a new university.

Our Offer	Our ask of government
<p>Responsibility for reshaping the skills and employment system. Delivered through formulation, agreement, resourcing and delivery management of a business-led</p> <p>Strategic Labour Market Plan.</p>	<p>Full devolution of powers to the Combined Authority, phased over a number of years, with relevant skills, education and employment budgets into the Single Investment Framework.</p> <p>Government departments and agencies to co-design and co-deliver the Strategic Labour Market Plan.</p>

Why is this important?

Our analysis has shown:

- Young people are not getting the independent, quality careers and education advice and guidance to help them make informed decisions on their education and training.
- Employer productivity improvements are held back by shortages and lack of skills in local labour markets.
- The national provider system is poor at anticipating and securing future skills needs.
- Support for the workless is ineffective for those furthest from the labour market. Our evidence shows a distinct lack of progress for those in receipt of Employment Support Allowance despite significant investment and reform.

Key outcomes

With the powers and funding outlined above we believe a devolution deal will allow us to deliver the skilled workforce our productivity ambition requires. We will work with government to design system reforms that deliver:

- 40,000 people helped to move from benefits into paid work.
- Benefit bill savings to Government of £1bn per year.
- Additional money earnings locally per year of £800m.
- Additional tax income for Government of £113m per year.

- All young people in employment, education or training.
- Apprenticeship starts increased by 400% and aligned to our six golden opportunities.
- Parity of esteem between vocational and academic pathways.
- Maximised links between golden opportunities and skills development to encourage young people into our area's high tech industries.
- A university for Somerset.

A national demonstrator of effective health and care integration for improved wellbeing

The Heart of the South West already has well established and innovative local approaches to health and care integration, however our system continues to be under demographic pressure. We now have an opportunity to bring together resources across the public sector to deliver the systemic reform needed by the health and care system, and through strong local leadership can engage communities and voluntary sector in that enterprise. We want to create a system where prevention and early intervention are an integral part, and which rethinks its approach to mental health and wellbeing. In summary:

Our Key Offer	Our ask of government
Building on the NHS 5 Year Forward View, we will deliver a 'whole system' approach to health and care.	Devolution of 5-year place-based population budgets for health, care and public health
This will include:	
Devolved commissioning of primary and associated specialist care services including mental health.	
Flexibility in regulation and budgeting, including freedom for partners to pool resources.	
Greater emphasis on public health and the link between health and housing.	
Capitation-based payments.	
Support to address skills shortages.	

Why is this important?

We want people to lead longer, healthier, more productive and fulfilling lives while ensuring the sustainability of our health and care services.

Health outcomes are generally good and life expectancy is high, but too many people develop avoidable long-term multiple conditions which affect both the quality of their lives and their ability to work. People with mental health conditions are in too many cases poorly served by a fragmented system in which there is no effective link between preventive, primary care and acute services.

Health and care is the second largest sector in our economy but productivity lags behind other areas and there are workforce and skills shortages which affect both the quality and cost of provision. These issues can only be tackled through whole-system reform and a closer matching of strategy and resources to local need.

Key outcomes

Devolution will help us create a health and care system that supports a healthier population, greater personal independence and wellbeing, and improved workforce productivity:

- Better physical and mental health outcomes.
- A system that is integrated and financially sustainable, offering a whole system approach, and is a test-bed for Government innovation.

- People of all ages encouraged and supported to make healthy lifestyle choices and manage their own care therefore diverting or delaying dependency.

Devolution offers the potential for us to go further, faster, and bring reform initiatives together at a scale and with a scope that can provide a demonstrator (given our advanced demographic profiles) to health and care reforms in other parts of the country:

- The NHS 5 year Forward View and the requirement on areas to develop transformation plans for local areas.
- The financial settlement for local government, including the requirement to submit integration plans by 2017.
- Changing Better Care Fund guidance and the option to work across local authority areas to plan and deliver it.
- The 'Success Regime' applying to NEW Devon Clinical Commissioning Group and its impact on and learning for other health and care economies.



Business growth and innovation

Government expectations of local leadership teams for 2016-20 includes sustaining and developing support for business growth after closure of the Business Growth Service as well as enabling distinctive contributions to national research and innovation-led growth priorities. For us this means scaling up the reach and impact of our Growth Hub and realising the full potential of our Golden Opportunities.

To deliver this Heart of the South West partners already have primary responsibilities for:

- Operation and performance management of the Growth Hub and shaping of national agency (eg UKTI) access and support to Heart of the South West business.
- Strengthening the coherence and effectiveness of local innovation eco-systems around our Golden Opportunities - notably the marine cluster anchored by Plymouth, the environmental futures cluster anchored by Met Office investments in Exeter, the nuclear cluster catalysed by Hinkley Point C, and the broader South West aerospace cluster with its major growth node in South Somerset.

Our skills and infrastructure proposals provide a number of interventions to address these challenges. These will feed into and through the Growth Hub so our business growth and innovation strand, in summary, will:

Our Key Offer	Our ask of government
<p>Scale up and assure a Growth Hub providing a seamless approach to business growth support.</p> <p>Strengthen a network and cluster of 'innovation eco-systems' anchored by each of our Golden Opportunities</p>	<p>An increased devolved revenue pot for at least 5 years which can draw, if required, on the Single Investment Framework.</p> <p>Co-commissioning of all remaining national business growth and internationalisation services.</p> <p>Commitment to bespoke agreements with national agencies to realize the UK and local growth dividends of each of the golden opportunities - underpinned by an early Science and Innovation Audit undertaken by a consortium of south west LEPs and universities.</p>
<p>This strand will include: Collaboration with neighbouring LEPs on a cluster approach to inward investment.</p>	



Why is this important?

Discharge of these primary responsibilities is impeded by national pressures which manifest themselves locally. Analysis shows:

- SMEs and early stage entrepreneurs find national and local systems fragmented, opaque and bureaucratic. This leads to low rates of business growth support take-up and entrepreneurial/start-up activity.
- Inward investment, internationalisation and trade, and our visitor economy are held back because the South West is perceived to be a distant periphery. Offers are poorly joined-up, and we have a low national profile and are a low priority for UKTI, VisitEngland and other agencies.
- National science and innovation products and services are not accessed consistently by existing business. Furthermore our national offer is not investment-ready so cannot easily take advantage of the potential of our Golden Opportunities.

We need more certainty of investment and freedom from national funding cycles so we can operate our proposed Single Investment Framework and ensure the right interventions are made at the right time to support our economic opportunities.

Key outcomes

Our Golden Opportunities and distinctive assets have the potential to release major productivity gains for us and for the national economy.

Business support devolution will drive productivity through:

- More businesses taking up the support they need.
 - 20% of business stock informed about business support
 - 3000 businesses supported
 - 750 businesses account managed
 - 10 Operational Level Agreements signed between business support delivery partners
 - 360 businesses receiving intensive support
 - 36 events to co-ordinate network businesses support delivering with the aim to simplify business support customer journey
- Significantly increased levels of inward investment.
- Heart of the South West businesses competing strongly in the global economy.
- Better engagement with business and an entrepreneurial culture.
- Double the number of international tourists to the Heart of the South West, and more national tourists.
- Greater levels of science and innovation in our economy: double the uptake of Innovate UK support and increased research and development.

Place

Government expectations of local leadership teams over 2016-20 include:

- Adoption and implementation of Local Plans, with demonstrable collaboration across functional economic areas to drive physical investment.
- A performance regime that accelerates housing and employment growth.
- Devolved local transport budgets and plans including both development and regulatory functions, to improve system performance locally and add value to national infrastructure investments and programmes.
- Contributions to specific national and pan-regional infrastructure priorities, including Hinkley energy agreements and recommendations of the Peninsula Rail Task Group.
- Proactive delivery management of Starter Home, housing investment pots and local authority contributions to new housing.
- Completion of backbone superfast broadband infrastructure and increasing take up to support the digital economy and wellbeing.

- Local authority and other public sector land disposal, development and rationalisation strategies.

Our proposals will enable us to take responsibility for delivering these agendas, including, in summary:

Our Key Offer	Our ask of government
Establishment of an Infrastructure Commission to formulate a new Strategic Infrastructure Plan with implementation overseen by the Combined Authority.	<p>Support to develop, fund and deliver the Strategic Infrastructure Plan.</p> <p>A commitment to create a flexible funding model to support accelerated housing delivery, targeting locally identified growth areas.</p>

This will include Government commitments to:

- Existing and new infrastructure development, including the North Devon Link, A303/A358/A30 improvements, and Peninsula Rail Task Force 20 year plan.
- Match funding and co-production to deliver 100% superfast broadband coverage.
- Inclusion of Plymouth on the Strategic National Corridor network.

This will include Government commitments to:

- Devolved Air Passenger Duty from Exeter Airport.
- Support to develop and sustain new energy initiatives including wind, sub-sea, and grid improvements.
- A National Policy Statement for renewable energy generation in the Bristol Channel and Severn Estuary.

Why is this important?

Long term investment in our infrastructure is critical to unlocking growth and delivering our productivity targets. Our Strategic Infrastructure Plan will set out where and when investment is required. We need to accelerate housing and employment land allocations, electronic communications for our businesses, more housing for our workers, and improved transport links to allow faster movement of our workforce, goods and services. This infrastructure underpins growth and is the key to our future productivity.

Despite recent successes, we are underfunded compared to other areas. Long term investment is vital to provide confidence for developers and to drive productivity through faster, more reliable transport and digital connectivity. Investment in resilience is essential to minimise disruption and financial loss during a crisis.

There is considerable untapped resource and market opportunity for the Heart of the South West to contribute more to the energy supply of the nation. We have the potential to become a leader in low carbon energy and renewables however current grid infrastructure is limiting deployment.

Key outcomes

To support productivity growth, infrastructure devolution will deliver:

- 179,000 new homes, and a new Garden Town in Somerset.
- Accelerated housing and employment growth in the identified growth areas of Greater Exeter, Hinkley Growth Zone, Plymouth, Taunton, and Torbay.
- Faster rail connections to London, the South East and Midlands.
- 100% superfast broadband availability and reliable mobile phone connectivity.
- Prioritised and sequenced infrastructure projects to maximise the value of investments.
- Innovation in energy development and supply to support the national energy strategy.
- Greater resilience of our infrastructure.

Foundation 3: Towards a Combined Authority

The partners to this proposal recognise that leadership and governance of delivery of our deal will require transparent, robust and efficient structures and processes commanding the confidence and support of both Government and local communities.

We also recognise Government's preferred model of choice for this vehicle is the Combined Authority (CA), with Mayoral leadership in the case of Core City Regions.

Our proposals commit the partners to 'best endeavours' to create a Combined Authority with appropriate strong leadership and accountabilities. We will carry out a governance review to identify the most effective structure and processes for putting this commitment into effect, ideally with an inception date of either April 2017 or April 2018.

The Governance Review shall draw on the principles outlined in our Statement of Intent as a starting point. The review will proceed in tandem with both the enactment of the Cities and Local Government Bill, and the progress of our devolution agreement negotiations and requirements of its effective implementation.

The Governance Review will set out the powers, roles, functions, and operational arrangements for the Combined Authority - and propose its relationships with and to key delivery partners nationally, locally and with neighbours.

At a minimum, the Heart of the South West LEP, CCGs and others as appropriate will become full non-constituent members of the emerging Combined Authority, playing leadership roles where appropriate in its sub-structures (eg to build on the LEP's business credentials).

In addition, we consider there will be a number of collaborative arrangements that we shall wish to progress with variable consortia of South West neighbours. These may include a 'Transport South West' proposition, the in-train Science and Innovation Audit consortium with neighbouring LEPs, and national clusters in areas such as nuclear, renewables energy etc.

Similarly, our prospectus recognises that specific sub-regional geographies will accommodate significant shares of the growth to be delivered. Bespoke arrangements to plan and manage these changes will build on or adapt existing arrangements (e.g. **The Greater Exeter Group, The Plymouth and South West Peninsula City Deal, the emergent Hinkley, Taunton and Bridgewater triangle**). Options for strengthening and adapting these arrangements (or elaborating new place-based governance) may include Development Corporations, Special Economic Zones, Accelerated Development Zones or other models.

Next Steps

Delivering devolution requires careful sequencing. A high level roadmap for developing and delivering our deal is outlined below.

A Heart of the South West partners group will launch shadow Combined Authority arrangements and a formal Programme Management Office (PMO) upon agreement from government of serious intent to progress towards a devolution agreement. The PMO will be resourced to support devolution agreement workstreams with business case and financial management capacity, including assuring fiscal neutrality.

The shadow Combined Authority and PMO will work with government to deliver six co-produced workstreams by early 2017:

1. The Governance Review will apply the processes required under legislation to specify, agree and launch the form of Combined Authority eventually determined.
2. The Productivity Plan will elaborate the evidence base, strategies, and performance management required to deliver the vision and goals of the devolution agreement.
3. We are seeking Government agreement to establish a Joint Skills Commission to oversee national policy requirements and the process of localising these under the terms of our devolution deal.
4. The local leadership team will work with our successful health integration exemplars, NHS England, and other local, regional and

national partners to identify wider opportunities to contribute to the Productivity Plan and national health and care integration priorities.

5. The LEP will ensure existing local growth commitments are delivered effectively, that the refresh of the Strategic Economic Plan feeds into the wider Productivity Plan, and that business engagement in the establishment and operation of the Combined Authority and its priorities is strong.

6. We are seeking Government commitment to establish a Joint Infrastructure Commission to firm up the physical investment needs identified in national and Heart of the South West priorities, and how the Single Investment Framework will resource these.

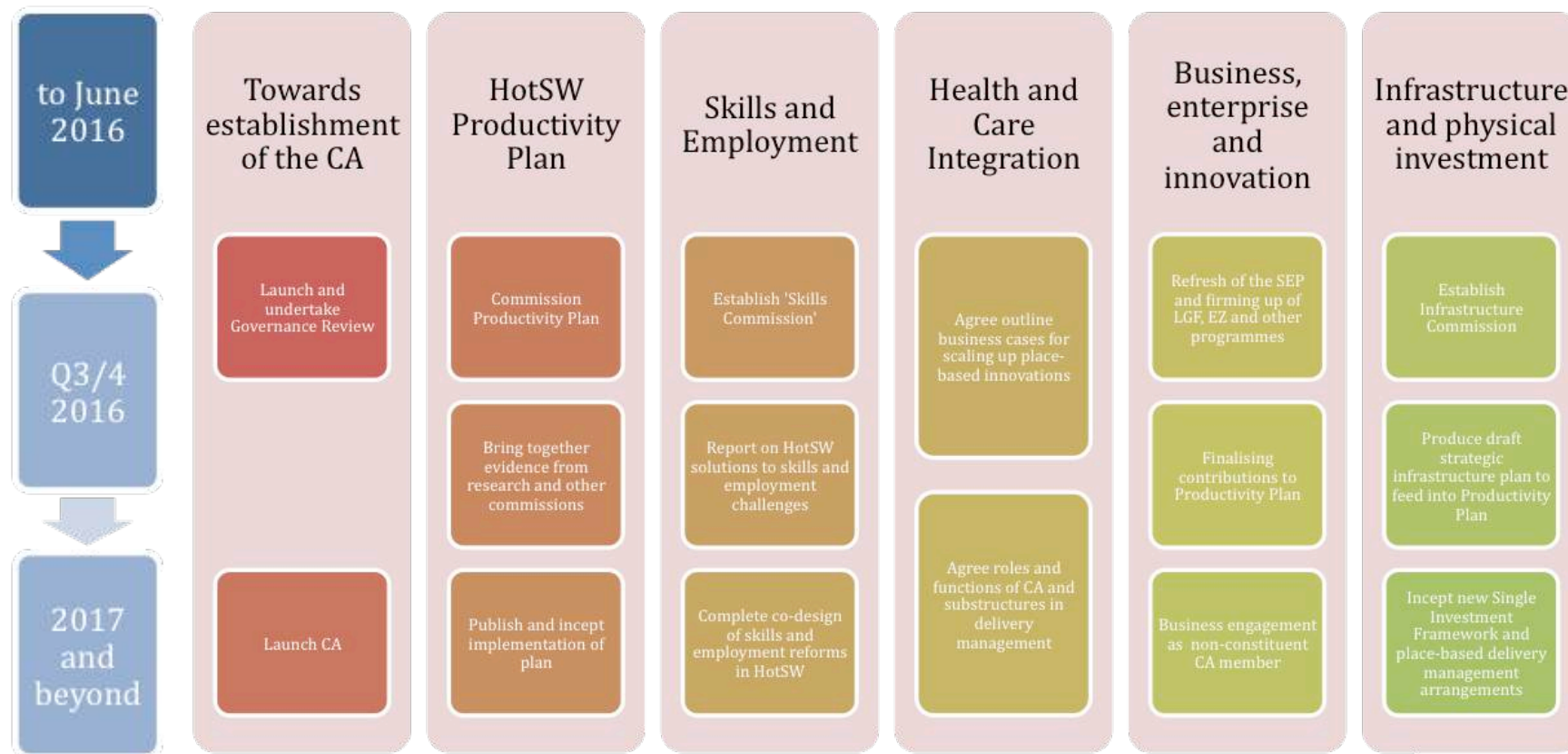
This process over 2016-17 will allow early wins to be made, including accelerated housing development and initial skills and business support reform, whilst specifying and agreeing the structures needed to deliver the medium and long term outcomes of our devolution agreement.

In anticipation of a positive outcome from negotiations on our deal we seek early agreement from Government on a match-funded budgetary contribution to co-deliver these workstreams during 2016-17.

We invite Government to begin formal negotiation with us on our proposals and the detail behind them with a view to signing a deal during the first half of 2016.

Outline Roadmap

Page 33



Agenda Item 7

Revenue Budget 2016/17 - Medium Term Financial Plan and Capital Programme

Assistant Director: Donna Parham, Finance and Corporate Services
Lead Officer: Jayne Beevor, Principal Accountant
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Purpose of Report

1. To seek approval for the proposed 2016/17 Revenue Budget, Medium Term Financial Plan (Revenue Budgets for 2016/17 to 2020/21) and the Capital Programme.

Public Interest

2. This report sets out the budget for South Somerset District Council for 2016/17 and the estimated budgets for the following four years. It also asks members to approve capital schemes for funding in 2016/17.

Recommendation

3. That Full Council:
 - (a) approves the overall Revenue Budget for 2016/17 of **£17,291,300** and the Revenue Account Summary as shown at Appendix A and note future year projections outlined in paragraph 43;
 - (b) approves the detailed budgets for the District Executive and four Area Committees as shown at Appendix B;
 - (c) approves the increase of 1.95% (£2.88 per annum) in the Council Tax for 2016/17 for South Somerset District Council, which will result in a Band D charge of **£150.63**;
 - (d) approves a further increase of 1.25% (£1.85 per annum) to cover the precept for the Somerset Rivers Authority, producing an overall increase of 3.2% (£4.73 per annum) in the Council Tax for 2016/17 for South Somerset District Council, which will result in an overall Band D charge of **£152.48**;
 - (e) approves the additional expenditure for budget pressure bids as shown in Appendix C;
 - (f) approves the savings proposals in Appendix D in conjunction with the Equalities Impact Schedule at Appendix F;
 - (g) approve the once-off items of expenditure as shown in Appendix E;
 - (h) note the current position and future estimation of reserves and balances as shown in paragraphs 68-71;
 - (i) approval of the revised Capital Programme as shown in Appendix H;

- (j) approval of the new schemes to be included in the Capital Programme as shown in Appendix I;
- (k) note the scoring of new capital schemes outlined in Appendix K;
- (l) note the proposed funding of the Capital Programme as shown in paragraph 82;
- (m) note the detailed Capital Investment appraisal forms for new schemes, as shown at Appendix J;
- (n) approve the setting aside of £2.5 million from capital reserves for transformation costs to be delegated to District Executive
- (o) approval in principle the use of new capital receipts to fund revenue costs pending a detailed report to District Executive.

Background

4. District Executive and Scrutiny Committee have received update reports on the draft 2016/17 budget, Medium Term Financial Strategy and Medium Term Financial Plan. The drafts were subject to final amendments whilst awaiting clarity around Government grants and funding.
5. This report sets out the final proposals agreed by District Executive on 4th February 2016. The District Executive has delegated authority to manage and monitor the budget once it has been approved by Council.

The Council Plan

6. The authority approved the Council Plan in February 2012. The Medium Term Financial Strategy, Capital Strategy and Medium Term Financial Plan will need to reflect the revised Council Plan in due course.

Medium Term Financial Strategy

8. The Medium Term Financial Strategy (MTFS) outlines how the Medium Term Financial Plan (MTFP) i.e. the budget that will be delivered over the medium to long-term. The MTFP at South Somerset spans three years with a further two years added to show the likely longer-term picture. The Medium Term Financial Strategy links the resources required to deliver the Council Plan and the Council's strategies.
9. Currently the MTFP shows a projected budget gap for each year of the plan. The figures include all estimates for pay awards, council tax, business rates, Government grant, and inflation.
10. In October 2014 members agreed a two year savings plan to balance the budget over a two year period 2015/16 and 2016/17. Savings are to be achieved through the following key projects:-
 - **Optimising Income** – actively increasing our income, earning income through new sources, and marketing existing services.

- **Service Redesign** – process improvement, EDM, specialist roles, channel shift and sharing (includes continuation of the Lean programme).
- **Contracts and Procurement** – reviewing how procurement is delivered and reducing spend on contracts.
- **Asset Savings** – identifying savings from council owned assets (land and buildings).

In addition to this budgets will continue to be reviewed in light of economic conditions, interest rates, and underspends.

Efficiency Strategy

11. Central Government has announced that local authorities will be able under certain circumstances to utilise capital receipts for revenue expenditure for certain purposes. These include:-
 - Sharing back-office and administrative services with one or more other council or public sector bodies;
 - Investment in service reform feasibility work, e.g. setting up pilot schemes;
 - Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
 - Sharing Chief-Executives, management teams or staffing structures;
 - Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
 - Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, selling services to others);
12. SSDC may benefit from this approach over the next three years once a decision is made regarding joint working, setting up commercial or alternative delivery models, and transformation. The key areas that could be funded from capital receipts but are classified as revenue expenditure are redundancy costs and the legal costs of setting up of commercial or alternative delivery models.
13. The requirement will be to list each project that plans to make use of the capital receipts flexibility, and that it details the split of up front funding for each project between capital receipts and other sources, with a project by project basis a cost benefit analysis is included to highlight the expected savings. The strategy in future years will monitor the performance of projects approved in previous years.
14. The Strategy must be approved by Full Council. A revised strategy may be replaced by another during the year. It is therefore recommended that Members approve that an Efficiency Strategy will be presented in due course once projects have been agreed and new capital receipts identified.

Expected Outcomes from the Strategy and Plan

15. The Council needs to deliver a balanced budget over the term of the plan. A balanced budget means that balances or reserves are not used to meet on-going expenditure commitments. SSDC will look to ensure sound plans are in

place to balance the budget over the medium to longer term rather than year to year balancing.

16. The Council also needs to achieve as much stability as possible for both service delivery and staff in planning the moving of resources (both money and people) to areas of agreed priority.
17. SSDC also needs to continue the drive to make services as efficient as possible.
18. In addition the authority will need to continue to add value in procuring goods and services and manage its assets effectively.

Capital Strategy

19. The Capital Strategy allows new receipts to be released for new capital schemes. A further sum of capital receipts will be released to meet needs that deliver the Corporate Plan once the effect on revenue is assessed and can be funded within the Medium Term Financial Plan.
20. The “Spend to Save” scheme enables projects to come forward at any time which prove to give a return of the same or greater than the loss of interest that could be earned. This allows for individual schemes showing innovation, efficiencies, and income generation to be considered.
21. Schemes will also be considered utilising “Internal Borrowing” where bids can be made for loans that repay both capital and interest at PWLB rates.
22. Members approved a process for releasing Infrastructure Funding. This allows for funding outside of the normal annual budget process but all projects must outline the revenue implications when approved and these commitments will be added to the Medium Term Financial Plan.
23. District Executive has delegated authority to approve the use of up to 5% of unallocated capital receipts in any one year (approx. £0.8 million). Approvals beyond this sum must be agreed through full Council.

Strategy for New Homes Bonus

24. A sum equivalent to 80% of the average annual council tax is received in grant for every new home once occupied. This sum is payable for six years with an additional bonus of £350 for every affordable home occupied.
25. The agreed strategy for New Homes Bonus is to mainstream it with Revenue Support Grant to maintain services.
26. To ensure that risk is minimised the amount of NHB being used to fund the MTFP will be outlined each year. In addition it will always fund the current and next year’s budget giving the authority time to make any cuts necessary in a measured way.
27. The current strategy for the use of NHB in priority order is as follows:
 - Supporting revenue spending to retain services that benefit the community;

- Supporting costs (revenue and capital) of spending on infrastructure before and on the introduction of CIL;
 - Supporting capital spending for affordable housing (from the affordable housing element of NHB);
 - Supporting business growth for the retention of business rates to stabilise and increase business rate income.
28. Currently NHB is being fully utilised to support revenue spending – this will be reviewed annually as part of the Medium Term Financial Strategy and Plan.
29. The current plan includes support of up to £3.0 million per annum from New Homes Bonus and assumed that NHB continued beyond the elections in 2015. At present SSDC has sufficient NHB to fund £3.0 million in 2016/17, up to £3.0 million in 2017/18 and £3.0 million for 2018/19.
30. The maximum support from NHB in any one year for ongoing expenditure has been set at £3 million (10% of SSDC's gross spend). The limit and forward funding has been set to ensure that a reduction or the removal of NHB can be managed successfully over a reasonable length of time.
31. The Government has released a consultation paper regarding amendments to NHB. This is likely to lead to a reduction for district authorities in future as the Government's aim is to utilise £800 million for adult social care. This would reduce SSDC's share to £2.1 million per annum (based on the provisional figure for 2016/17). However, the Governments profiling of the reduction shows that this would not fully impact on SSDC until 2018/19 which would still enable the Council to support revenue spend by £3 million over the current 5 year term of the plan.

Strategy for Non Domestic Rates Retention (NDR)

32. The budget set for Non Domestic Rates has historically been set around the central Government baseline. The most prudent level to set NDR for any authority is at the safety net level as this is the guaranteed level of income for any authority. However, taking this course of action requires more budget savings from services that may ultimately not be required. The strategy is therefore to assess the expected outturn for 2015/16 and the budget for 2016/17 and set the budget based on the most reasonable set of assumptions at that time. The main risks are still the around economic growth and appeals.
33. SSDC has agreed to participate in the Somerset NDR Pool for 2016/17. The other member authorities of the pool are Bath and North East Somerset, North Somerset, Somerset County Council, Mendip District Council, Sedgemoor District Council, and Taunton Deane District Council. The pool enables the partners to retain more income from local growth by reducing the levy paid to central Government

Strategy for Balances and Reserves

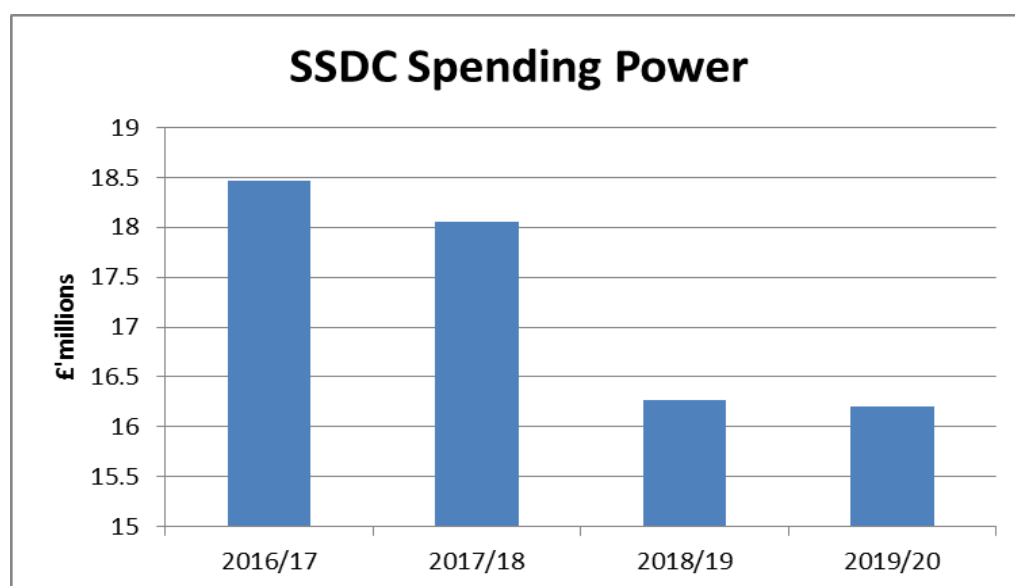
34. Reserves are set aside for specific purposes whereas balances are retained to meet unforeseen risks. A regular review of financial risks to assess the optimum levels of balances and reserves will be reported to members every quarter. This ensures that the authority has sufficient funds to meet its key financial risks. The strategy remains that balances remain at a level that covers these key risks.

Reviewing the Strategy

35. This strategy will be reviewed annually to take into account changes within and external to the organisation. In more uncertain times the strategy will be reviewed more frequently.

Analysis of the Government Settlement

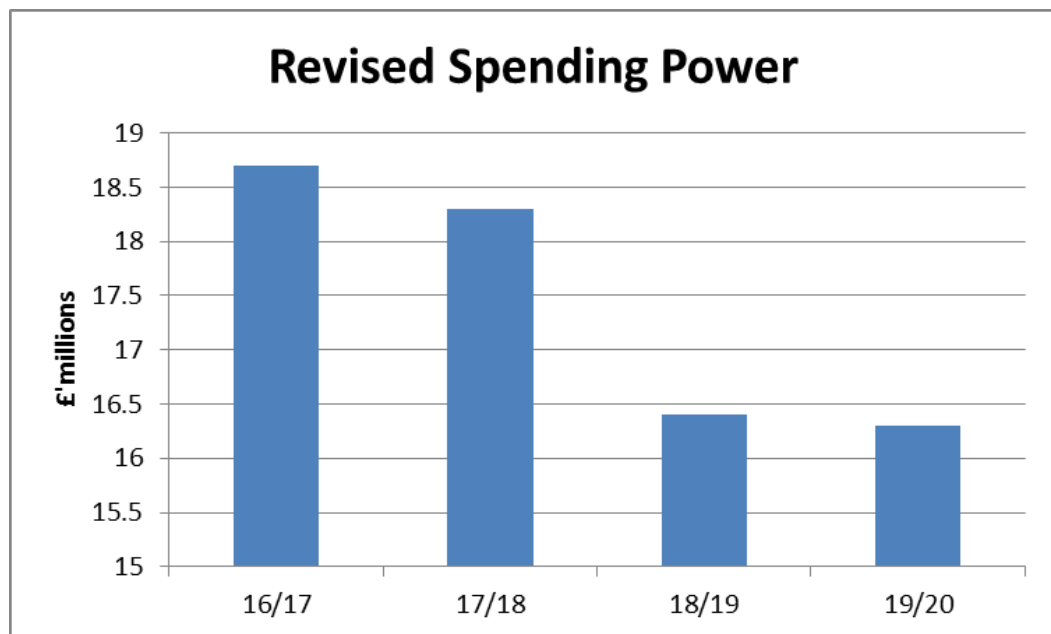
36. The Medium Term Financial Strategy and Plan was set out in October 2015. At that time there were no Government figures available to assess what the financial outlook would be for local authorities. The November Autumn Statement in set out some high level changes but the details were only made available with the Provisional Settlement announced on the 17th December 2015.
37. The Government outlined that overall “Spending Power” for local authorities would only reduce by 0.5% over the next four year period. “Spending Power” is calculated by adding together income such as New Homes Bonus, Modified Settlement Funding Assessment (Revenue Support Grant and Retained Business Rates), Rural Services Grant, and Council Tax (an average increase of 1.75% plus expected tax base growth). The Government’s figures are shown in the graph below for SSDC:-



38. It shows that SSDC’s “Spending Power” is expected to reduce by 12.3% over the next four years. This is mainly due to New Homes Bonus (i.e. an assumption that the consultation changes are put in place) and Settlement Funding Assessment reducing to a negative £330k. The biggest change is shown in 2018/19 which indicates that there will be a transition in the reduction of New Homes Bonus with a smaller cut in 2017/18 with the full impact only being implemented in 2018/19. If this is the case SSDC should be able to continue to use £3 million per annum to support the MTFP over the next five years.
39. The actual financial settlement itself outlines that by 2019/20 SSDC will fall into negative RSG of £330k. SSDC is one of 146 District Councils that will fall into

negative RSG in 2019/20. The negative RSG will be deducted from SSDC's local share of business rates. The reduction in funding has been calculated by taking into account each Council's council tax raising ability i.e. income from council tax. This would seem to indicate further central Government control over local authority's income streams.

40. The Government has outlined a four year projection of funding and this has been extremely useful for financial planning purposes. SSDC will be given an opportunity to agree this as a four year fixed settlement. A report will follow in due course once the terms and conditions of acceptance are known.
41. The analysis outlined above was based on the provisional settlement. The final settlement figures were announced on the 9th February which amended the Revenue Support Grant figures slightly. The main amendments were to allocate SSDC Rural Services Delivery Grant of £165k in 2016/17, £133k in 2017/18, £103k in 2018/18 and £133k in 2019/20. The provisional settlement had included some allocation of Rural Services Grant but it appeared that this grant was included within Revenue Support Grant. Clarification has been sought and it has been confirmed that this is an additional grant.
42. In addition to the Rural Services Delivery Grant some authorities have also been allocated Transition Grant to ease the speed at which savings need to be made. SSDC has been allocated £57k in 2016/17 and 2017/18. Although these additional grants are welcome the underlying need to find savings of £4.1 million over the period of the plan has not altered however, the additional funding does mean that the savings required by 2017/18 reduces from £1.8 million to £1.6 million. This has been reflected in the revised graph below:-



The Medium Term Financial Plan

43. The table below summarises the MTFP projections, showing future commitments over the current year's base budget:-

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Base budget	17,389.6	17,291.3	16,367.6	16,183.4	16,027.9
Additional payroll requirement	568.9	401.2	390.9	168.0	158.8
Inflation allowance on contracts	68.1	211.4	215.6	220.0	224.4
Unavoidable Budget Pressures	273.4	385.3	293.9	322.8	319.8
Change in Interest Receivable	(100.0)	0.0	0.0	0.0	0.0
Growth Bids	0.0	0.0	0.0	0.0	0.0
Savings	(1,234.4)	(78.0)	0.0	0.0	0.0
Revenue effects of Capital Programme	71.1	170.1	4.7	30.3	(5.9)
Once-Off Expenditure	254.6	(392.0)	0.0	0.0	0.0
Growth available	0.0	0.0	0.0	0.0	0.0
Total Budget Requirement	17,291.3	17,989.3	17,272.8	16,924.5	16,725.0
Financed by:					
Revenue Support Grant	1,675.5	802.6	268.9	0.0	0.0
Council Tax Reduction Scheme Grant to Town and Parish Councils	(314.1)	(104.1)	(34.9)	0.0	0.0
Rural Services Delivery Grant	165.3	133.4	102.6	133.4	
Transition Grant	57.2	57.0			
Council Tax Precept	8,926.5	9,058.8	9,326.8	9,584.5	9,841.4
Council Tax Funding for the Somerset Rivers Authority	(108.5)				
Surplus on Collection Fund (Council Tax)	189.6				
Business Rate Income	17,993.5	17,760.0	18,290.0	18,880.0	19,397.2
Business Rate Tariff	(14,065.3)	(14,340.0)	(14,770.0)	(15,240.0)	(15,697.2)
Business Rates Collection Fund Deficit net of S31 Grant	(2,643.6)				
Business Rates - Contribution from Volatility Fund	621.2				
Estimated Business Rates Safety Net Contribution from Somerset Pool (based on q3)	179.0				

Negative Revenue Support Grant to be Deducted from Business Rate Income				(330.0)	(330.0)
Confirmed New Homes Bonus to Support Revenue Budget	3,000.0	3,000.0	3,000.0	395.9	
New Homes Bonus Requirement Future Years	0.0	0.0	0.0	2,604.1	3,000.0
Once-offs funded from revenue balances	1,615.0	0.0	0.0	0.0	0.0
	17,291.3	16,367.6	16,183.4	16,027.9	16,211.4
Budget Shortfall	0.0	(1,621.7)	(1,089.3)	(896.6)	(513.5)

Assumptions Made

44. There are several assumptions in line with the MTFS as part of the overall estimates contained therein:

	2016/17	2017/18	2018/19	Notes
Inflation	Contractual Obligations	Contractual Obligations	Contractual Obligations	Assumes inflation remains below 2%
Council Tax	1.95% £2.88 per Band D	1.99% £3.00 per Band D	1.99% £3.11 per Band D	Assumes remains broadly in line with inflation. Excludes the SRA element.
Pay	1%	1%	1%	In line with Government guidelines
Pensions	13.9% plus £1,040k	13.9% plus £1,240k	13.9% plus £1,440k	Assume employers contributions increases as per actuarial valuation
Investment Income	Base 0.5%	Base 0.5%	Base 0.5%	Assume earnings will be 1.01% for 2016/17. Interest rates may increase in 2016.
Revenue Support Grant	-38.2% -£1.03m	-52.1% -£0.9m	-66.5% -£0.5m	Based on final figures
Non-Domestic Rates	18.0% £599.8k	-12.94% -£508.2k	2.92% £100.0k	As per NDR1 for 2016/17 and then Government baseline
New Homes Bonus	£4.6m	£3.9m	£2.1m	Based on provisional figures and then reduced in line with Government reductions in "Spending Power"

Revenue Budget 2016/17

45. Appendix A shows the General Revenue Budget Summary for 2016/17, which totals £17.291 million. Appendix B provides the detailed budgets for the four Area Committees and the District Executive. Once approved by Full Council, these represent the financial plans that the Executive will manage under their delegated authority and monitor in accordance with the Financial Procedure Rules.

Revenue Support Grant

46. The provisional grant for 2016/17 was announced on the 17th December. The figures show a £1.03 million (38.2%) reduction from 2015/16. The Government also outlined figures for 2017/18, 2018/19, and 2019/20 that shows a reduction in Revenue Support Grant to a negative £330k over that period. The negative Revenue Support Grant will in effect reduce the amount of local business rates that the Council retains.
47. The Government also announced that local authorities could accept the four year settlement to mitigate future risks. It is not known as yet if the offer will consider other elements of grant or will be limited to Revenue Support Grant only.

Savings

48. Savings plans are outlined in Appendix D. All service savings over £25,000 will be monitored in 2016/17 and reported as part of the budget monitoring process.
49. There are no proposals within the 2016/17 budget to increase car parking fees. At Full Council on Thursday 16th July it was “agreed to investigate a change to the Council Car Parking Policy to enable an initial free period of up to 2 hours of parking to be made available, where parking is currently charged at a timed rate”. Those findings were presented to District Executive as part of the budget update in January 2016. Those findings are attached at Appendix G.

Unavoidable Budget Pressures

50. Unavoidable budget pressures are detailed in Appendix C.

Somerset Rivers Authority and Council Tax Impact

51. The Government has amended the Somerset Council Tax Levels to a notional amount to allow each of the Somerset authorities to raise 1.25% (£1.85 per band D for SSDC) interim funding for the Somerset Rivers Authority. This enables the Somerset authorities to raise council tax for other service needs up to the referendum limits. Members agreed at full council on the 21st January to precept for the additional sum and to passport it to the SRA.
52. The intention is that the amount will then be reduced when the SRA becomes a separate precepting body. The amount raised by South Somerset will then transfer to the SRA to ensure that taxpayers are not in effect levied twice.

Band D Equivalent Council Tax

53. The MTFP has been prepared on the basis of 1.95% increase in Council Tax for 2016/17 and the Band D Council Tax charge will increase by £2.88 to **£150.63**. Once the SRA element is included the charge will increase by 3.2% overall to **£152.48** (an increase overall of £4.73 per Band D Council Tax charge). The tax base for 2016/17 is 58,543.00, an increase of 1,399.3 from 2015/16.
54. As billing authority, SSDC has to calculate a basic level of tax based on its own spending plans, to which is added the precepts from Somerset County Council, Devon and Somerset Fire Authority, Avon and Somerset Police Authority and any town/parish council.

55. The actual total of Council Tax for South Somerset residents will be calculated once all precepting authorities have notified SSDC of their proposals. The total Council Tax will be approved at Full Council on 25th February 2016.
56. The Government has not offered a council tax freeze grant for 2016/17. The Government had outlined that an increase greater than 2% would result in a local referendum. **However on 9th February they announced that all district councils may increase the Band D charge by £5. Despite this, members of the Executive Board have agreed that the 1.95% increase proposed by the District Executive on 4th February will remain unchanged.**

Estimates for Future Years Band D Council Tax

57. The current estimate within the Medium Term Financial Plan and Medium Term Financial Strategy is that Council Tax levels will remain in line with inflation estimated at 1.99% per annum for 2017/18, 2018/19, and 2019/20.

Council Tax Reduction Scheme

58. Council approved the scheme for 2016/17 in January 2016. The Medium Term Financial Plan currently assumes the same number of recipients as at the end of November 2015 will continue into 2016/17. This reflects a further reduction in claimants and the estimated budget is £8.478 million compared to £8.707 million in 2015/16.
59. The tax base was set before the announcement was made that the Somerset Authorities could precept for the SRA and SCC had not made a decision at the time around the precept for Adult Social Care. It has been estimated that this would add £195k to the costs of CTRS in the year. Sufficient funds have been retained within the Collection Fund to fund this in 2016/17 but it will reduce the tax base for 2017/18.
60. The Government grant to support the Council Tax Reduction Scheme for local authorities and town and parish councils has been absorbed into Revenue Support Grant and cannot be identified separately. Members approved in October that £314,110 would be passported to Town and Parish Councils for 2016/17.
61. Since the Government announced the Provisional Settlement showing that all Revenue Support Grant will cease a letter has been sent to all of the Town and Parish Councils outlining that their grant will reduce to zero by 2019/20 to enable them to plan ahead for their budgets.

Non-Domestic Rates

62. In 2013 the Government introduced Non Domestic Rate (NDR) Retention that passed some of the risks and rewards from NDR to local authorities. Each local authority must set a budget for the NDR they expect to retain and in South Somerset this has been delegated to the S151 Officer (Assistant Director – Finance and Corporate Services) because of the considerable time constraints in place. Central Government requires the budget to be set by the 31st January 2016.

63. The budget has been set on the NDR1 figure. Current estimations are that SSDC will retain approximately £3.9 million as well as any share or deficit from the pool. This is £568k above the baseline. The figures thereafter reflect the Government baseline which is the most prudent approach given the volatility of business rate income.
64. There is a substantial deficit of £3.4 million on the Collection Fund that will require funding in 2016/17. This can be offset by S31 Grants of £0.8 million which are paid separately to SSDC as a recompense for the various Government initiatives within business rates. It is recommended that £0.62 million of the shortfall is funded through the NDR Volatility Fund leaving £0.84 million for future years and the remainder from General Fund Balances. The impact of this is shown in paragraph 69.

New Homes Bonus

65. In October 2012 members agreed that New Homes Bonus would be mainstreamed as part of the overall funding package for SSDC services. This is because in effect the funding is top-sliced from grant and then reissued as New Homes Bonus. SSDC has now received a final figure of £4.658 million for 2016/17.

Public/Stakeholder Consultation

66. Individual savings and additional income plans that were approved in principle are individually consulted upon where there is partnership, economic, or equalities issues to consider. There are no issues as part of this exercise to report to members.

Diversity and Equality

67. Each saving put forward has been reviewed by the Equalities Officer to ensure that any impact the saving will have on diversity and equality has been assessed and to ensure that any issues are highlighted to members before a decision is made.

Revenue Balances and Contingency & Reserves

68. In addition to the funds available for the Revenue Budget, the Council has certain balances and reserves. The Financial Strategy is to retain sufficient general balances to meet its major financial risks. Risks were reviewed in January 2016 once the budget figures had been completed, and general balances should be retained within the range of £3.6 to £4.0 million at the start of the new financial year. The current estimate of revenue balances by the year-end is £5.4 million with £1.4 million being required to fund the NDR Collection Fund deficit and once-off costs. The remaining sum is within the range to cover key risks in 2016/17. The key risks that have been taken into consideration are:
- a. Sustainability of base budget
 - b. Reduced income
 - c. Civil emergencies
 - d. Litigation
 - e. Medium Term Financial Plan
 - f. Assets and property
 - g. Bad debts

- h. Additional use of capital funds
- i. Bank failure/ bail-in
- j. Redundancies
- k. National increases to pay
- l. Reduction in business rates to the safety net
- m. Risks of the Council Tax Support Scheme

69. General Fund Balances represent accumulated revenue surpluses. Within the total, however, are amounts that have been earmarked by the District Executive for specific purposes. The table below shows the current position on the General Fund Balance compared to that previously reported:

General Fund Balances	Estimated As at 31/03/16
	£000
Balance 1/4/15	5,910
Allocations from balances 2015/16	(690)
Estimated underspend on Revenue Budget 2015/16	195
Estimated Unallocated General Fund Balance at 31 March 2016	5,415
Use of Balances for 2016/17 Budget once-offs including net Collection Fund Deficits	(1,615)
Estimated Unallocated General Fund Balance at 1st April 2016	3,800

70. Reserves are amounts that have been set aside from annual revenue budgets to meet specific known events that will happen in the future. An example of such a reserve is the amount set aside annually to meet the cost of the SSDC elections that occur every four years. The full list of specific usable reserves and the current balance on each is shown below: -

Reserve	Expected Balance As at 31st March 2016 £'000
Usable Capital Receipts	33,483
Capital Reserve	1,405
Revenue Support Fund	4,776
Cremator Replacement Capital Reserve	663
Infrastructure Reserve	967
Treasury Management Reserve	247
Voluntary Redundancy/Early Retirement Reserve	394
Housing Benefits Reserve	875
Revenue Grants Reserve	500
Local Plan Implementation Reserve	125
Local Plan Enquiry Reserve	79
Election Reserve	131
Yeovil Athletic Track Repairs Fund	137
LSP	105
Planning Delivery Reserve	26
Save to Earn Reserve	50
Yeovil Vision	100

Park Homes Replacement Reserve	145
Insurance Fund	40
Local Authority Business Grant Incentive (LABGI) Reserve	37
Artificial Grass Pitch Reserve	52
Health Inequalities Reserve	31
Business Support Scheme	165
Bristol to Weymouth Rail Reserve	12
Deposit Guarantee Claims Reserve	5
Wincanton Sports Centre Reserve	21
Closed Churchyard Reserve	9
Risk Management Reserve	11
Flooding Reserve	80
Planning Obligations Admin Reserve	36
NNDR Volatility Reserve	1,459
Total Reserves	46,166

71. A review of balances and reserves and the likely three-year forward prediction has been made. The levels of balances will continually be reviewed and additions from in year savings may be made to ensure they remain at the required level. The levels expected are shown below:

Year	Non-Earmarked Balances at Year End £'000	Capital Reserves at Year End £'000	Revenue Reserves at Year End £'000
2015/16	5,415	33,483	12,683
2016/17	3,800	20,369	13,512
2017/18	3,800	16,403	14,579
2018/19	3,800	16,746	14,815

Robustness of 2016/17 Revenue Budget

72. Under Section 25 of the Local Government Act 2003 the S151 officer is required to report to Council on the robustness of the estimates made for the purpose of calculations of the budget and the adequacy of the proposed financial reserves.
73. The formulation of the budget has allowed for best estimates of inflation and commitments necessary to maintain service levels. With demand-led budgets this inevitably entails a degree of judgement.
74. There has been a significant degree of scrutiny of the proposed budgets and savings for 2016/17 by:
- The Finance team
 - Management Board
 - Portfolio Holders
 - Scrutiny Committee
75. These examinations of the budgets have led to refinements and provide considerable assurance about the robustness of the estimates.

76. There remains however some key risks inherent in the 2016/17 Revenue Budget since the budget is a financial plan based on assumptions. The current key risks will be managed by the individual officers as shown in italics below:
- (a) There remains substantial risk in the banking sector and the added risk of “bail-ins” protection of SSDC’s principal sums continue to be our primary concern. The Finance team continues to take regular advice from its treasury advisors Arlingclose and are monitoring the situation closely. A loss of £4 million principal would mean a budget reduction of £36k through loss of interest and a £4 million reduction in revenue balances and reserves. (*Assistant Director – Finance and Corporate Services*)
 - (b) Business Rates has been set using our own estimates from the NDR1 return. This shows income to be £568.2 above the Government’s baseline figure. Business Rates continues to be a volatile income stream mainly due to appeals. The net deficit of £2.6 million on the Collection Fund for 2015/16 demonstrates this. However one of the main reasons for the deficit is increasing the appeals provision for future years. A further risk has come forward since the decision to continue to pool was made regarding Foundation Trusts requesting mandatory rate relief. The pool has not been allowed to revisit its decision to remain in place by the DCLG as the request was made after the deadline had passed. This will require close monitoring during the year I have therefore financed the deficit in the main from General Fund Balances to leave the NDR Volatility Reserve with £0.8 million towards those risks. (*Assistant Director – Finance and Corporate Services*)
 - (c) SSDC are currently engaged in plans for Devolution. This may include joining some services and or joint funding. It may bring additional funding to the region as well as additional burdens (*Interim Chief Executive*)
 - (d) A Consultation document has been circulated regarding amending the distribution of New Homes Bonus. Although this should not affect SSDC in the short to medium term it will impact on the budget longer term if the proposals are implemented. (*Assistant Director – Finance and Corporate Services*)
 - (e) The new Council Tax Reduction Scheme carries risks of additional demand and non-collection. This will continue to be monitored through budget monitoring reports in 2016/17. (*Assistant Director- Finance and Corporate Services*)
 - (f) Housing Benefit Subsidy is administered on behalf of Central Government by SSDC and a grant reimburses for expenditure incurred. Approximately £44m in benefit is paid out and the grant normally accounts for 100% of this, however adjustments reducing the grant are made for local authority errors. (*Assistant Director – Finance and Corporate Services*)
 - (g) Planning income is still an area susceptible to economic downturn. A drop of 5% in income amounts to £63,750. (*Assistant Director - Economy*)
 - (h) Building Control income remains vulnerable to economic downturn. A 5% reduction in income is £24,830. (*Assistant Director - Environment*)
 - (i) Car parking income has continued to under achieve its budget in 2015/16. A further 5% reduction in usage across Yeovil car parks (which accounts

for 70% of total income) is equivalent to £79,140 loss in car park income. Negotiations regarding the savings due to number plate recognition are yet to be finalised. If agreement cannot be reached there will be a shortfall of £200,000. *(Assistant Director - Environment)*

- (j) The Government is planning to transfer some land charge searches to the Land Registry Dept. Any impact on income will be monitored during 2016/17 and the impact assessed for 2017/18 MTFP. *(Assistant Director – Legal & Corporate Services)*

77. In conclusion the process for the formulation of budgets, together with the level of challenge and sensitivity analysis undertaken provides a reasonable assurance of the robustness of the budget as presented.
78. The level of the Council's reserves and balances have been reviewed in light of the risks outlined above and are currently predicted to remain at the required level.

Capital Programme 2016/17 to 2020/21

79. Members are requested to approve capital bids totalling £6,884,900. These are split into £3,434,900 for 2016/17 and £3,450,000 for 2017/18. Full details of the revised Capital Programme are shown in Appendix H; new schemes are shown in bold type, with previously approved schemes in ordinary type. A summary of recommended schemes is included at Appendix I and the scoring of all bids at Appendix K. Attached at Appendix J are the Capital Investment Appraisal forms for all new schemes.
80. Members agreed in December 2013 to invest in infrastructure through the capital programme. The extension to Yeovil Innovation Centre as one of the highest priorities is included Appendix H.
81. A capital sum of £2.5 million has been set to one side to fund the transformation programme that will be brought forward to District Executive in the next financial year.

Funding the Capital Programme for 2016/17

82. The table below shows how the 2016/17 Capital Programme will be financed:-

	2016/17 £'000	2017/18 £'000	2018/19 £'000
Gross Capital Programme Spend	9,464	1,861	0
Gross Reserve Scheme Spend	6,684	2,450	2,450
Total Capital Programme to be Financed	16,148	4,311	2,450
Financed by:-			
Capital Grants, Contributions & Loan Repayments as detailed on Programme	1,085	345	345
Grants & Other Contributions in Reserves	1,836		
Useable Capital Receipts	13,227	3,966	2,105
Total Financing	16,148	4,311	2,450

83. If members agree the current capital programme it leaves £16.4 million of capital receipts to invest in other projects.

Impact of the Capital Programme on Prudential Indicators

84. The impact of the new capital schemes approved within the capital programme on the average Band D household is as follows:

Prudential Indicator 12	2016/17 £	2017/18 £	2018/19 £
Increase in Council Tax Band D	0.12	0.29	0.01

Corporate Priority Implications

85. The budget is aligned to the current Council Plan.

Carbon Emissions and Climate Change Implications

86. The budget is aligned to the Carbon Reduction Strategy and new capital projects to deliver the strategy will be included in the Capital programme once approved.

APPENDICES (separate booklet)

- Appendix A - Revenue Budget Summary 2016/17
- Appendix B - Detailed Revenue Budget Summary 2016/17
- Appendix C - Budget Pressures
- Appendix D - Savings
- Appendix E - Once Off Bids
- Appendix F - Equalities Check for Savings
- Appendix G - Car Parking Charges
- Appendix H - Revised Capital Programme
- Appendix I - New Bids with Interest
- Appendix J - Capital Investment Appraisals for New Schemes
- Appendix K - Capital Bid Scoring

Background Papers

District Executive Outturn Report June 2015

District Executive MTFP Report Oct 2015, Jan & Feb 2016

Agenda Item 8

Council Tax Setting 2016/17

Lead Officer: Donna Parham, Finance and Corporate Services

Contact Details: Donna.parham@southsomerset.gov.uk or (01935) 462225

Purpose of Report

1. To seek approval of the final council tax resolutions for 2016/17.

Background

2. Local Government Finance Act 1992 (amended by the The Localism Act 2011) requires the billing authority to calculate a Council Tax Requirement.

Please note that these are provisional figures for Somerset County Council and Devon and Somerset Fire & Rescue Authority. Final figures will be tabled at the meeting on 25th February 2016 if there are any changes.

Recommendation

3. That Full Council approve the following:
 - (a) the formal council tax resolutions referred to in paragraphs 4 to 13
 - (b) and the individual tax setting as follows:
 - (i) that the **Somerset County Council; Police and Crime Commissioner for Avon and Somerset (PCC for Avon and Somerset); and Devon and Somerset Fire and Rescue Authority** has stated the amounts shown in paragraphs 7 to 10 respectively of this report in precept issued to the Council, in accordance with Section 40 of the Local Government Act 1992 (as amended), for each of the categories of dwelling;
 - (ii) that the **total amount** of council tax for each band of property in the South Somerset area for 2016/17 be as given in the table below:

A -	A	B	C	D	E	F	G	H
829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72

NB – The above figures exclude all **town/parish precepts** and assume that the figures provided by Somerset County Council & Devon and Somerset Fire and Rescue are approved at their full Council meetings on 17 February & 19 February 2016 respectively. If any changes are required they will be reported to the meeting. PCC for Avon and Somerset approved their figures on 8 February 2016.

- (iii) that, having calculated the totals of each precepting authority's amounts (including town and parish precepts), the Council (in accordance with Section 30(2) of the Local Government Act 1992) (as amended) hereby sets the amounts shown at **TOTAL** in the table shown at Appendix A as the council taxes for the financial year 2016/17 for each category of dwelling.

(c) the total Band D Council Tax will be as follows:

	2015/16 £	2016/17 £	Increase %
South Somerset District Council	147.75	152.48	3.20
Somerset County Council	1,027.30	1,060.84	3.26
Somerset County Council (Adult Social Care)	0.00	20.80	
PCC for Avon and Somerset	174.78	178.26	1.99
Devon and Somerset Fire and Rescue Authority	78.42	79.98	1.99
	1,428.25	1,492.36	4.49
Town and Parish Council (average)	73.34	77.60	5.81
	1,501.59	1,569.96	4.55

Resolution of Council for Tax Setting

4. At a meeting on **10th December 2015**, the Assistant Director – Finance and Corporate Services calculated the Council Tax Base 2016/17:
 - (a) for the whole South Somerset District Council area as **58,543.0** [Item T in the formula in Section 31B of the Local Government Act 1992 (as amended) (the Act) (**the tax base for the whole district**); and
 - (b) for dwellings in those parts of its area to which one or more special items relates as in the attached Appendix A (**the tax base for each parish or town council area**).
5. Note that the Council Tax requirement for the Council's own purposes for 2016/17 (excluding parish and town precepts and special expenses) is **£8,926,450**.
6. Approve that the following amounts (that now include all the precepts issued to it by the parish and town councils) be now calculated by the Council for the year 2016/17 in accordance with sections 31 to 36 of the Act:
 - (a) **£80,756,590** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act; (**expenditure, including all precepts issued to it by parish and town council**);
 - (b) **£67,287,250** being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act (**income, including government grants, benefits subsidy and adjustments for surpluses on the Collection Fund**);
 - (c) **£13,469,340** being the amount by which the aggregate at 6(a) above exceeds the aggregate at 6(b) above, calculated by the Council in accordance with Section 31A(4) of the Act; as its **Council Tax requirement** for the year (Item R in the formula in Section 31B of the Act); (**expenditure less income**);
 - (d) **£230.08** being the amount at 6(c) above (Item R), all divided by Item T (4(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the **basic amount of its Council Tax** for the year; (**this is an overall average amount of Council Tax, per Band D property, for District, Somerset Rivers Authority and**

parish and town councils requirements including special expenses);

- (e) **£4,542,890** being the aggregate amount of all the special items referred to in Section 34(1) of the Act (as per the attached Appendix A); (**parish and town council precepts**);
- (f) **£152.48** being the amount at 6(d) above less the result given by dividing the amount at 6(e) above by Item T (4(a) above), calculated by the Council, in accordance with Section 34(2) of the Act; as the **basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relates: (the District Council & Somerset Rivers Authority element of the tax for Band D dwellings)**;
- (g) the amounts shown at Appendix A being, for each parish or town in the Council's area, the amount given by adding to the amount in 6(f) above, the result of dividing the special item relating to that part of its area by the amount referred to at 4(b) above, in accordance with Section 34(3) of the Act, as the basic amount of its Council Tax in those parts of its area to which the special items relate; (**the COMBINED District and parish, or District and town amounts of Council Tax for Band D dwellings**) (Note: for completeness the table shows all areas and parish or town council precepts, if any, and how they affect the total tax);
- (h) the amounts shown at Appendix A being, for each parish or town in the Council's area, the amounts given by applying to the amounts referred to at 6(f) and 6(g) above the formula and categories set out in Section 36 of the Act **as the district, parish and town Council Taxes for each valuation band in each parish and town**;
- (i) for the parishes of Castle Cary, Henstridge, Ilchester and Wayford the amounts shown includes an amount raised relating to special items in accordance with Section 35(2)(d) of the Act.

7. That it be noted that for the year 2016/17 the **Somerset County Council** has stated the following amounts in precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown below (**the County Council tax for each valuation band throughout the District**):

A -	A	B	C	D	E	F	G	H
589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68

8. That it be noted that for the year 2016/17 the **Somerset County Council-Adult Social Care** has stated the following amounts in precept issued to the Council, for each of the categories of dwellings shown below (**the County Council tax for each valuation band throughout the District**):

A -	A	B	C	D	E	F	G	H
11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60

9. That it be noted that for the year 2016/17 the **PCC for Avon and Somerset** has stated the following amounts in precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown below (**the Police Authority tax for each valuation band throughout the District**):

A -	A	B	C	D	E	F	G	H
99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52

10. That it be noted that for the year 2016/17 the **Devon and Somerset Fire and Rescue Authority** has stated the following amounts in precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown below (**the Fire Authority tax for each valuation band throughout the District**):

A -	A	B	C	D	E	F	G	H
44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96

11. That it be noted that for the year 2016/17 **South Somerset District Council** has stated the following amounts will be the council tax charges for each band as follows:

A -	A	B	C	D	E	F	G	H
84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96

12. That the total amount of Council Tax for each band for 2016/17 for the South Somerset area be as given in the table below. The table excludes parish and town precepts and special expenses.

A -	A	B	C	D	E	F	G	H
829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72

13. Authorities will be required to hold a referendum if their relevant basic amount of council tax (i.e. the Band D having excluded local precepts) for 2016-17 is in excess of the council tax referendum principles which apply to them. The referendum principles are that their relevant basic amount of council tax would be excessive if they set increases of:

- 4%, or more than 4% for authorities with responsibility for adult social care purposes
- More than £5, or 2% or more, (the greater of the two) for all district councils in 2 tier areas
- More than £5 for Police and Crime Commissioners in the lower quartile of Band D within their categories
- 2%, or more than 2% for all billing and major precepting authorities not covered by the above categories.

Background Papers

Report to Full Council

Medium Term Financial Plan (Revenue Budgets 2016/17 to 2020/21 and Capital Programme 2016/17 to 2020/21)

Local Government Finance Act 1992 (as amended)

Localism Act 2011

Abbas and Templecombe		Parish Precept			£19,686	Tax Base			543.04
601	A-	A	B	C	D	E	F	G	H
Parish	20.14	24.17	28.19	32.22	36.25	44.31	52.36	60.42	72.50
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	849.23	1,019.07	1,188.93	1,358.76	1,528.61	1,868.29	2,208.00	2,547.68	3,057.22

Alford (Cary Moor)		Parish Precept			£617	Tax Base			43.61
602	A-	A	B	C	D	E	F	G	H
Parish	7.86	9.43	11.01	12.58	14.15	17.29	20.44	23.58	28.30
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	836.95	1,004.33	1,171.75	1,339.12	1,506.51	1,841.27	2,176.08	2,510.84	3,013.02

Aller		Parish Precept			£8,040	Tax Base			153.24
501	A-	A	B	C	D	E	F	G	H
Parish	29.15	34.98	40.81	46.64	52.47	64.13	75.79	87.45	104.94
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	858.24	1,029.88	1,201.55	1,373.18	1,544.83	1,888.11	2,231.43	2,574.71	3,089.66

Ansford		Parish Precept			£34,490	Tax Base			388.47
603	A-	A	B	C	D	E	F	G	H
Parish	49.32	59.19	69.05	78.92	88.78	108.51	128.24	147.97	177.56
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	878.41	1,054.09	1,229.79	1,405.46	1,581.14	1,932.49	2,283.88	2,635.23	3,162.28

Ash	Parish Precept				£19,300	Tax Base				266.54
801	A-	A	B	C	D	E	F	G	H	
Parish	40.23	48.27	56.32	64.36	72.41	88.50	104.59	120.68	144.82	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	869.32	1,043.17	1,217.06	1,390.90	1,564.77	1,912.48	2,260.23	2,607.94	3,129.54	

Ashill	Parish Precept				£4,500	Tax Base				247.08
201	A-	A	B	C	D	E	F	G	H	
Parish	10.12	12.14	14.16	16.19	18.21	22.26	26.30	30.35	36.42	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	839.21	1,007.04	1,174.90	1,342.73	1,510.57	1,846.24	2,181.94	2,517.61	3,021.14	

Babcary	Parish Precept				£3,499	Tax Base				118.41
502	A-	A	B	C	D	E	F	G	H	
Parish	16.42	19.70	22.98	26.27	29.55	36.12	42.68	49.25	59.10	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	845.51	1,014.60	1,183.72	1,352.81	1,521.91	1,860.10	2,198.32	2,536.51	3,043.82	

Barrington	Parish Precept				£13,914	Tax Base				202.69
503	A-	A	B	C	D	E	F	G	H	
Parish	38.14	45.77	53.39	61.02	68.65	83.91	99.16	114.42	137.30	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	867.23	1,040.67	1,214.13	1,387.56	1,561.01	1,907.89	2,254.80	2,601.68	3,122.02	

Barton St. David	Parish Precept					Tax Base				
504	A-	A	B	C	D	E	F	G	H	
Parish	16.76	20.11	23.46	26.81	30.16	36.86	43.56	50.27	60.32	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	845.85	1,015.01	1,184.20	1,353.35	1,522.52	1,860.84	2,199.20	2,537.53	3,045.04	

Barwick	Parish Precept					Tax Base				
802	A-	A	B	C	D	E	F	G	H	
Parish	43.43	52.11	60.80	69.48	78.17	95.54	112.91	130.28	156.34	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	872.52	1,047.01	1,221.54	1,396.02	1,570.53	1,919.52	2,268.55	2,617.54	3,141.06	

Beercrocombe	Parish Precept					Tax Base				
505	A-	A	B	C	D	E	F	G	H	
Parish	10.42	12.50	14.58	16.67	18.75	22.92	27.08	31.25	37.50	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	839.51	1,007.40	1,175.32	1,343.21	1,511.11	1,846.90	2,182.72	2,518.51	3,022.22	

Bratton Seymour	Parish Precept					Tax Base				
604	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Brewham		Parish Precept				£3,530		Tax Base		203.64	
605	A-	A	B	C	D	E	F	G	H		
Parish	9.63	11.55	13.48	15.40	17.33	21.18	25.03	28.88	34.66		
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96		
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68		
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60		
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52		
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96		
Total Council Tax Bill	838.72	1,006.45	1,174.22	1,341.94	1,509.69	1,845.16	2,180.67	2,516.14	3,019.38		

Broadway		Parish Precept				£7,860		Tax Base		323.83	
202	A-	A	B	C	D	E	F	G	H		
Parish	13.48	16.18	18.88	21.57	24.27	29.66	35.06	40.45	48.54		
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96		
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68		
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60		
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52		
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96		
Total Council Tax Bill	842.57	1,011.08	1,179.62	1,348.11	1,516.63	1,853.64	2,190.70	2,527.71	3,033.26		

Bruton		Parish Precept				£65,178		Tax Base		913.22	
606	A-	A	B	C	D	E	F	G	H		
Parish	39.65	47.58	55.51	63.44	71.37	87.23	103.09	118.95	142.74		
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96		
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68		
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60		
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52		
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96		
Total Council Tax Bill	868.74	1,042.48	1,216.25	1,389.98	1,563.73	1,911.21	2,258.73	2,606.21	3,127.46		

Brympton		Parish Precept				£56,100		Tax Base		2,473.71	
803	A-	A	B	C	D	E	F	G	H		
Parish	12.60	15.12	17.64	20.16	22.68	27.72	32.76	37.80	45.36		
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96		
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68		
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60		
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52		
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96		
Total Council Tax Bill	841.69	1,010.02	1,178.38	1,346.70	1,515.04	1,851.70	2,188.40	2,525.06	3,030.08		

Buckland St. Mary	Parish Precept				£7,470		Tax Base		235.27	
203	A-	A	B	C	D	E	F	G	H	
Parish	17.64	21.17	24.69	28.22	31.75	38.81	45.86	52.92	63.50	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	846.73	1,016.07	1,185.43	1,354.76	1,524.11	1,862.79	2,201.50	2,540.18	3,048.22	

Castle Cary	Parish Precept				£117,744		Tax Base		844.93	
607	A-	A	B	C	D	E	F	G	H	
Parish	77.42	92.90	108.38	123.87	139.35	170.32	201.28	232.25	278.70	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	906.51	1,087.80	1,269.12	1,450.41	1,631.71	1,994.30	2,356.92	2,719.51	3,263.42	

Castle Cary (All Saints Churchyard)	Parish Precept				£6,130		Tax Base		844.93	
607	A-	A	B	C	D	E	F	G	H	
Parish	4.03	4.84	5.65	6.45	7.26	8.87	10.49	12.10	14.52	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
Total Council Tax Bill	4.03	4.84	5.65	6.45	7.26	8.87	10.49	12.10	14.52	

Chaffcombe	Parish Precept				£3,000		Tax Base		106.34	
204	A-	A	B	C	D	E	F	G	H	
Parish	15.67	18.81	21.94	25.08	28.21	34.48	40.75	47.02	56.42	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	844.76	1,013.71	1,182.68	1,351.62	1,520.57	1,858.46	2,196.39	2,534.28	3,041.14	

Chard Town		Parish Precept			£515,341	Tax Base		4,154.71	
101	A-	A	B	C	D	E	F	G	H
Parish	68.91	82.69	96.48	110.26	124.04	151.60	179.17	206.73	248.08
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	898.00	1,077.59	1,257.22	1,436.80	1,616.40	1,975.58	2,334.81	2,693.99	3,232.80

Charlton Horethorne		Parish Precept			£6,013	Tax Base		294.29	
608	A-	A	B	C	D	E	F	G	H
Parish	11.35	13.62	15.89	18.16	20.43	24.97	29.51	34.05	40.86
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	840.44	1,008.52	1,176.63	1,344.70	1,512.79	1,848.95	2,185.15	2,521.31	3,025.58

Charltons (The)		Parish Precept			£13,520	Tax Base		409.22	
506	A-	A	B	C	D	E	F	G	H
Parish	18.36	22.03	25.70	29.37	33.04	40.38	47.72	55.07	66.08
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	847.45	1,016.93	1,186.44	1,355.91	1,525.40	1,864.36	2,203.36	2,542.33	3,050.80

Charlton Musgrove		Parish Precept			£6,700	Tax Base		189.25	
609	A-	A	B	C	D	E	F	G	H
Parish	19.67	23.60	27.53	31.47	35.40	43.27	51.13	59.00	70.80
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	848.76	1,018.50	1,188.27	1,358.01	1,527.76	1,867.25	2,206.77	2,546.26	3,055.52

Chillington 206	Parish Precept				£80		Tax Base		56.99	
	A-	A	B	C	D	E	F	G	H	
Parish	0.78	0.93	1.09	1.24	1.40	1.71	2.02	2.33	2.80	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.87	995.83	1,161.83	1,327.78	1,493.76	1,825.69	2,157.66	2,489.59	2,987.52	

Chilthorne Domer 804	Parish Precept				£9,090		Tax Base		199.77	
	A-	A	B	C	D	E	F	G	H	
Parish	25.28	30.33	35.39	40.44	45.50	55.61	65.72	75.83	91.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	854.37	1,025.23	1,196.13	1,366.98	1,537.86	1,879.59	2,221.36	2,563.09	3,075.72	

Chilton Cantelo 805	Parish Precept				£0		Tax Base		48.43	
	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Chiselborough 806	Parish Precept				£4,947		Tax Base		146.15	
	A-	A	B	C	D	E	F	G	H	
Parish	18.81	22.57	26.33	30.09	33.85	41.37	48.89	56.42	67.70	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	847.90	1,017.47	1,187.07	1,356.63	1,526.21	1,865.35	2,204.53	2,543.68	3,052.42	

Closworth 807	Parish Precept				£0	Tax Base		89.33	
	A-	A	B	C		D	E	F	G
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72

Combe St. Nicholas 207	Parish Precept				£15,590	Tax Base		573.18	
	A-	A	B	C		D	E	F	G
Parish	15.11	18.13	21.16	24.18	27.20	33.24	39.29	45.33	54.40
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	844.20	1,013.03	1,181.90	1,350.72	1,519.56	1,857.22	2,194.93	2,532.59	3,039.12

Compton Dundon 507	Parish Precept				£16,000	Tax Base		290.02	
	A-	A	B	C		D	E	F	G
Parish	30.65	36.78	42.91	49.04	55.17	67.43	79.69	91.95	110.34
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	859.74	1,031.68	1,203.65	1,375.58	1,547.53	1,891.41	2,235.33	2,579.21	3,095.06

Compton Pauncefoot 610	Parish Precept				£1,240	Tax Base		85.48	
	A-	A	B	C		D	E	F	G
Parish	8.06	9.67	11.29	12.90	14.51	17.73	20.96	24.18	29.02
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	837.15	1,004.57	1,172.03	1,339.44	1,506.87	1,841.71	2,176.60	2,511.44	3,013.74

Corton Denham		Parish Precept			£3,000	Tax Base		119.11	
	A-	A	B	C	D	E	F	G	H
611 Parish	13.99	16.79	19.59	22.39	25.19	30.79	36.39	41.98	50.38
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	843.08	1,011.69	1,180.33	1,348.93	1,517.55	1,854.77	2,192.03	2,529.24	3,035.10

Crewkerne Town		Parish Precept			£316,523	Tax Base		2,474.50	
	A-	A	B	C	D	E	F	G	H
301 Parish	71.06	85.27	99.49	113.70	127.91	156.33	184.76	213.18	255.82
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	900.15	1,080.17	1,260.23	1,440.24	1,620.27	1,980.31	2,340.40	2,700.44	3,240.54

Cricket St. Thomas		Parish Precept			£0	Tax Base		27.41	
	A-	A	B	C	D	E	F	G	H
208 Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72

Cucklington		Parish Precept			£1,250	Tax Base		93.17	
	A-	A	B	C	D	E	F	G	H
612 Parish	7.46	8.95	10.44	11.93	13.42	16.40	19.38	22.37	26.84
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	836.55	1,003.85	1,171.18	1,338.47	1,505.78	1,840.38	2,175.02	2,509.63	3,011.56

Cudworth 209	Parish Precept				£0		Tax Base		27.75	
	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Curry Mallet 508	Parish Precept				£3,805		Tax Base		127.89	
	A-	A	B	C	D	E	F	G	H	
Parish	16.53	19.83	23.14	26.44	29.75	36.36	42.97	49.58	59.50	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	845.62	1,014.73	1,183.88	1,352.98	1,522.11	1,860.34	2,198.61	2,536.84	3,044.22	

Curry Rivel 509	Parish Precept				£27,300		Tax Base		898.84	
	A-	A	B	C	D	E	F	G	H	
Parish	16.87	20.25	23.62	27.00	30.37	37.12	43.87	50.62	60.74	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	845.96	1,015.15	1,184.36	1,353.54	1,522.73	1,861.10	2,199.51	2,537.88	3,045.46	

Dinnington 210	Parish Precept				£0		Tax Base		29.01	
	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Donyatt 211	Parish Precept				£6,910		Tax Base		136.77	
	A-	A	B	C	D	E	F	G	H	
Parish	28.07	33.68	39.29	44.91	50.52	61.75	72.97	84.20	101.04	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	857.16	1,028.58	1,200.03	1,371.45	1,542.88	1,885.73	2,228.61	2,571.46	3,085.76	

Dowlish Wake 212	Parish Precept				£2,450		Tax Base		134.19	
	A-	A	B	C	D	E	F	G	H	
Parish	10.14	12.17	14.20	16.23	18.26	22.32	26.38	30.43	36.52	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	839.23	1,007.07	1,174.94	1,342.77	1,510.62	1,846.30	2,182.02	2,517.69	3,021.24	

Drayton 511	Parish Precept				£3,990		Tax Base		171.69	
	A-	A	B	C	D	E	F	G	H	
Parish	12.91	15.49	18.08	20.66	23.24	28.40	33.57	38.73	46.48	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	842.00	1,010.39	1,178.82	1,347.20	1,515.60	1,852.38	2,189.21	2,525.99	3,031.20	

East Chinnock 808	Parish Precept				£7,760		Tax Base		212.84	
	A-	A	B	C	D	E	F	G	H	
Parish	20.26	24.31	28.36	32.41	36.46	44.56	52.66	60.77	72.92	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	849.35	1,019.21	1,189.10	1,358.95	1,528.82	1,868.54	2,208.30	2,548.03	3,057.64	

East Coker		Parish Precept			£45,400		Tax Base		773.03	
809	A-	A	B	C	D	E	F	G	H	
Parish	32.63	39.15	45.68	52.20	58.73	71.78	84.83	97.88	117.46	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	861.72	1,034.05	1,206.42	1,378.74	1,551.09	1,895.76	2,240.47	2,585.14	3,102.18	

Fivehead		Parish Precept			£13,094		Tax Base		257.34	
512	A-	A	B	C	D	E	F	G	H	
Parish	28.27	33.92	39.57	45.23	50.88	62.19	73.49	84.80	101.76	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	857.36	1,028.82	1,200.31	1,371.77	1,543.24	1,886.17	2,229.13	2,572.06	3,086.48	

Hambridge & Westport		Parish Precept			£11,860		Tax Base		198.64	
510	A-	A	B	C	D	E	F	G	H	
Parish	33.17	39.80	46.43	53.07	59.70	72.97	86.23	99.50	119.40	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	862.26	1,034.70	1,207.17	1,379.61	1,552.06	1,896.95	2,241.87	2,586.76	3,104.12	

Hardington Mandeville		Parish Precept			£15,240		Tax Base		265.96	
810	A-	A	B	C	D	E	F	G	H	
Parish	31.83	38.20	44.57	50.93	57.30	70.03	82.77	95.50	114.60	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	860.92	1,033.10	1,205.31	1,377.47	1,549.66	1,894.01	2,238.41	2,582.76	3,099.32	

Haselbury Plucknett	Parish Precept				£8,770		Tax Base		289.04	
811	A-	A	B	C	D	E	F	G	H	
Parish	16.86	20.23	23.60	26.97	30.34	37.08	43.82	50.57	60.68	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	845.95	1,015.13	1,184.34	1,353.51	1,522.70	1,861.06	2,199.46	2,537.83	3,045.40	

Henstridge	Parish Precept				£34,463		Tax Base		663.40	
613	A-	A	B	C	D	E	F	G	H	
Parish	28.86	34.63	40.41	46.18	51.95	63.49	75.04	86.58	103.90	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	857.95	1,029.53	1,201.15	1,372.72	1,544.31	1,887.47	2,230.68	2,573.84	3,088.62	

Henstridge (St Nicolas Churchyard)	Parish Precept				£6,359		Tax Base		663.40	
613	A-	A	B	C	D	E	F	G	H	
Parish	5.33	6.39	7.46	8.52	9.59	11.72	13.85	15.98	19.18	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
Total Council Tax Bill	5.33	6.39	7.46	8.52	9.59	11.72	13.85	15.98	19.18	

High Ham	Parish Precept				£22,405		Tax Base		390.19	
513	A-	A	B	C	D	E	F	G	H	
Parish	31.90	38.28	44.66	51.04	57.42	70.18	82.94	95.70	114.84	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	860.99	1,033.18	1,205.40	1,377.58	1,549.78	1,894.16	2,238.58	2,582.96	3,099.56	

Hinton St. George		Parish Precept				Tax Base			
213	A-	A	B	C	D	E	F	G	H
Parish	31.73	38.07	44.42	50.76	57.11	69.80	82.49	95.18	114.22
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	860.82	1,032.97	1,205.16	1,377.30	1,549.47	1,893.78	2,238.13	2,582.44	3,098.94

Holton (North Vale)		Parish Precept				Tax Base			
614	A-	A	B	C	D	E	F	G	H
Parish	5.08	6.09	7.11	8.12	9.14	11.17	13.20	15.23	18.28
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	834.17	1,000.99	1,167.85	1,334.66	1,501.50	1,835.15	2,168.84	2,502.49	3,003.00

Horsington		Parish Precept				Tax Base			
615	A-	A	B	C	D	E	F	G	H
Parish	18.78	22.53	26.29	30.04	33.80	41.31	48.82	56.33	67.60
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	847.87	1,017.43	1,187.03	1,356.58	1,526.16	1,865.29	2,204.46	2,543.59	3,052.32

Horton		Parish Precept				Tax Base			
214	A-	A	B	C	D	E	F	G	H
Parish	21.09	25.31	29.53	33.75	37.97	46.41	54.85	63.28	75.94
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	850.18	1,020.21	1,190.27	1,360.29	1,530.33	1,870.39	2,210.49	2,550.54	3,060.66

Huish Episcopi	Parish Precept				£40,460		Tax Base		867.31	
514	A-	A	B	C	D	E	F	G	H	
Parish	25.92	31.10	36.28	41.47	46.65	57.02	67.38	77.75	93.30	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	855.01	1,026.00	1,197.02	1,368.01	1,539.01	1,881.00	2,223.02	2,565.01	3,078.02	

Ilchester	Parish Precept				£23,500		Tax Base		690.13	
812	A-	A	B	C	D	E	F	G	H	
Parish	18.92	22.70	26.48	30.27	34.05	41.62	49.18	56.75	68.10	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	848.01	1,017.60	1,187.22	1,356.81	1,526.41	1,865.60	2,204.82	2,544.01	3,052.82	

Ilchester (St Mary Major Churchyard)	Parish Precept				£1,669		Tax Base		690.13	
812	A-	A	B	C	D	E	F	G	H	
Parish	1.34	1.61	1.88	2.15	2.42	2.96	3.50	4.03	4.84	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
Total Council Tax Bill	1.34	1.61	1.88	2.15	2.42	2.96	3.50	4.03	4.84	

Ilminster Town	Parish Precept				£290,468		Tax Base		1,999.95	
401	A-	A	B	C	D	E	F	G	H	
Parish	80.69	96.83	112.96	129.10	145.24	177.52	209.79	242.07	290.48	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	909.78	1,091.73	1,273.70	1,455.64	1,637.60	2,001.50	2,365.43	2,729.33	3,275.20	

Ilton 215	Parish Precept				£17,000		Tax Base		280.83	
	A-	A	B	C	D	E	F	G	H	
Parish	33.63	40.36	47.09	53.81	60.54	73.99	87.45	100.90	121.08	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	862.72	1,035.26	1,207.83	1,380.35	1,552.90	1,897.97	2,243.09	2,588.16	3,105.80	

Isle Abbotts 515	Parish Precept				£1,600		Tax Base		87.80	
	A-	A	B	C	D	E	F	G	H	
Parish	10.12	12.15	14.17	16.20	18.22	22.27	26.32	30.37	36.44	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	839.21	1,007.05	1,174.91	1,342.74	1,510.58	1,846.25	2,181.96	2,517.63	3,021.16	

Isle Brewers 516	Parish Precept				£0		Tax Base		62.60	
	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Keinton Mandeville 517	Parish Precept				£15,472		Tax Base		392.62	
	A-	A	B	C	D	E	F	G	H	
Parish	21.89	26.27	30.65	35.03	39.41	48.17	56.93	65.68	78.82	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	850.98	1,021.17	1,191.39	1,361.57	1,531.77	1,872.15	2,212.57	2,552.94	3,063.54	

Kingsbury Episcopi	Parish Precept				£26,110		Tax Base		549.95	
518	A-	A	B	C	D	E	F	G	H	
Parish	26.38	31.65	36.93	42.20	47.48	58.03	68.58	79.13	94.96	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	855.47	1,026.55	1,197.67	1,368.74	1,539.84	1,882.01	2,224.22	2,566.39	3,079.68	

Kingsdon	Parish Precept				£14,020		Tax Base		156.91	
519	A-	A	B	C	D	E	F	G	H	
Parish	49.64	59.57	69.49	79.42	89.35	109.21	129.06	148.92	178.70	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	878.73	1,054.47	1,230.23	1,405.96	1,581.71	1,933.19	2,284.70	2,636.18	3,163.42	

Kingstone	Parish Precept				£0		Tax Base		48.90	
216	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Kingweston	Parish Precept				£980		Tax Base		31.87	
520	A-	A	B	C	D	E	F	G	H	
Parish	17.08	20.50	23.92	27.33	30.75	37.58	44.42	51.25	61.50	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	846.17	1,015.40	1,184.66	1,353.87	1,523.11	1,861.56	2,200.06	2,538.51	3,046.22	

Knowle St. Giles	Parish Precept				£1,180		Tax Base		74.57	
217	A-	A	B	C	D	E	F	G	H	
Parish	8.79	10.55	12.30	14.06	15.82	19.34	22.85	26.37	31.64	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	837.88	1,005.45	1,173.04	1,340.60	1,508.18	1,843.32	2,178.49	2,513.63	3,016.36	

Langport	Parish Precept				£76,512		Tax Base		320.89	
521	A-	A	B	C	D	E	F	G	H	
Parish	132.47	158.96	185.45	211.95	238.44	291.43	344.41	397.40	476.88	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	961.56	1,153.86	1,346.19	1,538.49	1,730.80	2,115.41	2,500.05	2,884.66	3,461.60	

Limington	Parish Precept				£0		Tax Base		81.42	
813	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Long Load	Parish Precept				£8,500		Tax Base		143.13	
814	A-	A	B	C	D	E	F	G	H	
Parish	32.99	39.59	46.19	52.79	59.39	72.59	85.79	98.98	118.78	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	862.08	1,034.49	1,206.93	1,379.33	1,551.75	1,896.57	2,241.43	2,586.24	3,103.50	

Long Sutton	Parish Precept				£18,300	Tax Base				382.81
522	A-	A	B	C	D	E	F	G	H	
Parish	26.56	31.87	37.18	42.49	47.80	58.42	69.04	79.67	95.60	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	855.65	1,026.77	1,197.92	1,369.03	1,540.16	1,882.40	2,224.68	2,566.93	3,080.32	

Lopen	Parish Precept				£5,450	Tax Base				111.75
218	A-	A	B	C	D	E	F	G	H	
Parish	27.09	32.51	37.93	43.35	48.77	59.61	70.45	81.28	97.54	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	856.18	1,027.41	1,198.67	1,369.89	1,541.13	1,883.59	2,226.09	2,568.54	3,082.26	

Lovington (Cary Moor)	Parish Precept				£1,070	Tax Base				75.70
616	A-	A	B	C	D	E	F	G	H	
Parish	7.85	9.42	10.99	12.56	14.13	17.27	20.41	23.55	28.26	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	836.94	1,004.32	1,171.73	1,339.10	1,506.49	1,841.25	2,176.05	2,510.81	3,012.98	

Maperton (North Vale)	Parish Precept				£533	Tax Base				57.89
617	A-	A	B	C	D	E	F	G	H	
Parish	5.12	6.14	7.16	8.19	9.21	11.26	13.30	15.35	18.42	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	834.21	1,001.04	1,167.90	1,334.73	1,501.57	1,835.24	2,168.94	2,502.61	3,003.14	

Marston Magna		Parish Precept			£7,030		Tax Base		196.25	
815	A-	A	B	C	D	E	F	G	H	
Parish	19.90	23.88	27.86	31.84	35.82	43.78	51.74	59.70	71.64	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	848.99	1,018.78	1,188.60	1,358.38	1,528.18	1,867.76	2,207.38	2,546.96	3,056.36	

Martock		Parish Precept			£312,255		Tax Base		1,634.07	
816	A-	A	B	C	D	E	F	G	H	
Parish	106.16	127.39	148.63	169.86	191.09	233.55	276.02	318.48	382.18	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	935.25	1,122.29	1,309.37	1,496.40	1,683.45	2,057.53	2,431.66	2,805.74	3,366.90	

Merriott		Parish Precept			£39,450		Tax Base		707.35	
219	A-	A	B	C	D	E	F	G	H	
Parish	30.98	37.18	43.38	49.57	55.77	68.16	80.56	92.95	111.54	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	860.07	1,032.08	1,204.12	1,376.11	1,548.13	1,892.14	2,236.20	2,580.21	3,096.26	

Milborne Port		Parish Precept			£68,000		Tax Base		1,107.18	
618	A-	A	B	C	D	E	F	G	H	
Parish	34.12	40.95	47.77	54.60	61.42	75.07	88.72	102.37	122.84	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	863.21	1,035.85	1,208.51	1,381.14	1,553.78	1,899.05	2,244.36	2,589.63	3,107.56	

Misterton	Parish Precept				£18,549		Tax Base		368.36	
220	A-	A	B	C	D	E	F	G	H	
Parish	27.98	33.57	39.17	44.76	50.36	61.55	72.74	83.93	100.72	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	857.07	1,028.47	1,199.91	1,371.30	1,542.72	1,885.53	2,228.38	2,571.19	3,085.44	

Montacute	Parish Precept				£21,500		Tax Base		261.55	
818	A-	A	B	C	D	E	F	G	H	
Parish	45.67	54.80	63.93	73.07	82.20	100.47	118.73	137.00	164.40	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	874.76	1,049.70	1,224.67	1,399.61	1,574.56	1,924.45	2,274.37	2,624.26	3,149.12	

Muchelney	Parish Precept				£0		Tax Base		81.00	
523	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Mudford	Parish Precept				£27,943		Tax Base		277.35	
819	A-	A	B	C	D	E	F	G	H	
Parish	55.97	67.17	78.36	89.56	100.75	123.14	145.53	167.92	201.50	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	885.06	1,062.07	1,239.10	1,416.10	1,593.11	1,947.12	2,301.17	2,655.18	3,186.22	

Norton sub Hamdon		Parish Precept			£18,390	Tax Base			302.00
822	A-	A	B	C	D	E	F	G	H
Parish	33.83	40.59	47.36	54.12	60.89	74.42	87.95	101.48	121.78
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	862.92	1,035.49	1,208.10	1,380.66	1,553.25	1,898.40	2,243.59	2,588.74	3,106.50

Odcombe		Parish Precept			£16,140	Tax Base			294.00
823	A-	A	B	C	D	E	F	G	H
Parish	30.50	36.60	42.70	48.80	54.90	67.10	79.30	91.50	109.80
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	859.59	1,031.50	1,203.44	1,375.34	1,547.26	1,891.08	2,234.94	2,578.76	3,094.52

Pen Selwood		Parish Precept			£5,400	Tax Base			165.94
622	A-	A	B	C	D	E	F	G	H
Parish	18.08	21.69	25.31	28.92	32.54	39.77	47.00	54.23	65.08
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	847.17	1,016.59	1,186.05	1,355.46	1,524.90	1,863.75	2,202.64	2,541.49	3,049.80

Pitcombe		Parish Precept			£6,035	Tax Base			196.41
623	A-	A	B	C	D	E	F	G	H
Parish	17.07	20.49	23.90	27.32	30.73	37.56	44.39	51.22	61.46
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	846.16	1,015.39	1,184.64	1,353.86	1,523.09	1,861.54	2,200.03	2,538.48	3,046.18

Pitney 524	Parish Precept				£5,500		Tax Base		175.19	
	A	B	C	D	E	F	G	H		
Parish	17.44	20.93	24.41	27.90	31.39	38.37	45.34	52.32	62.78	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	846.53	1,015.83	1,185.15	1,354.44	1,523.75	1,862.35	2,200.98	2,539.58	3,047.50	

Puckington 525	Parish Precept				£0		Tax Base		51.48	
	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Queen Camel 624	Parish Precept				£14,898		Tax Base		335.53	
	A-	A	B	C	D	E	F	G	H	
Parish	24.67	29.60	34.53	39.47	44.40	54.27	64.13	74.00	88.80	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	853.76	1,024.50	1,195.27	1,366.01	1,536.76	1,878.25	2,219.77	2,561.26	3,073.52	

Rimpton 824	Parish Precept				£6,105		Tax Base		120.04	
	A-	A	B	C	D	E	F	G	H	
Parish	28.26	33.91	39.56	45.21	50.86	62.16	73.46	84.77	101.72	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	857.35	1,028.81	1,200.30	1,371.75	1,543.22	1,886.14	2,229.10	2,572.03	3,086.44	

Seavington St. Mary		Parish Precept			£10,679	Tax Base		162.08	
221	A-	A	B	C	D	E	F	G	H
Parish	36.61	43.93	51.25	58.57	65.89	80.53	95.17	109.82	131.78
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	865.70	1,038.83	1,211.99	1,385.11	1,558.25	1,904.51	2,250.81	2,597.08	3,116.50

Seavington St. Michael		Parish Precept			£3,441	Tax Base		52.23	
222	A-	A	B	C	D	E	F	G	H
Parish	36.60	43.92	51.24	58.56	65.88	80.52	95.16	109.80	131.76
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	865.69	1,038.82	1,211.98	1,385.10	1,558.24	1,904.50	2,250.80	2,597.06	3,116.48

Shepton Beauchamp		Parish Precept			£14,443	Tax Base		283.69	
223	A-	A	B	C	D	E	F	G	H
Parish	28.28	33.94	39.60	45.25	50.91	62.22	73.54	84.85	101.82
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	857.37	1,028.84	1,200.34	1,371.79	1,543.27	1,886.20	2,229.18	2,572.11	3,086.54

Shepton Montague		Parish Precept			£1,935	Tax Base		96.92	
625	A-	A	B	C	D	E	F	G	H
Parish	11.09	13.31	15.52	17.74	19.96	24.40	28.83	33.27	39.92
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	840.18	1,008.21	1,176.26	1,344.28	1,512.32	1,848.38	2,184.47	2,520.53	3,024.64

Somerton	Parish Precept				£319,399	Tax Base				1,724.00
526	A-	A	B	C	D	E	F	G	H	
Parish	102.93	123.51	144.10	164.68	185.27	226.44	267.61	308.78	370.54	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	932.02	1,118.41	1,304.84	1,491.22	1,677.63	2,050.42	2,423.25	2,796.04	3,355.26	

South Barrow (Cary Moor)	Parish Precept				£977	Tax Base				69.14
626	A-	A	B	C	D	E	F	G	H	
Parish	7.85	9.42	10.99	12.56	14.13	17.27	20.41	23.55	28.26	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	836.94	1,004.32	1,171.73	1,339.10	1,506.49	1,841.25	2,176.05	2,510.81	3,012.98	

South Cadbury and Sutton Montis	Parish Precept				£4,420	Tax Base				147.11
627	A-	A	B	C	D	E	F	G	H	
Parish	16.69	20.03	23.37	26.71	30.05	36.73	43.41	50.08	60.10	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	845.78	1,014.93	1,184.11	1,353.25	1,522.41	1,860.71	2,199.05	2,537.34	3,044.82	

South Petherton	Parish Precept				£132,240	Tax Base				1,437.98
825	A-	A	B	C	D	E	F	G	H	
Parish	51.09	61.31	71.52	81.74	91.96	112.40	132.83	153.27	183.92	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	880.18	1,056.21	1,232.26	1,408.28	1,584.32	1,936.38	2,288.47	2,640.53	3,168.64	

Sparkford	Parish Precept				£5,506		Tax Base		256.00	
628	A-	A	B	C	D	E	F	G	H	
Parish	11.95	14.34	16.73	19.12	21.51	26.29	31.07	35.85	43.02	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	841.04	1,009.24	1,177.47	1,345.66	1,513.87	1,850.27	2,186.71	2,523.11	3,027.74	

Stocklinch	Parish Precept				£1,550		Tax Base		61.27	
224	A-	A	B	C	D	E	F	G	H	
Parish	14.06	16.87	19.68	22.49	25.30	30.92	36.54	42.17	50.60	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	843.15	1,011.77	1,180.42	1,349.03	1,517.66	1,854.90	2,192.18	2,529.43	3,035.32	

Stoke sub Hamdon	Parish Precept				£53,000		Tax Base		690.23	
826	A-	A	B	C	D	E	F	G	H	
Parish	42.66	51.19	59.73	68.26	76.79	93.85	110.92	127.98	153.58	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	871.75	1,046.09	1,220.47	1,394.80	1,569.15	1,917.83	2,266.56	2,615.24	3,138.30	

Stoke Trister	Parish Precept				£4,970		Tax Base		155.17	
629	A-	A	B	C	D	E	F	G	H	
Parish	17.79	21.35	24.91	28.47	32.03	39.15	46.27	53.38	64.06	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	846.88	1,016.25	1,185.65	1,355.01	1,524.39	1,863.13	2,201.91	2,540.64	3,048.78	

Tatworth and Forton		Parish Precept			£40,993	Tax Base			951.38
205	A-	A	B	C	D	E	F	G	H
Parish	23.94	28.73	33.51	38.30	43.09	52.67	62.24	71.82	86.18
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	853.03	1,023.63	1,194.25	1,364.84	1,535.45	1,876.65	2,217.88	2,559.08	3,070.90

Tintinhull		Parish Precept			£31,100	Tax Base			349.46
827	A-	A	B	C	D	E	F	G	H
Parish	49.44	59.33	69.21	79.10	88.99	108.77	128.54	148.32	177.98
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	878.53	1,054.23	1,229.95	1,405.64	1,581.35	1,932.75	2,284.18	2,635.58	3,162.70

Wambrook		Parish Precept			£0	Tax Base			87.85
225	A-	A	B	C	D	E	F	G	H
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72

Wayford		Parish Precept			£2,700	Tax Base			50.25
226	A-	A	B	C	D	E	F	G	H
Parish	29.85	35.82	41.79	47.76	53.73	65.67	77.61	89.55	107.46
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	858.94	1,030.72	1,202.53	1,374.30	1,546.09	1,889.65	2,233.25	2,576.81	3,092.18

Wayford (St Michaels Churchyard)	Parish Precept				£960	Tax Base				50.25
226	A-	A	B	C	D	E	F	G	H	
Parish	10.61	12.73	14.86	16.98	19.10	23.34	27.59	31.83	38.20	
South Somerset District Council										
Somerset County Council										
Somerset County Council (Adult Social Care)										
Avon & Somerset Crime and Police Commissioner										
Devon & Somerset Fire & Rescue Authority										
Total Council Tax Bill	10.61	12.73	14.86	16.98	19.10	23.34	27.59	31.83	38.20	

West Camel	Parish Precept				£8,017	Tax Base				181.81
828	A-	A	B	C	D	E	F	G	H	
Parish	24.49	29.39	34.29	39.19	44.09	53.89	63.69	73.48	88.18	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	853.58	1,024.29	1,195.03	1,365.73	1,536.45	1,877.87	2,219.33	2,560.74	3,072.90	

West & Middle Chinnock	Parish Precept				£7,985	Tax Base				244.98
829	A-	A	B	C	D	E	F	G	H	
Parish	18.11	21.73	25.35	28.97	32.59	39.83	47.07	54.32	65.18	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	847.20	1,016.63	1,186.09	1,355.51	1,524.95	1,863.81	2,202.71	2,541.58	3,049.90	

West Coker	Parish Precept				£44,800	Tax Base				800.07
830	A-	A	B	C	D	E	F	G	H	
Parish	31.11	37.33	43.56	49.78	56.00	68.44	80.89	93.33	112.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	860.20	1,032.23	1,204.30	1,376.32	1,548.36	1,892.42	2,236.53	2,580.59	3,096.72	

West Crewkerne	Parish Precept				£6,193		Tax Base		220.22	
227	A-	A	B	C	D	E	F	G	H	
Parish	15.62	18.75	21.87	25.00	28.12	34.37	40.62	46.87	56.24	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	844.71	1,013.65	1,182.61	1,351.54	1,520.48	1,858.35	2,196.26	2,534.13	3,040.96	

Whitelackington	Parish Precept				£470		Tax Base		76.20	
228	A-	A	B	C	D	E	F	G	H	
Parish	3.43	4.11	4.80	5.48	6.17	7.54	8.91	10.28	12.34	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	832.52	999.01	1,165.54	1,332.02	1,498.53	1,831.52	2,164.55	2,497.54	2,997.06	

Whitestaunton	Parish Precept				£0		Tax Base		115.94	
229	A-	A	B	C	D	E	F	G	H	
Parish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72	

Wincanton Town	Parish Precept				£205,140		Tax Base		2,067.47	
630	A-	A	B	C	D	E	F	G	H	
Parish	55.12	66.15	77.17	88.20	99.22	121.27	143.32	165.37	198.44	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	884.21	1,061.05	1,237.91	1,414.74	1,591.58	1,945.25	2,298.96	2,652.63	3,183.16	

Winsham	Parish Precept				£15,370	Tax Base		288.49	
230	A-	A	B	C	D	E	F	G	H
Parish	29.60	35.52	41.44	47.36	53.28	65.12	76.96	88.80	106.56
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	858.69	1,030.42	1,202.18	1,373.90	1,545.64	1,889.10	2,232.60	2,576.06	3,091.28

Yarlington (North Cadbury)	Parish Precept				£1,286	Tax Base		60.33	
631	A-	A	B	C	D	E	F	G	H
Parish	11.84	14.21	16.58	18.95	21.32	26.06	30.80	35.53	42.64
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	840.93	1,009.11	1,177.32	1,345.49	1,513.68	1,850.04	2,186.44	2,522.79	3,027.36

Yeovil Town	Parish Precept				£878,640	Tax Base		9,013.54	
701	A-	A	B	C	D	E	F	G	H
Parish	54.16	64.99	75.82	86.65	97.48	119.14	140.80	162.47	194.96
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	883.25	1,059.89	1,236.56	1,413.19	1,589.84	1,943.12	2,296.44	2,649.73	3,179.68

Yeovil Without	Parish Precept				£65,406	Tax Base		2,709.51	
832	A-	A	B	C	D	E	F	G	H
Parish	13.41	16.09	18.78	21.46	24.14	29.50	34.87	40.23	48.28
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total Council Tax Bill	842.50	1,010.99	1,179.52	1,348.00	1,516.50	1,853.48	2,190.51	2,527.49	3,033.00

Yeovilton	Parish Precept			£2,450	Tax Base			151.19		
831	A-	A	B	C	D	E	F	G	H	
Parish	9.00	10.80	12.60	14.40	16.20	19.80	23.40	27.00	32.40	
South Somerset District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96	
Somerset County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1,768.06	2,121.68	
Somerset County Council (Adult Social Care)	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60	
Avon & Somerset Crime and Police Commissioner	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52	
Devon & Somerset Fire & Rescue Authority	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96	
Total Council Tax Bill	838.09	1,005.70	1,173.34	1,340.94	1,508.56	1,843.78	2,179.04	2,514.26	3,017.12	

Agenda Item 9

Joint Working Report, South Somerset District Council and Sedgemoor District Council

Executive Portfolio Holder: Ric Pallister, Leader, Strategy & Policy
Strategic Directors: Vega Sturgess, Interim Chief Executive & Strategic Director
Rina Singh, Interim Chief Executive & Strategic Director
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1. Purpose of the Report

- 1.1 Over the last few months, South Somerset has been on a journey of exploration, looking at a wide range of options to ensure that the council continues to be sustainable in the face of continuing cuts in funding.
- 1.2 As part of this work, Sedgemoor and South Somerset District Councils have been exploring how they might increase service delivery resilience, increase national and regional influence and make savings by closer working together. A joint business case is now available for consideration by both authorities. Solo business cases for both authorities have also been produced for comparative purposes.
- 1.3 The purpose of this report is to present Full Council with the joint and solo business cases as requested by Council in October 2015.

2. Recommendations

That Full Council:

1. Does not create a Joint Authority at this time.
2. Requests that the Working Group investigates a Strategic Alliance between the two authorities and bring forward proposals for the scope of such an alliance to Full Council in May 2016.
3. To retain the Joint Leaders Advisory Group to drive and monitor progress on the creation and implementation of a Strategic Alliance.
4. Review the proposals again against the emerging regional situation in December 2016.
5. Agree that initial priorities for inclusion in any strategic alliance are:
 - A Joint Income Generation Board to generate ideas and seek potential joint initiatives.
 - To continue monitoring of opportunities across the two authorities so that, where possible, vacant posts are filled in either council without the need for external recruitment.
 - A review of potential opportunities for alternative means of service delivery that would be unaffected by the scope of transformation.

3. Executive Summary

- 3.1 A Joint Leaders Advisory Group (JLAG) was set up with four elected members of each authority. It has now developed a headline business case for a Joint Authority (where staff are fully integrated from senior management down, delivering services for both authorities) alongside a headline Solo Business Case in each authority. As the research to develop these headline business cases continued JLAG has also considered whether other options are possible.
- 3.2 Councillors from both authorities are now being asked to make a decision on which direction to take using the underpinning evidence within the headline business cases. Depending on the option chosen, more work is needed to develop full business cases, action plans and timelines.
- 3.3 The following points should be noted as a summary of the decision-making process of the working group:
- (a) The savings required by South Somerset District Council by 2020 are £4.1m.
 - (b) The total savings for SSDC from a Joint Authority are in the region of £1.2m out of a shared pot of £2.5m over a period of 5 years.
 - (c) Therefore the savings from a joint authority are insufficient to meet the budget gap without transformation as well.
 - (d) The savings within the Solo Business Case show a total that could be achieved of £4.2m over a period of 4 years.
 - (e) SSDC believes that transformation needs to be started without delay in order to meet the total savings required.
 - (f) Sedgemoor DC are currently not ready for the transformation model that SSDC will bring to District Executive in March 2016.
 - (g) It has been extremely useful working closely together with Sedgemoor DC over the past few months. Positive work has generated many ideas and we can see the potential for a significant amount of partnership working to be possible in the future.
 - (h) The logical next step is to investigate a strategic alliance, focusing at the beginning at resilience and how best to increase sub regional influence, seeking income generation and exploring other savings opportunities.

4. Approach taken

- 4.1 Members will recall that both South Somerset and Sedgemoor District Councils agreed to explore the opportunities that could be achieved by closer joint working. The rationale behind pursuing joint working was threefold:
- To contribute to the savings targets required by both authorities.
 - To increase resilience in service delivery.
 - To increase influence on the national and regional stage at this vital moment of significant change in local government.

- 4.2 Both the Joint and Solo headline business cases have been developed within the original timescales agreed by Full Council. It is important to note that these headline business cases are designed to give sufficient information to make a decision on which route to follow. More work would be undertaken, depending on the decision taken by both Full Councils, on developing more detailed business cases, action plans and timetables for implementation.
- 4.3 The headline business cases are attached to this report. *Appendix One – Joint Business Case and Appendix Two – Solo Business Case.*
- 4.4 The joint work of the JLAG and of the officers has been positive and has come up with some interesting results. At the same time there have been some significant changes in the national and regional context for local government.
- 4.5 We can see good opportunities for future which offer a sensible route forward, retaining the ability to act quickly and flexibly as the national context changes.
- 4.6 At the same time a Scrutiny “Journey of Exploration” task and finish group has been established with 14 councillors to increase member engagement and look at the process. *Their report is attached at Appendix Three.*

5. Conclusions of the Joint Leaders Advisory Group

- 5.1 From the work of the Joint Leaders Advisory Group (JLAG) and political discussions between the senior leadership teams of both authorities there is a clear recognition that both authorities will benefit from creating a strong alliance, delivering some quick wins and building confidence.
- 5.2 As work has progressed on both the solo and joint business cases on the consideration of creating a Joint Authority, other external factors have come into play to which will require significant capacity within the senior management teams over the short term. These include:
- (a) A need to concentrate on the current Devolution discussions, which if approved and implemented, will have a considerable impact on both authorities. Both authorities want to focus on their input into discussions with Government ministers in the spring followed by more detailed work to develop implementation plans with the potential for a Combined Authority being created later in the year.
 - (b) Both authorities want to ensure the best outcome arising from the uncertainty over Government intentions over Joint Authorities and Combined Authorities and the use of Secretary of State powers to “direct” Local Authorities into partnerships, regardless of the wishes of any authority.
 - (c) The probability of a final ‘Sign off’ on Hinkley C and the speed with which this decision could impact on Sedgemoor District Council (SDC).
 - (d) The desire of South Somerset District Council (SSDC) to commence the early implementation of a transformation programme to improve the service to the customer while making savings.

- 5.3 The Joint Business Case does bring savings, however the JLAG has concluded that despite the savings that can be achieved in later years, the initial savings for both authorities would not be as great as first thought and the once off costs, including redundancy, are significant.
- 5.4 Additionally, the Solo Business Plan shows that SSDC can meet the currently identified savings targets necessary over the next 4 years without significantly impacting on front line Council services.
- 5.5 The Joint Leaders Advisory Group (JLAG) now believes that both authorities will be better placed at this juncture by moving forward with a Strategic Alliance rather than an initial merger starting at senior management level. This alliance would capitalise on the opportunities articulated in both the joint and the solo business cases. JLAG confirmed that they have commitment to developing a closer working relationship
- 5.6 Given the Government's clear plans to create a new Local Government landscape it is evident that in a very short period of time, Somerset may not look the same. For both Authorities the need for a strong presence at any negotiating table is paramount and we intend to capitalise on the increased influence that would come from a Strategic Alliance. In the past few years we have shown that we are undoubtedly stronger together than we are individually.
- 5.7 JLAG has concluded that the timing is not quite right to create a Joint Authority along the conventional lines of starting with a joint senior management team. Should Full Council agree that this, the next step is to clearly articulate what a Strategic Alliance means and how it can deliver enhanced resilience and influence for both South Somerset and Sedgemoor.

6. Underpinning principles of a Strategic Alliance

- 6.1 A Strategic Alliance (SA) can be interpreted differently by individuals so it is important to have a broad common understanding. A simple definition of 'strategic alliance' is that it is an agreement or understanding between two sovereign organisations that provides for both the sharing of skills and other resources and also provides for them working together collaboratively in pursuit of a mutually beneficial goal.
- 6.2 Time and again in recent years, SSDC and SDC have found themselves in the same place on major issues. The Flooding response is the most recent. The Leaders have always enjoyed a strong and positive relationship and there is a common desire to work closer together to increase influence and resilience. There is also the desire of both authorities to accelerate a major thrust on Income Generation.
- 6.3 However, even now there are indications that there are a number of areas that could bring quick wins in the early stages of an alliance action plan:
 - (i) A joint approach to recruiting to vacant posts. A protocol has already been developed that would enable staff from both authorities to have preferential opportunities to apply for vacant posts in the other authority before advertising went externally. This approach is outlined in Appendix Four. This allows a flexible approach to minimise the risk of compulsory redundancies.
 - (ii) Savings are not the only option to balance budgets. There is a clear need for both authorities to think even more commercially and use our capital or borrowing power to generate income streams. Income generation is but one ingredient to a future business model. By sharing resource and working

together on Income Generation and Procurement, possibly through the creation of an external trading company, we will be able to provide a stronger team to progress this initiative.

7. Conclusion

- 7.1 The option of moving towards a Strategic Alliance is recommended. It offers quick wins and a chance to build joint confidence. Working together will also stand us in good stead as work proceeds on the changing national and regional local government picture.

8. Financial Implications

None directly arising from this report.

9. Council Plan Implications

None directly arising from this report.

10. Carbon Emissions and Climate Change Implications

None directly arising from this report.

11. Equality and Diversity Implications

An Equalities Impact Assessment has been carried out and is attached to the appendices

12. Privacy Impact Assessment

None arising from this report

13. Background Papers

Report to Full Council, 22 October 2015



Headline Business Case - Proposed Joint Working

Sedgemoor District Council

South Somerset District Council

Version 8.0

12/02/16

Contents

1. Mandate

2. Executive Summary

BACKGROUND / RESEARCH

3. National Context

4. Local Context

5. Council's Finances

6. Approach taken

7. Communications and consultation - Appendix A. Communications Plan

8. Scope

9. Transition Costs

10. Employment models - Appendix B. Pros and Cons of the Models

11. Terms and conditions - Appendix C. Comparative Terms and Conditions

12. Assets

13. ICT

14. Procurement

PROPOSALS

15. Senior Management

16. Cost and Savings Sharing Principles

17. Income Generation

18. Summary Figures

19. Resilience

20. Stronger Voice

21. Governance

22. Equality issues

23. Risks

24. Conclusion

25. Appendices

1. Mandate

The mandate for joint working as agreed by both Sedgemoor District Council and South Somerset District Council has been agreed as follows:

- To establish a programme to bring together the workforce of the two authorities to increase the Joint Councils resilience and influence across the South West and nationally.
- The Joint workforce to be delivered through a single organisational structure which delivers optimum savings and maximises income generation.
- The financial results of the programme to be illustrated in an outline business case and to be completed by 14th February 2016.

2. Executive Summary

The Mandate approved for this business case was approved by both Council and sets the objectives for the work undertaken to date. Sections 3 and 4 provide details for both the national and local context in which this Joint Headline business Case is drafted.

The financial context for the business case is provided in section 5 and illustrates that both councils need to make savings over the next five years, £4.1 million and £1.9 million for South Somerset and Sedgemoor respectively. The business case clearly illustrates that savings can be achieved, primarily from staff, with limited potential, in the short term, from procurement and ICT.

The business case concludes a headline savings figure of £2.5 million. This figure does not include transition costs. Ultimately transition costs would vary greatly depending on the type of partnership pursued, employment model chosen, decisions on harmonisation of salaries and terms and conditions and the timeframe over which the transition is made.

During the development of the business case a number of options have been considered, from full integration of structures to a more organic approach in the form of a strategic alliance. In deciding which route to follow members should give due regard to the potential to achieve the aims of the partnership, i.e. savings, resilience and stronger voice and the environment in which the transition would take place. Later sections in the Business Case provide more detail in this regard.

In conclusion the this headline business case does not claim to contain all the answers but does demonstrate that through closer working in some form of partnership significant savings can be made whilst at the same time increasing resilience and potentially the two councils influence on the national and regional stages. This must be done while protecting the interests of local residents and businesses and any proposals herein have been arrived at with the clear aim of maintaining and / or improving service standards to our customers.

BACKGROUND / RESEARCH

3. National Context

Nationally, local authorities are seeking to address substantial financial challenges, increase resilience and gain better influence for their residents. Local government already has a track record of innovation, delivering efficiencies and serving communities as well as facing challenges brings opportunities for doing things differently. Joint working is not new; sharing services can enable councils to 'do more with less' by reducing duplication of effort and becoming more efficient. The Local Government Act 1972 gives the authority for councils to share services and this has led to a wide array of shared service models right across the country. Indeed, it is virtually unheard of for any council to provide all of its services in isolation.

There are many examples where shared arrangements work well and of course those where it has been more challenging. Those councils that have moved to joint working have saved 10-20% by joining the top management tiers while retaining sufficient strategic and operational capacity to deliver services. There are clearly cases of duplication in running two operational structures doing much the same work and benefits arise from developing one consolidated structure. Further savings have been achieved from subsequent transformation of service delivery and procurement savings due to greater economies of scale.

Messages from central government indicate that they consider local government as an unprotected sector in forthcoming budget decisions meaning that statutory services such as housing, health and social care and waste could be compromised. There are also indications that, unless councils have embraced all opportunities to optimise on efficiencies such as joint working, that future support from government could be limited. During the development of this business case the announcements on the Comprehensive Spending Review further changed the financial picture, risks and benefits. The main points were:

- The removal of all Revenue Support Grant by 2019/20.
- Local authorities to retain 100% of business rates.
- Devolution of some costs in particular Housing Benefits administration.
- A review of the New Homes Bonus (NHB) – to be carried out in 2016 with a possible 4 year income stream rather than the current 6 to save £800 million.
- Local government to be allowed to spend capital receipts on reform programmes.
- Councils will be allowed to cut business rates to boost growth and elected mayors allowed to raise them under certain circumstances.
- A social care precept may be introduced by local authorities who are responsible for social care. The precept will work by giving local authorities the flexibility to raise council tax in their area by up to 2% above the existing threshold for spend on adult social care.
- The Spending Review invests £1.8 billion in digital technology and transformation projects across the public sector over the next 4 years.

On the wider stage, a strategic alliance with another authority brings a stronger voice and influence. Areas where this increased influence is likely to be beneficial are Devolution, the Local Enterprise Partnership and any discussions with central government on local issues.

Devolution is intended to be a fiscally-neutral redistribution of power from national to local government around focused topic areas such as prosperity, health and social care and infrastructure (roads etc). Sheffield City Region, Cornwall Council, West Yorkshire Combined Authority and Greater Manchester Combined Authority have already secured Devolution Deals. Over 30 new bids were submitted to the Treasury in September 2015, including one from Devon and Somerset. Shared council services as described in this business case could bring greater influence to bear on Sedgemoor and South Somerset issues within this arena.

There are 39 Local Enterprise Partnerships across the country which brings together business leaders, educational establishments and representatives from local government together. The main focus is on economic growth, prosperity and job creation and the management of Growth Deal and some European funding opportunities. It is believed that Joint Authorities, with a stronger voice, may have greater influence with LEP bringing advantages to the geographical area they serve.

National research and learning on shared services.

The Local Government Association has produced a 2015 compendium of shared services and resources which is available on their website. In summary, they state that there are at least 416 councils across England are engaged in 383 shared service arrangements resulting £462m of efficiency savings.¹ Some councils share certain services, some share senior management, some share all staff and others have entered into joint venture relationships with other public sector bodies and the private sector. Each of these models has different advantages or disadvantages and learning from these experiences has been beneficial to the development of this business case.

Examples where councils share services and management include:

- Adur and Worthing. Established in 2008 and now transforming via 'New ways of working' project
- Bromsgrove and Redditch
- Christchurch and East Dorset. Expected savings over £1m/ yr
- High Peak and Staffordshire Moorlands
- Mid Suffolk and Babergh (currently only 1st to 4th tier but now moving forwards on all staffing)
- South Hams and West Devon.
- South Oxfordshire and Vale of White Horse.
- Taunton Deane and West Somerset.
- West Dorset, Weymouth and Portland and East Dorset.

¹ See the Shared Services pages on the LGA website. <http://www.local.gov.uk/shared-services-map>

Other models are:

- Breckland and South Holland who share chief executive and senior officers
- Forest Health and St Edmundsbury. Have a single West Suffolk staff team (saving £3.5m annually) and aligned portfolio holders working across geographical boundaries.
- Hoople, which is a joint company owned by Herefordshire Council and Wye Valley NHS Trust offering HR, finance and IT to both public sector and private organisations
- Nottingham City Council and Leicester County Council – share HR, payroll and finance. Expected savings are more than £1m

The LGA guide to Shared services and management: a guide for councils² states that sharing can bring other benefits apart from savings such as:

- Increased investment in more advanced ICT systems using pooled resources
- Adoption of best practices across service delivery partnerships to improve performance
- Opportunities to transform services to meet the needs of users
- Opportunities to implement new ways of working
- More interesting, varied or specialised work for staff – aiding recruitment and retention

An LGA evaluation of five shared services³ (2012) suggested that the initial reduction in staffing at the beginning of the sharing process brings quick savings as duplication is removed and structures merged. Set up and implementation costs were modest with most achieving payback in year two. In the five case studies there was no material decline in customer or staff satisfaction levels. Following the initial joining, further savings result from improved business practices. The report also states that shared services are likely to be more attractive than outsourcing as councils retain more control over quality and service standards.

The LGA has also produced an evaluation tool⁴ to help local authorities understand and track the benefits of sharing front and back office services. This tool is designed to help councils prepare their business cases and move towards a decision on which direction to take.

Other anecdotal learning from visits to shared councils suggests that joint working is most successful when:

²http://www.local.gov.uk/c/document_library/get_file?uuid=0be2bc69-3c33-4fda-a54f-efa7e93d66e1&groupId=10180

³ Hoople Ltd, Herts; LGGS in Cambridge; Devon and Somerset Fire and Rescue Authority; Value of White Horse and South Oxfordshire and Procurement Lincolnshire

⁴http://www.local.gov.uk/c/document_library/get_file?uuid=f8946c6d-1978-456e-82ba-23cfe5458095&groupId=10180

- Both partners are seen as equals and the final structure does not indicate a 'take-over' has occurred rather than a merger.
- There is a shared vision that is realistic and achievable at a senior political level where both councils benefit
- There is trust between senior politicians who work together effectively
- There are similarities in the geographical areas covered by the councils
- Any cultural differences between the councils are recognised and harnessed
- There is clear and well-understood governance.
- ***Establishing the senior team at an early stage helps drive through the business case.***

This national learning has, of course, identified a few councils where shared councils arrangements have either stalled or been reversed. Some of the reasons for this include perceptions that the savings were not needed at that stage, or difficulties agreeing direction.

Richmondshire and Hambleton councils joined management teams and services but have since partially disconnected themselves apparently due to lack of clarity about the split of officer time across each authority. This learning feeds into the risks and challenges which are explored later in this business case.

Cornwall Council led a consortium which agreed a 10 year outsourcing contract providing a strategic partnership between the agencies delivering health, transport, communications and public safety services. In December 2015, the High Court agreed that Cornwall Council could terminate the contract as BT Cornwall was in material breach of the agreement and had failed to deliver services to service levels set out in the agreement. The Judge was critical of the arrangements put in place to underpin the outsourcing because it was imprecise and difficult to understand. In addition the service levels and performance indicators did not incentivise BT Cornwall to improve performance.

Overlaid on this national context is the local perspective and environment which is explored in the next section of this business plan.

4. Local Context

Councils in Somerset share, with other councils nationally, growing concerns about the need to make savings, maintain resilience and increase influence. Currently, across Somerset there is already much partnership work. This ranges from a shared staffing model in West Somerset Council and Taunton Deane Borough Council right through to small scale sharing of individual posts or small operational areas. Some services are already shared by all councils in Somerset such as waste collection and disposal and internal audit.

In October 2015, Sedgemoor (SDC) and South Somerset (SSDC) Full Councils agreed to mandate a project to explore the potential to deliver joint management and shared services arrangements and requested that a headline business case be brought back to the respective councils by February 2016. The local context behind these decisions was based on the national picture for local authorities, the understanding of the need for greater resilience and opportunities to make savings while maintaining the services delivered to our residents.

The opportunities and challenges that Devolution brings are yet to be formalised across Devon and Somerset. At the time of writing (Feb 2016) the arrangements for Somerset district and county councils are fluid, which could, ultimately, supercede or affect the ways in which partnerships and working arrangements are currently undertaken.

For clarity, when the term 'sharing' or 'joint council' is used in this business case it does not change the sovereign nature of either South Somerset or Sedgemoor district councils. Instead, sharing proposals seek to develop one officer team that will work across both geographical areas. By joining up management and service delivery both councils should benefit from financial savings and strengthened resilience which would help to prepare both councils for the expected challenges ahead.

In addition, it is recognised that in order to achieve the greatest potential and investment for our residents and businesses Somerset councils need to achieve a stronger voice both regionally and nationally. Over recent years Government has increasingly encouraged regional groupings like the Heart of the South West Local Enterprise Partnership and there is a strong indication that this will continue. There is also the fear that if local councils do not embrace these moves and clearly demonstrate a commitment to work more closely to drive out efficiencies, that future funding streams could be adversely impacted upon.

What current shared services exist in Somerset?

Matching the national picture of shared services there are a variety of shared arrangements in Somerset. Some examples include:

- a. Taunton Deane and West Somerset. The business case presented to both councils on 12th November 2013 indicated ongoing annual savings for the councils of £1.89m (£1.58m for TDBC and £0.31m for WSC). This required a once-off investment to cover staff termination costs, IT investment and programme costs of £2.7m.

A Scrutiny report in March 2015 indicated that the savings targets have been broadly achieved and that service performance targets have shown no real downward trends. The shared staffing team is now undergoing a transformation programme with further savings and resilience expected to be the outcomes from the process.

The timescale was swift. The Chief Executive was in post by October 2013, tiers 2 and 3 were in place by January 2014, tiers 4 and 5 by August 2014 and all staff were part of the *One Team* by February 2015. In March 2015, a review of terms and conditions commenced closely followed by the start of a service transformation project.

The process had an assurance review from Local Partnerships and utilised external support from *Iese* (Improvement & Efficiency Social Enterprise) an organisation focusing on public sector organisations to enable them deliver better outcomes at lower cost.

- b. Mendip District Council (MDC) are currently proposing to change the way that their services are delivered. They are working with South Oxfordshire, Vale of White Horse, Hart and Havant councils to procure jointly a wide range of joint council services. These include some that are already out-sourced along with a range of additional services that are currently delivered in house by MDC. They aim to identify a preferred bidder in February 2016 and transfer services from August 2016 onwards.
- c. SW One. This is a joint venture between Taunton Deane, Somerset County Council, Police and IBM which will expire in 2017. While innovative in approach when adopted in 2007, there has been a legal dispute, staff have returned to the employment of their original councils and partners are considering alternative options for the future.
- d. Somerset Waste Partnership (all Somerset Councils). Established in 2007, this innovative partnership has gone from strength to strength. There is a shared staff structure, pooled budgets but decisions affecting partner council budgets are made in the partner councils. The governance arrangements have been a major part in this success.
- e. South West Audit Partnership (all Somerset Councils in a total of 14 councils, in 6 counties). Set up in 2005, SWAP is a publically owned company, limited by guarantee. This has provided financial savings, greater resilience and sharing of best practice across authorities.
- f. Homefinder Somerset is a partnership of Somerset local authorities and housing associations working together to make the process of finding a home simple and transparent. Software systems and policies are shared, achieving savings and offering an improved service for the customer.

- g. Much sharing of certain posts and services between districts and between districts and County (e.g. s151 officer is shared between SCC and Mendip District Council, building control partnership etc.).

In addition to this, there are a number of strategic areas where councils work together effectively some examples being the Health and Wellbeing Board, the Somerset Rivers Authority, Drainage Boards, the Local Enterprise Partnership Community Safety Partnership to name just a few.

Finally, there are local arrangements where both Sedgemoor and South Somerset have arrangements including:

- SSDC share civil contingencies/health and safety officer and insurance with East Devon District Council
- SSDC contract out the running of two swimming pools in Yeovil and Wincanton
- SSDC work with a number of parish and town councils in the running of the crematorium
- SSDC outsource out of hours contact (with Deane Care) and Careline contact (with Sedgemoor).
- SSDC have delegated street cleansing of Chard Town Centre to the Town Council.
- SDC share office accommodation with a range of partners at Bridgwater House
- SDC work with the Town Council in running the cemeteries.
- SDC work with towns and Parishes in the provision of dog bins
- SDC work with towns and Parishes in the provision of public conveniences
- SDC provide services such as Careline and CCTV to other Organisations
- SDC provide many services under SLA to Homes in Sedgemoor
- SDC have successfully transferred its theatres, halls and arts centres to third parties to continue to operate
- SDC funds third parties to provide swimming pools in the district

Lessons learned from Somerset sharing initiatives

The TDBC / WSC Scrutiny report picks up the following learning points. Firstly, the elements that went well were:

- Openness and consistency of approach regarding the process
- Good governance arrangements which gave challenge to the process
- Having dedicated project resource to deliver the business case after agreement
- Communication and using a variety of methods at key stages of the process (but see also below)
- External challenge via an assurance review provided confidence in the proposals

The elements that were considered learning points were:

- Communications should be mainstreamed throughout the process. It was felt that there could never be too much information given to staff and members.

- ICT requirements should be prioritised, expectations need to be managed and a timetable produced about what will be available by when.
- People affected must be treated as individuals, especially when delivering such a process at pace.
- Recognition of the resource and time implications from staff, managers, project team and members if the change is to be delivered effectively.

Financial challenges SSSC and SDC

Both councils are in a relatively strong financial position and are free from immediate critical financial pressures compared to other councils. This creates an opportune time to explore working together, while there is still the organisational capacity to make the changes.

However, we need to plan for the medium term. More detail on the individual budget challenges facing both authorities will be found in the financial chapter of this business case.

Operational and resilience challenges

The ongoing savings targets are putting increasing pressure on services in both councils. Reduced staffing levels are likely to put delivery at risk and impacts on resilience. Currently both councils are experiencing difficulty in recruiting staff and training, development and promotion prospects are reduced. A larger organisation would have the ability to overcome some of these barriers. Both councils have already seen the reduction of key skills with the loss of experienced officers and a larger organisation will bring new skills to deliver projects and services desired by both sets of members and our communities.

What are the risks of doing nothing?

As stated above, both councils accept that they are currently in a relatively strong position. Alongside this joint headline case, both councils are preparing a similar headline business case for remaining as independent staffing teams. More detail can be found within those documents. It is possible for SDC and SSSC to remain as independent units but it would appear inevitable that the Government's direction of travel would suggest larger units of local government. When considering the comparative business cases, members are reminded that efficiency savings can be made, whether the two councils enter into a partnership or not. What should be considered are the additional benefits that can be achieved through a partnership, if approved.

In the case of South Somerset, it is forecast that the council will need to make over £3.9 million of savings by 2020-21. With transformation, income generation, reduced management structures and efficiencies the council is likely to find that total. However there is still some uncertainty over the longer term that will depend on other changes such as the retention of business rates, review of New Homes Bonus, and other budget pressures that are not yet known.

In the case of Sedgemoor the situation is very similar with an estimated saving of £2 million needed over the period to 2020-21. Again local plans can mitigate this but there is a risk that

this will impact on services and will not be sustainable in the longer term. The assumptions used to reach these projections are outlined in the finance section of this plan.

Remaining independent gives stability, but the outcome of the Devolution bid may change the parameters.

On the wider stage, a strategic alliance with another authority brings a stronger voice and influence.

More detail on the risks of sharing and not sharing are outlined in the later risks section of this report.

Some facts about the two districts

	South Somerset	Sedgemoor
Population	164,569	119,057
Average annual population increase for last five years	1,199	1,384
Population Density	1.7	2.0
Average Household size	2.3	2.3
% population of Working Age	58.74%	59.93%
% over 65	23.69%	22.11%
Life Expectancy at Birth		
Males	80.3	79.9
Females	84.3	83.8
LSOAs in the most deprived 20% nationally	7	11
% people living in 20% most deprived areas of England	6.49%	14.00%
Household income per week	£422.30	£444.90
% without access to car or van	14.7%	16.5%
% of working age population claiming job seekers allowance	0.7%	1.1%
Proportion of people qualified to level 4 or above (equivalent to degree)	25.1%	22.1%
5 year survival rate of new enterprises	45.9%	44.2%
5-Year Survival Rate of new Enterprises % per 10,000 population	13.67	14.28

Many formal partnerships exist involving all Somerset districts and these are valued highly. In addition, there are many informal sharing or support arrangements between Somerset authorities and it is essential that these should continue into the future. Any sharing agreements between Sedgemoor and South Somerset would not compromise these arrangements.

5. Councils' Finances

The need to make savings is one of the key drivers in exploring joint working between the two councils. Neither council is in crisis financially and has some capacity to close the funding gaps. The solo business cases which sit alongside this one provide greater detail on how each partner can address its own challenges.

This chapter provides further details on both South Somerset and Sedgemoor's current financial position.

The Local Government Settlement was announced on the 17th December 2015 outlining the individual figures for each authority. While both councils knew that the Revenue Support Grant was being phased out this has been brought forward resulting in the funding gap for each council increasing in the short term.

	South Somerset	Sedgemoor
	£	£
Net budget 2016-17	17,291,300	16,702,853
RSG 2016-17	1,675,550	1,581,043
Reduction in RSG over last 3 years	3,261,400	2,371,358
Funding Gap 2016-17	-	-
Budget gap for next 4 years	4.1 million	1.9 million
Savings to balance budget 2016-17	1,700,000	270,000
Used Now -		
Use of New Homes Bonus £	3,000,000	875,000
Use of New Homes Bonus %	64%	20%
As % of annual gross spend	10%	1.5%
Required to offset lost RSG		
% savings from salaries, exc. top 3 tiers		
10%	900,000	583,000
12%	1,080,000	700,000
15%	1,350,000	860,000

6. Approach Taken

In order to bring together as much meaningful data as possible, a range of research was undertaken by the respective partners. Some of this predated the decisions by each partner to develop the business case. A presentation was made to members from both councils on 10th December at which Matt Prosser, Chief Executive for North Dorset District Council, West Dorset District Council and Weymouth and Portland Borough Council presented and provided further detail on the Dorset tri-partner partnership has developed, some of the issues that had arisen and how these had been dealt with.

A range of desk top research has been undertaken including review of business cases compiled by existing partnering councils. This allowed for a timely development of the structure of the Business Case and also allowed for learning both from what had gone well and equally what hadn't. Business cases reviewed included Babergh and Mid-Suffolk, South Hams and East Devon, North Dorset, West Dorset and Weymouth & Portland and Taunton Deane/West Somerset. Desktop reviews of this kind enabled some informed estimation of the level of savings which can be achieved, timescales required, opportunities and barriers to success and the risks that need to be planned for.

The project team have also been able to reflect and learn from local experiences in the joining up of single services like the audit partnership, waste and building control and take account of some of the challenges they presented and how they could be overcome.

The Business Case has also been informed by the national and local context, geography, operational delivery and finances.

All of the above have been presented to and debated by the Joint Leaders' Advisory Group (JLAG) in the development of the final document presented. This group comprising group leaders from each of the partners provided a working governance structure through which the officer project group and independent Leaders' groups could report. This group was also supported by a representative from the Local Government Association to provide challenge and advice where needed.

Independent professional human resource expertise was procured to provide detailed advice on a range of personnel issues and the potential employment models.

7. Communications & Consultation

Throughout the development of this Business Case every effort has been made to ensure staff and members have been as fully engaged and information has been made freely available at the earliest opportunity. This has included working with each of the Unions as appropriate. A full communications plan was jointly developed at the start of the project and is available as a background document. This is provided in Appendix A

8. Scope

In order to ensure the business case reflects a true and fair picture of the opportunities arising from joint working it is important to make sure the scope reflects what can be achieved by way of joint working and not what is deliverable as individual operational entities. Clearly savings can be made through either scenario but this business case is constructed to identify those benefits that are “partnership critical”.

Clearly in scope

- Senior management structure, first 3 tiers
 - Role & purpose of Statutory Officers
- Staff savings from joint working – throughout the organisational structures
- Procurement savings
- Savings from rationalisation / sharing ICT systems
- Initial views on which services appear ‘quick wins’ for future sharing

Out of scope

The following service areas have been flagged as out of scope either because they are specific to one or other of the partners or because it is believed that it needs to be delayed due to complexity.

- The issue of sovereignty – there is no intention to combine the political structures of each partner council. The proposals will preserve the democratic sovereignty of each council which will continue to represent its local communities in the way it sees fit and in line with its own policies and leadership obligations.
- The net cost of facilities run by one of the partners locally e.g. pools, theatres etc. Working together is unlikely to affect the direct costs of running these facilities. However, the corporate management of these facilities may have an impact on the senior management structure and indeed the “back office” functions. This would be reflected in the allocation of costs to the relevant partner.
- Housing, the landlord-function and Housing Revenue Account (HRA) – Sedgemoor District Council has retained ownership of its housing stock which is now managed by Homes in Sedgemoor, while South Somerset transferred its stock in 1999. The proposals within this business case do not seek to make savings from the HRA in Sedgemoor. Any savings arising from local decisions within SDC will be dealt with separately as a non-partnership critical issue. N.B. General Fund Housing services such as operational and strategic housing etc. will be in scope and the corporate management of HRA may have an impact on the senior management structure and allocation of costs to each partner.

- Direct Labour Organisations – both councils run direct labour workforces providing services such as street cleaning, cleaning of public conveniences (SDC) and grass cutting and horticulture. For the purposes of this business case the work force staff will be considered out of scope and not modelled into any savings i.e. any savings assumed from % reductions to the salary bill. Management of those services for posts above supervisor will be considered in scope and savings applied as appropriate to the tier of the organisation they sit.
- Staff funded by EDF (Sedgemoor only) – SDC currently has 10.38 FTE staff funded directly by way of the section 106 agreements with EDFe. These specific posts will be out of scope. However this work will need to inform the senior management structure.
- Existing partnerships – as reference in the local context section of this plan both councils are already working within a range of partnerships to a greater or lesser extent.
- These partnerships will be outside the scope of this business case. Any ongoing negotiations to achieve savings from these existing arrangements will run in parallel and deemed non-partnership critical.
- Building assets and administrative offices – there are no plans to review these at this stage although should the partnership progress there may be opportunities to rationalise some of the properties in the future. Should this result directly from the establishment of joint working arrangements the revenue sharing arrangements would be agreed on facts at that time. Due to the geography of the two councils this is not expected to materialise in the short to medium term. Where assets are disposed of unilaterally by either partner the resultant financial benefit would be enjoyed by that partner.
- SSDC Area working staff, although managers and Assistant Director's will be in-scope as part of their wider corporate management role.

The bullet points above provide the building blocks and parameters to inform the financial modelling within this business case and will shape any cost or saving sharing principles agreed, see section 8 Cost and Saving Sharing Principles.

Where areas of activity are entirely out of scope there will be no impact on the business case made. Where each partner may wish to vary the extent to which it “buys into” the service this will inform the basis on which savings, and any related costs, are apportioned. This methodology is designed to ensure there is no cross subsidisation between the partners.

9. Transition Costs

In order to bring two Councils together, at an operational level, there will clearly be the need to make some up-front investment to bring about that change. This up-front investment will comprise a number of expenditure streams as outlined below.

- a. Officer termination / severance costs
- b. Structure realignment costs (any adjustments to salaries or terms and conditions)
- c. ICT enhancements / changes
- d. Programme / transition costs (including additional travel)
- e. Training

While it is not possible to accurately estimate some of these costs some preliminary work has been undertaken to make provision to offset against savings in the first two years. In the very early stages of the transition members should be aware that due to the timing of events costs are very likely to outweigh savings resulting in a net cost.

Severance / Termination – an assessment of the potential termination costs has been made based on figures from each council. This assessment has assumed a 12% reduction in staff numbers and taken average figures to estimate the likely severance costs. This results in the following:

SSDC - £1.63 million

SDC - £1.7 million

Total - £3.33 million

Note these figures are based on average data at SDC and SSDC's has taken into account a range of assumptions. Experience would suggest that staff with longer service, and with access to their pensions, are more likely to volunteer. As such the figures above are no doubt prudent and members are advised that they could be materially higher. If we accept that the Governments amendments regarding severance pay will be in place well before any redundancies occur the maximum liability for SSDC will be £3.7 million and SDC £2.6 million.

Structural realignment costs – A provisional figure of £250,000 has been assumed to provide for salary harmonisation and the potential uplift in salaries as a result of job evaluation of some posts. There may also be costs arising from the harmonisation of non-salary terms and conditions. Note these are unlikely to be one off costs in the main.

ICT – Covered in the ICT section.

Programme / Transition – A provisional figure of £250,000 has been assumed for programme management over a three year period. With regard to travel, a prudent estimate

of the potential costs purely in relation to middle / senior management has been made. Assuming one round trip per week this could cost circa £23,000 per year, £46,000 for 2. As this excludes any other staff it would not be unreasonable to provide for up to £50,000 in year one with the potential for reductions as the new working arrangements bed in.

Note: consideration also needs to be given to the “opportunity cost” of staff travelling between the two councils. This may or may not be deemed to be within the “working day”.

In the absence of any government support in the form of grant these costs would need to be funded from existing reserves and it is anticipated that the great majority would need to be drawn from the New Homes Bonus.

Based on the sum total of the above a prudent estimate of transition costs could be in the region of £3.9 million.

Cost Category	£
Severance	3,330,000
Structural Realignment	250,000
ICT	Not provided for
Programme Management	250,000
Travel	50,000
Training	75,000
TOTAL	3,955,000

10. Employment models

As part of the research undertaken to inform this business independent Human Resource, (H.R.), advice was secured through the Local Government Association. This advice was extensive and detailed and is summarised below.

In November 2015 advice and support was requested on a number of issues associated with achieving the objective of successful joint working between the two Councils. These are dealt with in the following order:

- What employment models are available?
- What are the pros and cons or risks and opportunities associated with each?
- What employment law issues will need to be considered?
- Consideration of challenges of combining or rationalising pay scales and terms and conditions
- Approaches to filling posts in post transition structures, ring fencing etc
- Likely transition or severance costs to be considered
- Approaches to savings and cost sharing

Consultation with recognised trade unions and staff was also an issue where further advice was sought. This is covered as relevant in the different sections below.

Establishing a Local Authority Trading Company raises a number of HR and employment issues and these are dealt with below.

Employment Models

There are a number of relevant employment models available to the Councils as follows:

- Model 1. A shared senior management team all employed by one of the partner Councils – other staff employed by their existing Council and any shared posts funded jointly through an agreed formula (eg on a 50:50 basis)
- Model 2. A shared senior management team together with other staff continuing to be employed by both partners on the basis of their existing employment – again with agreement on apportioning the cost of shared posts
- Model 3. One of the Councils becoming the employer for all employees, the transfer of employment being subject to TUPE regulations
- Model 4. Shared Service arrangements. Many Councils have entered into a variety of shared service arrangements for different services or groups of services. Where these have stayed in house (as opposed to outsourced to the private sector) employees can either be transferred to one of the council partners or remain with their original council employer as described above. Outsourcing, however, usually involves TUPE transfer to a private sector partner or into a Local Authority Trading Company (LATC) set up for the purpose
- Employment in a Local Authority Trading Company (LATC). LATCs are bodies that are free to operate as commercial companies but remain wholly owned by the parent local authorities. As such they are a separate employer and council employees

transfer across to them under TUPE. The LATC then has freedoms within the parameters of TUPE to change terms and conditions and also appoint new staff on different terms and conditions including pension arrangements

- The increasing variety of service delivery models in local government as a response to public sector reform and budget pressure means that different employment models co-exist in the same authority which may have, for example, a shared management team, a range of shared services with different partners and ownership of a trading company for other services

Councils which have already or recently adopted a shared Chief Executive or shared Chief Executive and wider senior management team have followed a variety of different paths as they have developed. Therefore, a number of different approaches to employment and people management have emerged within the models listed above.

A full assessment of the pros and cons of each model is provided in **Appendix B**.

Employment Law issues to be considered

Senior Management Restructure issues. A fair procedure must be followed in relation to all post holders affected by the restructure. There are two different employers with two sets of policies for managing change, redundancy and enhancing redundancy payments. A review of these policies suggests that they are broadly similar in terms of process but differ on the calculation of redundancy pay (Sedgemoor multiplies the statutory redundancy calculation by a factor of 3 and S. Somerset by 2.5)

The consultation document on the restructure should set out the process to be followed showing where either Council's procedure has been altered to accommodate the requirements of the other and the specific demands created by a joint exercise. The consultation period should be used to seek comments on the process and if possible obtain agreement with the recognised trade unions on it.

Issues below the Senior Management Restructure.

Employees transferring their employment to a partner council transfer under their current terms and conditions of employment under TUPE. This includes all the principle terms such as pay, leave, hours, location, continuous employment etc though it is possible to vary certain practices (following consultation) such as the date salaries are paid. Far greater detail on TUPE and how it may apply was provided and is available if required.

Trade Union recognition and Industrial Relations issues. Both Councils recognise Unison and GMB. In addition, Sedgemoor recognises Unite although currently it does not have any members in the Council. Under TUPE these recognition rights would continue including the recognition of Unite for any Sedgemoor members unless de-recognition is dealt with pre transfer in accordance with the statutory steps required to do this. Agreement would need to be reached with the local Unison and GMB branches to create new joint consultative and negotiating machinery that reflected one Council as the employer of all staff, e.g. setting up a new "JNC" type body. If the Councils retained separate identities as employers existing joint machinery would require revision to

determine when consultation and negotiation was undertaken at single council level and when it would be appropriate to deal with matters through a single body (e.g. harmonisation).

Local Authority Trading Companies. Establishing such a company and transferring employees into it generates a number of additional employment law and HR issues.

Challenges of combining or rationalising pay scales and terms and conditions
Level of ambition to integrate services and the importance of the job market. If the Intention is simply to share a management team and leave each Council's corporate plans and priorities and services largely independent of each other in the future then there is less pressure to rationalise or harmonise terms and conditions of employment.

If each Council is likely to have non-exclusive shared services (or already has them) with other partners this too might suggest less weight needs to be given to the requirement to harmonise. Careful consideration of these factors at the outset may lead to a decision not to proceed with the complex task of harmonising pay and conditions, or to proceed with harmonisation in only relatively few areas with a limited purpose in mind, for example encouraging shared values or rationalising travel allowances to avoid potentially inequitable discrepancies between officers.

If the intention is to follow a path of increasing service integration and create wherever possible joint corporate plans and priorities then the pressure for harmonisation will be stronger as service delivery is likely to benefit from creating "one workforce" where a significant proportion of staff work in joint roles and flexibility to support the partnership is required at all levels. This appears to be recognised in the Joint Leaders mandate.

Depending on the chosen route the phasing of changes may vary, however lack of harmonisation is likely to increase the challenge of building a new organisation culture.

Likely transition or severance costs to be considered.

The Public Sector Exit Payments Regulations 2016, when published, will need to be considered in relation to this senior management restructure as they are likely to apply to any notice of dismissal issued after 1st April 2016 and cap the total payment to any one officer at £95000.

Illustrative examples of redundancy payments using hypothetical ages and lengths of service using actual salaries and the enhanced redundancy payments applied by each Council are provided below. It has not been possible, without further information such as individual dates of birth and length of service, to provide a full list of individual estimates. These will be required from HR together with any associated pension strain costs that should be provided by the LGPS who will require adequate notice to prepare them. It would be wholly inappropriate to be specific with any estimates at this time which may be deemed as predetermination.

Approaches to savings and cost sharing in the partnership

Approaches to accruing savings between partners and sharing costs vary and are heavily determined by local circumstances. Key aspects to consider are listed below.

Investment. Are there any aspects of developing an effective partnership that require initial investment in order to achieve business benefits and savings in the future and how will the investment costs be apportioned? The potential areas for such investment could include;

- Programme management costs to implement projects related to partnership such as service integration plans, establishing a LATC etc
 - Technical and professional support to scope, plan and implement a joint ICT service and back office systems (including systems to promote agile and remote working capacity which may be increasingly necessary with a growing number of shared posts)
 - Professional and technical support for appraising options, planning and implementing the rationalisation of the two partners' physical assets (which may also have workforce implications)
 - Professional support for planning and implementing joint senior management structures
 - Professional support to develop a model for democratic decision making and the interface between councillors, communities and senior management
- The financial benefits for the partnership and each individual council could include;
- Sharing a Chief Executive and SMT
 - Achieving a joint ICT service and harmonising systems and procurement
 - Central support service efficiencies
 - Service transformation and integration
 - Sharing individual posts
 - Rationalising physical assets

The approach to apportioning projected savings would require resolution. The projected savings from any proposed new arrangement could be apportioned on a 50:50 basis or in relation to sharing specific posts below SMT this could be determined in a business case for each shared post reflecting the individual council priorities, demands, local demographics etc. that impact specifically on the work to be performed.

In implementing the new management structure there is potential for redundancy and pension strain costs; these could be apportioned equally in the event they are incurred.

Initial proposals for sharing costs and savings are provided in section 16 of this report.

Filling posts in a shared senior management team.

In order to create a shared senior management team (SMT) for the two Councils (assumed as a Chief Executive/Corporate Director/Head of Service model) the steps outlined in this section describe the process that would need to be followed once the Councils had decided whether the members of SMT were going to be employed by one

Council or retain their employment status with their current employer whilst working for the other partner. The Outline Timeline indicates that following the appointment of the joint Chief Executive (30th March 2016), the restructure of SMT will take place in two phases starting with Corporate Director appointments, followed by Heads of Service. The steps required are governed by the two Councils' own procedures relating to restructure, change and redundancy plus statutory requirements and case law where applicable. The key Council policies are:

- Sedgemoor Redundancy Policy
- Sedgemoor Promise (2014 update)
- S Somerset Redundancy and Severance Pay Policy and Procedures
- S Somerset Organisational Restructuring and Redeployment Policy

Given two Councils are involved regardless of whether SMT members are to be employed by one Council or two the process to be followed should be one that is seen as fair and reasonable.

In the event of redundancy arising from the restructure each Council should follow its own policy in relation to enhanced redundancy payments in respect of its employees to avoid potential challenge.

Appointment of a joint Chief Executive. South Somerset have a vacancy for this post and the intention is to make a joint appointment with Sedgemoor. This does not appear to trigger any change that could be considered a restructure although the position of the Sedgemoor Chief Executive would need to be considered if he was not appointed. The Councils would need to consider whether to advertise the role within the two Councils only in the first instance or advertise externally as well.

Appointment of Corporate Directors – key steps

- Produce draft job descriptions and person specifications together with proposed pay and terms and conditions of employment
- Determine who is in scope of the restructure for these posts and therefore ring fenced to apply for these positions; this would appear to be the two Strategic Directors at South Somerset and the three Corporate Directors at Sedgemoor. If there are to be 5 Corporate Directors in the new structure, then there appears to be no reduction in numbers. A careful review of the proposed Job Descriptions will be required to check whether any post holders have a right or case to be assimilated into one of the new roles without any selection process.

Appointment of Heads of Service –13 employees (Assistant Directors at S. Somerset and Group Managers at Sedgemoor) would be in scope of the exercise at 3rd tier. The exercise would follow similar steps to those described above for Corporate Director posts with the additional point that at this level a reduction in the number of posts will also take place.

A decision will therefore be required whether to ring fence post by post or whether all those in scope at 3rd tier will be eligible to apply for any of the Heads of Service post and be considered accordingly as long as they demonstrate they meet the essential criteria in the person specification for a particular post (e.g. professional qualification). This can be determined once more detailed structure proposals and job descriptions have been drafted and should be a matter for inclusion in the consultation document.

Note: greater detail regarding the steps in each process is contained in the full advice document.

11. Terms and Conditions

As part of the development of the SSDC/SDC shared working business case a comparison of Terms and Conditions between both authorities has been prepared. While there are no plans at all to change terms and conditions at this stage, this work seeks to understand whether there are any synergies or any major differences between the councils. This will provide early information for any future work that may be brought forward should the shared business case be agreed to bring part or all of the workforces together. The colour coding within the table gives a clear indication where there are any similarities and disparities.

There are many examples of different approaches to aligning terms and conditions in councils that have come together. Some have aligned terms and conditions, some run two sets of terms and conditions alongside each other and others have a mixed approach.

Any future plans to develop shared service teams will need to carry out research on what arrangements have worked well elsewhere before embarking on a project to harmonise terms and conditions. Clearly staff and the unions will need to be engaged in this process at that time.

The final business case will need to make a more detailed assessment of the financial impact of addressing any disparities when bringing the joint workforce together.

Comparison included at Appendix C

12. Assets

As outlined in the scoping chapter of this paper no consideration has been given to the potential to make savings from asset rationalisation. If either partner chooses to dispose of assets specific to local service provision e.g. a theatre then the receipt accruing and consequent saving will accrue to that partner only.

On the basis that each partner is committed to retaining its sovereignty and at least in the medium term would not be willing to close either of the main administrative offices in either Yeovil or Bridgwater there has been no saving assumed from such changes. However if as a result of the partnership additional rental revenue could be achieved as the workforce reduces and space comes available this would be split on an appropriate basis dependent upon the cause.

13. ICT

The South Somerset and Sedgemoor District Council ICT Managers have compared their authorities ICT systems and technologies, assessed differences and estimated costs associated with integrating disparate systems into one for joint working.

Essentially there are two main costs associated with integrating systems namely 1) Consultancy and 2) Training. Consultancy being the bought in expertise to design and migrate the data from one system to another. A key element in the decision making process as to which system would be preferred would involve a number of stake holders including the respective ICT Managers, the service managers that use the systems and the suppliers. This process would be lengthy and the required information would not be available within the required time scale.

Consequently the estimates have been a desktop exercise based on previous experience and without consideration of which system would prevail and can only be considered to be outline budgetary estimates at this stage.

There are numerous systems and technologies that would be addressed in the fullness of time, however in the short term key systems that are either public facing or have higher revenue costs have been identified below:-

Ref	Headline	SSDC System Name	SDC System Name	Estimated Migration Cost ^{*1}	System Match
1	Building Control Case Management and GIS	Uniform	Acolaid	£82,500	No
2	Contact Centre Management	Mitel	Macfarlane	£52,500	No
26	Content Management System	Umbraco	ICM	£100,000	No
3	Customer Relationship Management	Indigo	FrontOffice	£100,000	No
4	EDM Including Some Web Services	Civica EDM W2	Trim	£162,500	No
6	Environmental Protection and Pest Control	APP	APP	£37,500	Yes
8	Finance Management System	Cedar e5	Financials	£148,000	No
9	Food and Safety	APP	APP	£25,000	Yes
12	Housing Standards and Home Aid	APP	APP	£22,500	Yes
13	HR/Payroll System	iTrent	Frontier (Chris21)	£72,500	No
14	Income Management	AIM (Axis Income Management)	Icon (Civica), Financials (Civica)	£163,750	No
17	LLPG	Idox	Symphony	£22,000	No

Ref	Headline	SSSDC System Name	SDC System Name	Estimated Migration Cost ^{*1}	System Match
			iManage		
18	Mapping / GIS 1	Idox (Across various services)	MapExtreme	£125,000	No
21	Planning System	Uniform	Acolaid	£139,500	No
22	Revenues, Benefits and Council Tax	iWorld	SDC Revs and Bens	£302,500	No
25	Unified Communications	Lync	Lync	£41,500	Yes
			Total	£1,597,250	

*1 Figure includes external assistance with system migration from one to the other and staff retraining costs

Table 1: Estimated Migration Costs of Key or Public Facing Systems.

There will be additional costs to those identified above. One of the major expenditures required will be in the formation of a single ICT Infrastructure, which will be required to provide an effective ICT host and enable partnership/joined up working. Without a holistic ICT Infrastructure in place, effective partnership working will be difficult to deliver. Although detailed work has not been completed in this area, it is estimated, based on the number of current services/employees within each authority, and the current technology in use, an expenditure of around 350K will be required to configure and provide a secure link between each authority.

14. Procurement

Introduction

Procurements are important to both authorities and as such they each have a procurement specialist. Support is provided by legal in both authorities, but at a lesser degree within South Somerset. In South Somerset procurement sits within Finance and in Sedgemoor it sits within Legal and Democratic Services. While both have a different way of dealing with procurements, both ensure the requirements of EU legislation and the transparency code are met. South Somerset currently have a manual record of all contracts in place which service managers are required to add to and update and Sedgemoor District Council uses the Supplying the South West portal to advertise contracts and to publicise existing contracts. Low value contracts are added by services but any procurements that are over £25k are added by the procurement officer. South Somerset plan to join this portal in the New Year, 2016.

Current contract on contract databases

South Somerset currently have 649 contracts listed on their contracts database. Sedgemoor has 80 contracts on the portal database. However Sedgemoor only include contracts with a value of over £5k. If the contract database for South Somerset was to only include contracts over £5k there would be 287 listed.

In terms of value, South Somerset has 87 contracts over £25k; the Sedgemoor threshold for requiring formal tenders. Sedgemoor has 44 current contracts over £25k listed on the portal.

Both councils have clear guidelines set out in their contract procedure rules/contract standing orders which state the thresholds at which officers are required to seek tenders. For South Somerset the tender threshold is contracts over £50k for Sedgemoor this is contracts over £25k (this was previously over £30k but was revised downwards in the last version of CSOs to allow for the requirements of the 2015 EU procurement rules – once the new rules were released they stated £25k or otherwise if your CSOs stated differently as such South Somerset are at liberty to leave theirs at £50k).

Higher value procurements – over £100k specifically

Contracts with a high value (over £100k) are the most likely to achieve economies of scale. Current high value contracts at South Somerset include energy suppliers, building contractors and engineering companies, agency/recruitment, insurance and cleaning contractors. IT contracts also fall within this high value area.

Interestingly Sedgemoor has tendered for most of these items in the last few years and savings have been made in these areas. The table in appendix D contains details of current suppliers for these items and comments regarding potential savings:

Contracts due for renewal at SDC

Telecare monitoring services

Sedgemoor provide telecare services under contract to South Somerset and are due to retender for the equipment in the next few months. SSDC recently completed a competitive tender to provide Telecare services; this was won in open completion by SDC.

Weed spraying services in house for SSDC

Protective equipment

Park maintenance and inspections in house for SSDC

Consumables such as washing and cleaning supplies

These tenders have the capacity to be joint procurements but expenditure is relatively low so savings are potentially equally small.

SSDC Banking Contract.

SSDC has in the last 18 months also tendered its Banking services contract and obtained good savings from the process, not just in cashable savings but process savings as well.

SSDC has deployed the Government Purchasing card GPC, via Visa this has proven to be a very cost effective tool for low value purchasing allowing the removal of petty cash from the organisation. There are currently over 70 cards issued to staff.

Conclusion

There is the potential for tenders coming up for renewal to be carried out jointly. There may be potential for some savings although many of the goods and services are provided by local companies and this may increase costs if suppliers are being asked to travel out of their normal areas. *In any future strategy would need to consider the impact on the local economy if alternative procurement routes were followed.*

IT equipment and photocopiers are areas being considered by the IT services manager – the potential for savings in this area will be more fully explored in the IT section of this plan.

PROPOSALS

15. Senior Management

As part of the review of options for potential partnership working the top three tiers of senior management have been reviewed. Clearly the senior structure could take a number of forms. For the purposes of modelling a shared chief executive has been assumed. Based on the estimates provided, a figure of £314,000 could be achieved by joining the two existing structures.

The initial structure allows for the inevitable work that will be required to deliver the transition while maintaining or improving current service delivery, ensuring resilience and with a view to ensuring both councils' have the ability to maintain and increase its voice regionally and nationally.

The proposals take account of a transition period to embed the full partnership. As such there is a two phase approach to the new management structure.

However at the end of an initial three year period it is estimated that further savings of approximately £250,000 could be achieved.

All figures quoted would be shared across the two partner authorities.

If this Business Case for joint management is agreed it is proposed that phase one of the joint management structure is implemented as soon as is practical.

The structure presented delivers a saving of £314k in phase one (SDC £183k and SSDC £131k), and a further £250K in phase two (SDC £150k and SSDC £100k). While this saving could be greater if the senior management were reduced further the proposed structure takes account of:

- The need for capacity during transition
- The significant impact of the Hinkley C development (SDC only)
- Additional work arising from the devolution agenda
- Aspirations to ensure both councils increase their voice on the regional and national stages.

It is also acknowledged that there will be an additional time commitment for the shared Chief Executive most prominently in the short term as the two organisations build stronger, more resilient and transformed operational structures, hence the further reduction in phase two. *The cost sharing proposals in section 8 reflect the short to medium term identified needs of the respective partners.*

It is proposed the new management structure would work as a fully integrated management team, with the Senior Leadership Team comprising the CEX, Directors, Monitoring Officer and Section 151 Officer. By so doing it is believed that the new combined management structure can:

- Deliver the savings required
- Maintain adequate leadership capacity and focus for priority projects
- Achieve a greater critical mass and capacity
- Ensure business as usual is not adversely impacted upon
- Strengthen the council's impact and voice regionally and nationally
- Support the transformation agenda

Clearly members could choose to reduce senior management further but to do so would impact on the ability to achieve the aspirations set out in the mandate and approved by each council in October 2015.

By bringing the senior management structure together early in the process this will provide the stability and direction to drive through the shared service agenda in the rest of the councils' structures.

16. Cost & Saving Sharing Principles

In developing the Business Case the focus has been on identifying savings that can be delivered as a specific result of the partnering arrangement. It is acknowledged that savings can be made by either partner on their own and these savings are reflected in the respective sole business cases.

Section 8 of this Business Case provides details of those areas that were deemed out of scope for the financial modelling in this case and why.

Early discussions within the officer and members working groups identified key areas of operation from which savings could be drawn. In short these were

- a. Shared Senior and Middle Management
- b. Shared Services
- c. Transformation

Shared Senior and Middle Management – both Council's structures were reviewed and a revised joint structure developed. This revised structure covered the top three tiers of the organisation and sought to deliver circa £500,000. The bases for sharing these savings are presented as Chief Executive 50/50, Directors SDC 60/ SSDC 40 and third tier SDC 50/SSDC 50. The detailed figures are provided in section 16 of this Business Case and show a saving at this level of £314k per annum in phase one.

The Joint Leaders' Advisory Group felt that and detailed structural changes beyond the top three tiers of the organisation should be developed by the new third tier once in place. As such the savings therefrom are contained within the wider "Shared Service" savings.

The basis for estimating savings for the all tiers below the third tier was based on desk top research from other partnerships, learning from other joint working arrangements and an assessment of staffing levels within the two partner councils. For the purposes of this Business Case a 12% saving from salaries has been applied. With the time available it was not possible to disaggregate the full budgets and make a meaningful assessment of savings achievable. For the purposes of modelling for this paper, a saving of 12% had been applied which would deliver £1.78m across the two councils, £700k for SDC and £1.08m for SSDC, once fully implemented. This figure does not make reductions from those service areas which have been deemed "out of scope" and as such not materially impacted, in the short term, by any forthcoming partnership arrangement. For the purposes of assessing the relative financial benefit to each partner a % of 50/50 has been modelled.

Note: this split may vary depending on the level of service each partner provides now or chooses to provide in the future.

Savings made as a direct result of one of the partner councils ceasing to deliver a service or facility will accrue entirely to that council.

The same process would apply to costs arising in effecting any changes.

Transformation – the process of transformation i.e. service / process redesign can also generate material savings. A proportion of these savings will come from the ability to reduce staff numbers. As such it is important to avoid double counting. Within this Business Case a figures on an additional 5% have been modelled in for the additional transformation savings over and above the salary savings. This results in a total % saving on salaries of circa 17%.

Details of potential transition costs are provided in section 9 of this report. ***These costs would be split on a basis to be determined.***

17. Income Generation

During the development of the Business Case both councils have confirmed their commitment to generating additional income to offset costs and thus reduce their net budgets. With grant funding reducing and increased pressure on cost reduction and the maintenance of service provision both wish to explore how additional income could be attracted into the councils.

Many local authorities are exploring the opportunities afforded by the establishment of trading companies to enable wider trading across a range of services.

18. Summary Figures

The table below provides a summary of the estimated savings and the transition costs that are anticipated to achieve these. They have been modelled over a five year period to allow for a lead in time to move from one structure to another and reflect the transitional arrangements with regard to travel, training etc. that are likely to occur.

	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £
Senior Management Savings	157,000	314,000	439,000	564,000	564,000
Other Staff Savings	445,000	1,335,000	1,780,000	1,780,000	1,780,000
ICT	-	-	-	-	-
Procurement	-	-	-	-	-
Income	50,000	100,000	150,000	150,000	150,000
Total Saving / Additional Income	652,000	1,749,000	2,369,000	2,494,000	2,494,000
Transition Costs					
Severance	1,450,000	1,600,000	280,000	-	-
Structural Realignment	100,000	150,000	-	-	-
ICT	-	-	-	-	-
Programme Management	100,000	100,000	50,000	-	-
Travel	50,000	50,000	25,000	-	-
Training	25,000	50,000	-	-	-
Total Costs	1,725,000	1,950,000	355,000	-	-
NET (SAVING)/COST	1,073,000	201,000	(2,014,000)	(2,494,000)	(2,494,000)

The expected savings overall starting from year 4 would be £1.4 million to SSDC and £1.1 million to SDC. The expected costs would be £2.0 million for SDC and £2.0 million for SSDC. The savings of 12% would be made from reducing duplication and reducing the overall cost envelope for the services in scope.

19. Resilience

As reflected in the mandate for this business case increasing the resilience for both sovereign councils is important. Over recent years, as funding and workforces have been reduced local authorities have increasingly struggled to attract staff and provide the same kind of career structures that they once had. In spite of that individual councils are still required to ensure that a range of specialist professional knowledge is available within their staffing structures. This often comes at a cost which could potentially be avoided as councils retain their own officers when in reality they only need a proportion of a full time post.

By increasing the overall size of the joint workforce by combining the two there are inevitably opportunities to:

- Attract applicant for posts in a larger organisation
- Offer greater potential for career progression
- Share specialist posts / expertise
- Learn form and share best practice
- Re-deploy staff in times of priority or crisis.

By creating greater capacity within a shared workforce this has the potential to avoid buying in external cover or expertise at times of vacancy or for specific projects.

Both councils would of course remain as separate sovereign bodies the accounts would remain entirely separate and therefore there is not the potential to cross subsidise and therefore resilience in financial terms is not increased. By coming together however the very opportunity to drive out costs does support a more resilient operational entity as central government funding is further reduced.

20. Stronger Voice

As part of the business case development, Sedgemoor and South Somerset District Councils have been exploring how they might increase national and regional influence by closer working. Having shared management and shared teams does not necessarily bring a stronger voice, however close working together of the Leaders and the Joint Leaders Advisory Group will be helpful in developing a more influential voice and a clear message about a large geographical area of Somerset.

Time and again in recent years both SSDC and SDC have found themselves in the same place on major issues. The flooding response is the most recent. The Leaders have always enjoyed a strong and positive relationship and there is a common desire to work closer together to increase influence and resilience.

While the work on the business case has developed, significant changes have been seen on the national and regional stage. An example is Devolution where it is clear that both authorities need to focus on their input into discussions with Government ministers in the Spring, following by input into the more detailed plans that follow. It will be inevitable that working closely together (for example at themed discussions at JLAG) will bring a more holistic view and a more united front to local and national partners.

For both Authorities the need for a strong presence at any negotiating table is paramount and we intend to capitalise on the increased influence that would come from closer working or a Strategic Alliance. In the past few years we have shown that we are undoubtedly stronger together than we are individually.

21. Governance

Approach taken.

The current position is:

- A mandate has been agreed to establish a programme to bring together the workforce of the two authorities to increase the Joint Councils' resilience and influence across the South West and Nationally. The joint workforce to be delivered through a single organisational structure which delivers optimum savings and maximises income generation. The financial results of the programme to be illustrated in an outline business case and to be completed by 14 February 2016 (this Business Case).
- The Joint Leaders Advisory Group (JLAG) is a member group with delegated authority to continue negotiations. There is also additional support from the Local Government Association and the group is informed by learning from national and local examples.
- Working groups from both councils have the authority to develop the business cases and to compare with the solo business cases within each authority. Individual councils will make their own sovereign decisions on the joint business case.
- Involvement of Monitoring Officers and s151 officers in working group discussions ensures that the key issues are identified and addressed.
- Senior officers from both authorities have been involved in appropriate aspects of the business case development e.g. procurement and ICT.
- A Communications Strategy and Plan has ensured good communication throughout the development of the business cases.
- Involvement of Scrutiny at SSDC has helped to develop positive challenge to the process.
- Independent HR advice (dealt with in section 10) has been secured.
- The Business Case has clear financial apportionment (dealt with in section 16)
- Independent review of the business cases will be considered.
- Development of an Inter-Authority Agreement would be started once members have made their decision.
- Risks have been clearly outlined and quantified (dealt with in section 23)

Process for joint or individual decision making

Monitoring Officers from both councils have ensured that members have the confidence to make a decision in February. JLAG papers have been released throughout the development of the business case.

Monitoring Officers and JLAG have also consider the best and most practical way for making the decision in February with respect to the timings of Full Council in both authorities.

In terms of recommendations within the February Council reports Monitoring Officers and JLAG will consider:

- What further decisions may need to be taken by members?
- What potential governance opportunities might be available to us in the future?

- What delegations might be needed / would be acceptable?
- What documents would be needed apart from the business case?

Should members from both councils agree the joint business case, the following issues will be discussed and developed jointly and brought forward in the implementation plan.

Clear statement on sovereignty for both councils

The initial position is that:

- Members from both organisations are clear that they will remain as sovereign councils.
- A clear statement will be produced as to what this means, articulating that sovereign councils will be able to retain, reduce or enhance services that are priorities. In addition, there will be some services out of scope that will remain 100% (apart from senior management implications) the responsibility of one council.
- Other issues will be addressed and clarified in early discussions.

Governance work following any decision to work together

The ‘Member Deal’. What will it look and feel like for members?

- We will ensure that both sets of members understand that part of the trade-off against the savings from joint arrangements will be a change in their current relationship with staff and services? For example, senior managers will be working across two authorities and it may be necessary to streamline their attendance at council meetings.
- We will make suitable arrangements for both councils, ensuring that both are able to achieve new priorities and what the cost implications would be.
- We will clarify processes for CEO and Director level appointments in the future, for example via a Joint Appointments committee?
- Other governance points on the member/officer relationship in future will be clarified as more detailed discussions proceed.

Further work to be carried out should a decision be made to enter into a joint authority.

We will develop solutions for the following questions:

- How will the governance work in each authority?
- How will members of the sovereign councils retain confidence in the decision making during the implementation phases? Does having a shared Monitoring Officer and S151 compromise this confidence?
- How will conflicts be managed?
- Exit arrangements including outstanding liabilities etc.
- How will the exit arrangements be developed?
 - Where will break clauses be?
 - What would happen to joint managers and staff?
 - What penalties might ensue?

22. Equality issues

Stage 2 Equality Analysis

Impact	Low Impact	Lead Officer	SDC/SSDC
Date of EqA	05/02/16	EqA Review Date	01/04/16
Why are you completing the equality analysis? - Financial Savings			
What are the main purposes of the policy, strategy or service area?			
<p>The mandate for joint working as agreed by both Sedgemoor District Council (SDC) and South Somerset District Council, (SSDC) has been agreed as follows:</p> <ul style="list-style-type: none"> • To establish a programme to bring together the workforce of the two authorities to increase the joint councils resilience and influence across the South West and nationally • The joint workforce to be delivered through a single organisational structure which delivers optimum savings and maximises income generation • The financial results of the programme to be illustrated in an online business case to be completed by 14 February 2016 			
Evidence			
<p>The Headline Business case has identified has identified the following sources of evidence:</p> <p>High level demographic data about the two districts Local evidence relating to Taunton Deane Borough Council and West Somerset Council shared services Local Government Association (LGA) compendium of shared services 2015 LGA Evaluation 2012 Anecdotal learning from site visits to shared councils Local learning from other County partnerships e.g. Somerset Waste Partnership (SWAP), South West Audit Partnership (SWAP) Research from shared councils nationally, including those arrangements that have not been as successful e.g. Richmondshire and Hambleton Employment models Terms and conditions Independent HR expertise who provided advice on a range of personnel issues ICT modelling Procurement review Draft Public Sector Exit Payments Regulations 2016 Risk Register for the Business Case</p>			
Supporting Documentation/Links			
<p>www.local.gov.uk/shared-services-map</p>			
Conclusion and potential impacts			
<p>Please note: In undertaking this Equality Analysis (EqA), the detailed background papers and evidence have not been seen or examined. The conclusions being drawn are based on the Headline Business Case only and the information provided within that document. There may</p>			

be wider impacts but these are unknown, based on the evidence seen.

The Business Case proposes a reduction in staff across the two authorities. This could impact upon particular groups such as women or those with caring responsibilities but until a clear decision is made then it is difficult to summarise in any greater detail.

It is possible that key, experienced and skilled staff will be lost and that could lead to a change in the structure of each organisation. There is the potential that the workforce representation by protected characteristics could alter.

The merged management structure proposals may have a direct effect on the Senior Managers and Directors at both authorities, who will be competing for a smaller number of posts. Responsibilities and accountabilities may change significantly through the management of teams across two organisations and gender representation may become an issue. If a new structure is implemented all staff in all Service areas may well be impacted in terms of the way that their Service area is managed.

The timescale of the implementation of the decision could lead to a period of uncertainty, with low staff morale. This could in theory, affect health and wellbeing, could lead to increased sickness levels and potential loss of staff from the employment of the two councils.

A number of options put forward within the business case could impact on the Terms and Conditions of employment for all staff, with some being disproportionately affected by any changes made. For example:

1. Young people could be being disadvantaged through the selection process as the costs associated with redundancy/early retirement may be less than they would be for older employees
2. The introduction of the Public Sector Exit Payment Regulations 2016, and the impact on older workers or workers with a long period of service
3. All characteristics could be impacted by harmonisation of salaries and job evaluation

As stated above the impacts identified are based on the information and evidence available through the business case. For a more in depth review of impacts against particular characteristics, further consultation will need to be undertaken with staff and Unions.

Moving forward, once a decision is made and subsequently policy and procedural changes start to be initiated, further EqAs will need to be undertaken to demonstrate due regard and compliance with The Equality Act 2010; this will ensure that no one group is affected more than another.

Please comment/explain how you will meet the General Equality Duty (GED)?




As the business case has been developed, staff briefings and awareness sessions have been undertaken and information and Frequently Asked Questions have been shared on internal websites for both authorities.

There have been regular updates to elected Members of each council and a Joint Leadership Team has met regularly to examine all aspects of the proposals.







SSDC have put the proposals before a Scrutiny Task and Finish Group for examination, debate and challenge .






Lead Officer Sign Off	Angela Farmer, Jo Morgan	Date	05/02/16
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23. Risks



High  Medium  Low 
 15-25 9-14 1-8

Risk Register

Risk	Consequence	Probability	Impact	Score	Mitigation	Revised Score
Political / Reputational						
Breakdown in relationship /trust between leaders	Conflicting priorities and inability to agree way forward.	3	4	12	Ongoing regular contact, clear and agreed governance.	8 
Breakdown in relationship /trust between leaders and CEX	Chief Executive unable to take the transition forward leading to delays and frustrations.	3	5	15	Clear understanding of the mandate for transition, clear delegations, regular contact, update and review.	10 
Inadequate political support to drive it through	Timeframes likely to slip and targets will not be met.	3	5	15	Regular communication, consultation and engagement	10 
Conflicting member aspirations	Conflicting priorities and inability to agree way forward.	4	4	16	Agreement from outset in approval of the Business Case and programme plan.	8 
Fear of loss of control by each sovereign council	Increased tensions and inability to agree and make decisions	4	4	16	Re-affirmed in the business case and governance structures.	4 
Published savings not	Reputational damage and	3	5	15	Clear agreed estimates. Project	5 

delivered	MTFPs not balanced. Alternative savings will need to be found.				and programme management to ensure delivery.	
Operational						
Existing priorities delayed / impacted upon	Reputational damage / adverse impact on our communities	3	4	12	Ensure resources are made available for the partnership transition and not funded from ongoing service provision in the short term.	8 
Lack of control / poor programme management	Time and or cost overruns. Fall in staff morale. Failure to deliver.	4	5	20	Put necessary programme management in place supported by a realistic transition budget.	15 
Failure to take staff with us – low morale	Loss of key staff, lack of commitment to deliver	4	4	16	Regular updates, engagement and feedback. Positive engagement with the unions at a local and regional level. Ensure processes are fair and transparent.	12 
Distractions dealing with bringing two staff groups together	Reduction in service delivery, staff morale adversely impacted	4	4	16	Ensure resources are made available for the partnership transition and not funded from ongoing service provision in the short term.	12 
Risk losing key staff / skills	Loss of expertise and experience	3	4	12	Clear vision and timeframe. Delivery to target dates. Regular	8 

					communication, consultation and engagement.	
Inadequate resources during transition	Delays, mistakes made, lack of professional advice, lack of up-front investment	4	5	20	Ensure the business plan identifies the main / material resources required and the necessary budgets are approved. Prioritise work programme.	10 
Transformation changes delayed or not realised	Savings not realised, disenchantment across workforce, service performance falls	3	4	12	Approval of timeframe, allocation of resources, regular project and programme reporting and action.	8 
Failure to recognise and address equality issues	Challenge from either public and / or staff. Potential employment claims.	2	4	8	Any proposed changes will be subject for appropriate consultation and equalities assessments.	4 
Financial						
Projected savings over ambitious	Failure to achieve savings and meet targets	3	4	12	Internal and external challenge	8 
Saving double counted	Failure to achieve savings and meet targets. Loss of faith in the business case	3	4	12	Internal and external challenge	4 
Transition costs under estimated	Adverse impact on reserves and / or failure to achieve net	4	4	16	Be as clear as possible at the commencement of the project.	12 

	<p>savings.</p> <p>Inability to invest in the necessary transition.</p>				<p>Ensure the range of transition costs are understood, pensions, terms and conditions, mileage etc.</p> <p>Funding will also be required for short term advice, expertise and strategic delivery.</p>	
Contractual obligations and timeframes prevent joint procurement.	Savings frustrated and therefore not achieved.	4	4	16	Ensure contractual obligations are fully understood across the partnership and the estimated savings reflect the timescales.	12 
IT systems unable to be rationalised, combined early in the roll out.	Reduces ability to combine services and standardise processes. Reduces ability to savings.	4	4	16	Ensure the project plan and timeframes realistically reflect the potential for change and that savings are not over –ambitious.	12 

24. Concluding Comments

This headline business case sets out to provide both Councils with options on the way forward in terms of potential joint working.

The financial case illustrates potential savings, post transition, in the region of £2.5 million, to be shared between the two Authorities.

The joining/sharing of service delivery can be top down and/or bottom up and again it will be for both Councils to determine the right strategic approach, to achieve the desired strategic outcome. The options between bottom up and top down approach also permit the two authorities to pursue a strategic alliance.

It will be for the two Council to determine the right time for the proposed joint working to commence, with such timing being determined by the devolution agenda, optimum IT investment opportunity, cessation of contracts and having the right level of capacity to drive the agenda forward.

25. Appendices

Appendix A

Communications Plan

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
2 & 6 Oct	SSDC member workshop on Joint Working				
15 Oct	SSDC Staff Awareness Session	<ul style="list-style-type: none"> • Notes to be put on InSite Forum & Noticeboards. • Q&A to be shared with SDC. • Comms to attend all SAS and feedback on particular issues they pick up 	MH/MO SN/GM	22 Oct	
20 Oct	SSDC Full Council				Recommendation to go ahead with Joint working and Solo business cases
23 Oct	SDC Full Council				Recommendation to go ahead with Joint working and Solo business cases
29 Oct	SSDC Staff Awareness Session – Joint and Solo BC update	<ul style="list-style-type: none"> • Notes to be put on InSite Forum & Noticeboards. • Q&A to be shared with SDC. • Comms to attend all SAS and feedback on particular issues they pick up 	MH/MO SN/GM	5 Nov	

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
Nov 2015					
3 Nov	SSDC Union Mtg	Union take their own notes			
3 Nov	SSDC Leader Working Group				
4 Nov	SDC Leader Working Group				
9 Nov	SSDC Staff Awareness Session – Joint and Solo BC update	<ul style="list-style-type: none"> • Notes to be put on InSite Forum & Noticeboards. • Q&A to be shared with SDC. • Comms to attend all SAS and feedback on particular issues they pick up 	MH/MO SN/GM	17 Nov	
18 Nov 1000 hrs	SDC Executive Committee	Joint working not on agenda			
19 Nov 1300 - 1430	SSDC & SDC Joint Officer Group Meeting (Great Bow Wharf (GBW))	Action points taken by and shared within the Group			
19 Nov 1430 - 1700	SSDC & SDC Joint Leaders Advisory Group (GBW)	Notes taken and shared with this Group. Key messages agreed at the JLAG for sharing with staff and members Solo Business Case updates?	Angie Cox Claire, Martin, Mary	ASAP 20 Nov	Clerked by Angie Cox SSDC
19 Nov	SSDC CPT	Update on Business Cases from JLAG meeting	Sally	4 Dec	
	Team Brief (SSDC staff newsletter)	Update on Business Cases from JLAG meeting	Mary	20 Nov	

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
20 Nov 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	20 Nov	
23 Nov	SSDC Union meeting	Union take their own notes			
24 Nov 1400 - 1600	SDC Leader Working Group	Action points taken	Claire F	25 Nov	
24 Nov 1700 - 1830	Joint meeting with SSDC/SDC Management Teams/Group Managers/Assistant Directors (GBW)	No formal notes taken; informal get together			
25 Nov 1000	SDC Executive Ctte	Not on the agenda			
26 Nov 1530-1630	SSDC and SDC Directors' meeting (GBW)	Action points taken and shared within Group			
26 Nov 1630 - 1830	SSDC & SDC Joint Officer Group Mtg (GBW)	Action points taken and shared within Group.			
26 Nov	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
27 Nov 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Paula	27 Nov	
27 Nov 1600	Update in Bits and Pieces for staff and members	Update (if any) – wording to be shared with SSDC for info	Claire	27 Nov	

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
December 2015					
1 Dec	SSDC Scrutiny Ctte	Verbal update			
1 Dec	SSDC Leader Working Group				
1 Dec 1030 – 1200	SDC Staff workshop	Notes taken and Q&A shared with SSDC	Allison Paula Claire	4 Dec	
1 Dec 1200	SDC specific meeting with Unions	To go through any concerns that were brought up from staff meeting	Claire Allison		
1 Dec	SSDC Union Meeting	Unions take their own notes			
2 Dec	SDC Executive Ctte				Cancelled
2 Dec 1030 – 1200	Member workshop	Notes taken and Q&A shared with SSDC	Allison Paula Claire	4 Dec	
4 Dec 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Paula	7 Dec	
4 Dec	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
7 Dec 1230 - 1400	SSDC & SDC Joint Officer Group Meeting (GBW)	Action points taken and shared within Group			

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
7 Dec 1400 - 1630	SSDC & SDC Joint Leaders Advisory Group (GBW)	Notes taken & shared with this Group Key messages agreed at the JLAG for sharing with staff and members - Bits and Pieces/InSite Solo Business Case update	Claire, Martin, Mary	ASAP 11 Dec	Clerked by Angie Cox SSDC
9 Dec	SDC Executive Ctte	Joint working not on the agenda			
10 Dec	SSDC Union Meeting	Unions take their own notes			
10 Dec	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
10 Dec 1400 -1630	SSDC/SDC Members - briefing from Matt Prosser, CEO, West Dorset/Weymouth and Portland/North Dorset	Invitation Johnson Studio, Octagon Theatre, Hendford, Yeovil BA20 1UX Parking: Petters Way Public Car Park, Petters Way, Yeovil BA20 1SH (adjacent to Octagon Theatre) Agenda: Shared Management	EmG/JG		
11 Dec 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	7 Dec	
11 Dec 1600	Update in Bits and Pieces for staff and members	Update (if any) – wording to be shared with SSDC for info	Claire	11 Dec	
14 Dec	SSDC Staff Awareness Session	<ul style="list-style-type: none"> Update on Business Cases/JLAG meeting Notes to be put on InSite Forum & Noticeboards. 	RP,VS,RS MH/MO	22 Dec	

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
		<ul style="list-style-type: none"> • Q&A to be shared with SDC. • Comms to attend all SAS and feedback on particular issues they pick up 	SN/GM		
14 Dec 1500 – 1730 hrs	3T meeting Ground Floor Meeting Room, Town Hall, Langport		SN		
16 Dec 1430 – 1600	SDC Full Council Meeting	Update report to members (published 8 Dec) Reactive press release prepared in case of media queries (shared with SSDC)	Allison Claire		
17 Dec	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
17 Dec 1630 – 1730	SSDC & SDC Joint Officer Group Mtg (GBW)	Action points taken and shared within Group			
17 Dec	InForm (SSDC Member newsletter)	Update Members	MO		
17 Dec	SSDC Full Council	Verbal update on Business Cases			
21 Dec	SSDC Leader Working Group	Key messages agreed for sharing with staff and members			
21 Dec 1400 – 1530	SDC Leader Working Group	Action points taken	Claire F	22 Dec	
22 Dec 1400 hrs	SDC scheduled Union meeting				

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
January 2016					
5 Jan 1330 - 1500	SSDC & SDC Joint Officer Group (GBW)	Action points taken and shared within Group			
5 Jan 1500 - 1730	SSDC & SDC Joint Leaders Advisory Group (GBW) MEETING CANCELLED	Notes taken and shared with this Group Key messages agreed at the JLAG for sharing with staff and members – Bits and Pieces/InSite Solo Business Case updates	Claire, Martin, Mary	ASAP 8 Jan	Clerked by Angie Cox SSDC
5 Jan	SSDC Scrutiny	Verbal Update on Business Cases			
7 Jan 1500-1730	Joint meeting of senior members SSDC/SDC	Great Bow Wharf, Langport	Sally Paula		
8 Jan 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	11 Jan	
8 Jan	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
8 Jan 1600	Update in Bits and Pieces for staff and members	Update (if any) – wording to be shared with SSDC for info	Claire	8 Jan	
11 Jan	SSDC Staff Awareness Session	<ul style="list-style-type: none"> Update on Business Cases/JLAG meeting Notes to be put on InSite Forum & Noticeboards. Q&A to be shared with SDC. 	RP,VS,RS MH/MO SN/GM	19 Jan	

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
		<ul style="list-style-type: none"> Comms to attend all SAS and feedback on particular issues they pick up 			
11 Jan	SSDC Union Mtg	Union take their own notes			
11 Jan	SSDC Leader Working Group				
13 Jan 1030 - 1200	SDC Leader Working Group	Action points taken	Claire F	14 Jan	
	Team Brief	Update on Business Cases	MO	29 Jan	
14 Jan 1500 - 1630	SSDC & SDC Joint Leaders Advisory Group Ground floor meeting room, Town Hall, Langport	Notes taken & shared with this Group Key messages agreed at the JLAG for sharing with staff and members - Bits and Pieces/InSite Solo Business Case update	Claire, Martin, Mary	ASAP 11 Dec	Clerked by Angie Cox SSDC
15 Jan 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	15 Jan	
15 Jan	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
19 Jan	SSDC CPT	Notes to be taken and shared with this group	SN	29 Jan	
20 Jan 1000 - 1200	SDC Executive Ctte	Update report to members (published 12 Jan) Reactive press release prepared in case of media queries (shared with SSDC)	Allison Claire		

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
21 Jan	SSDC Full Council	Verbal update on Business Cases	RP		
21 Jan	InForm	Update Members	MO		
22 Jan 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	25 Jan	
22 Jan	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
22 Jan 1600	Update in Bits and Pieces for staff and members	Update (if any) – wording to be shared with SSDC for info	Claire	22 Jan	
25 Jan 0930 - 1100	SSDC & SDC Joint Officer Group Mtg (GBW)	Action points taken and shared within Group			
28 Jan 1400 - 1630	SSDC & SDC Joint Leaders Advisory Group (GBW)	Action points taken and shared within Group Key messages agreed at the JLAG for sharing with staff and members - Bits and Pieces/InSite	Claire, Martin, Mary	ASAP 29 Jan	Clerked by Angie Cox SSDC
29 Jan 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	29 Jan	
29 Jan	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
Feb 2016					
2 Feb		<ul style="list-style-type: none"> Update Comms Officers on JLAG meeting Advise staff through InSite 	MH,MO		

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
2 Feb 1430 - 1600	SSDC & SDC Joint Officer Group Mtg (GBW)	Action points taken and shared within Group			
TBC	SSDC Scrutiny Committee led Workshop for SSDC Members				
2 Feb	SSDC Scrutiny Ctte	Verbal update	RP		
3 Feb 1000 hrs	SDC Executive Ctte	Joint working not on the agenda			
3 Feb 1400 hrs	SDC scheduled Union meeting				
5 Feb	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			
5 Feb 1400 – 1500	SDC Staff drop in session	Notes to be taken; Q & A recorded and shared with SSDC	Claire	5 Feb	
5 Feb 1600	Update in Bits and Pieces for staff and members	Update (if any) – wording to be shared with SSDC for info	Claire	5 Feb	
8 Feb 1530 - 1700	SSDC Leader Working Group				
10 Feb 1400 - 1530	SDC Leader Working Group	Action points taken	Claire F	11 Feb	
12 Feb	SSDC Scrutiny Task and Finish Group meeting	Scrutiny Manager takes notes, shared within this group only			

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
12 Feb 1330 - 1500	SSDC & SDC Joint Officer Group Mtg (GBW)	Action points taken and shared within Group			
12 Feb 1500 - 1730	SSDC & SDC Joint Leaders Advisory Group (GBW)	Notes taken and shared within Group Key messages agreed at the JLAG for sharing with staff and members - Bits and Pieces/InSite	KR VS,RS CF, MH,MO	ASAP 3 Feb	Clerked by Angie Cox SSDC
15 Feb		Prep of <ul style="list-style-type: none"> • Joint draft press releases • Member briefings • Staff briefings • Joint Key Messages/Press Statement • Clear 'what happens next' message 	MH, MO CF RP, DmG KR, VS, RS		
16 Feb	SSDC Staff Awareness Session	<ul style="list-style-type: none"> • Update on Business Cases/JLAG • Notes to be put on Insite Forum & Noticeboards. • Q&A to be shared with SDC. • Comms to attend all SAS and feedback on particular issues they pick up 	RP,VS,RS MH/MO SN/GM	23 Feb	
16 Feb	SSDC Union Mtg	Union take their own notes			
17 Feb	SSDC and SDC Full Council reports now public	Refine internal & external messages	MH, MO CF		RP, DmG KR, VS, RS To be available for press
19 Feb	SSDC Scrutiny Task and Finish	Scrutiny Manager takes notes, shared within this			

Date/ Time	EVENT /MEETING	Communication Activity	Done by who	Done by when	Other notes/actions
	Group meeting	group only			
24 Feb	SSDC Staff Awareness Session	<ul style="list-style-type: none"> • Update on BC Final Reports • Notes to be put on InSite Forum & Noticeboards. • Q&A to be shared with SDC. • Comms to attend all SAS and feedback on particular issues they pick up 	RP,VS,RS MH/MO SN/GM	4 March	
25 Feb	SSDC Full Council				Leaders to be available for comment for Press Interviews etc
26 Feb	SDC Full Council				Leaders to be available for comment for Press Interviews etc
26 Feb		All member briefing to circulate decision/business case	RP,DmG KR, VS, RS		
		All staff email decision/business case	RP,DmG KR, VS,RS		
		Write to MPs decision/business case	KR,RS,VS		
		Write to key partners	KR,RS,VS		
		Press Releases	MH, MO CF		

GLOSSARY:

BC	Business case
JLAG	Joint Leaders Advisory Group

SSDC	South Somerset District Council
RP	Ric Pallister, Leader
RS	Rina Singh, Strategic Director
VS	Vega Sturgess, Strategic Director
EmG	Emily McGuinness, Scrutiny Manager (job share)
JG	Joanna Gale, Scrutiny Manager (job share)
MH	Martin Hacker, Communications Officer
MO	Mary Ostler
SN	Sally Nash, Executive Asst/Leader PA
GM	Ginny May, PA, Strategic Director
CPT	Corporate Performance Team
SAS	Staff Awareness Session
3T	SSDC Management Team and SDC Group Managers

SDC	Sedgemoor District Council
DmG	Duncan McGinty, Leader
KR	Kerry Rickards, Chief Executive
CF	Claire Faun, Corporate Relations Manager

CONTACTS:

South Somerset DC, The Council Offices, Brympton Way, Yeovil, Somerset, BA20 2HT				
Name	Position	Email	Work phone	Mobile
Vega Sturgess	Interim CEO & Strategic Director	vega.sturgess@southsomerset.gov.uk	01935 462200	
Rina Singh	Interim CEO & Strategic Director	rina.singh@southsomerset.gov.uk	01935 462010	
Sally Nash	Executive Assistant and PA to Leader	sally.nash@southsomerset.gov.uk	01935 462101	
Ginny May	PA to Strategic Director	ginny.may@southsomerset.gov.uk	01935 462333	
Martin Hacker	Communications Officer (F/T)	martin.hacker@southsomerset.gov.uk	01935 462130	
Mary Ostler	Communications Officer (P/T)	mary.ostler@southsomerset.gov.uk	01935 462123	

SSDC Councillors:				
Ric Pallister	Leader of Council (LD)	ric.pallister@southsomerset.gov.uk	01935 462102	07708 466 722
Mrs Jo Roundell Greene	Deputy Leader (LD)	jo.roundellgreene@southsomerset.gov.uk	01460 77434	
Tim Inglefield	Leader (Cons)	tim.inglefield@southsomerset.gov.uk	01963 371656	
Dave Bulmer	Leader (Ind)	dave.bulmer@southsomerset.gov.uk	01460 67917	

Sedgemoor DC, Bridgwater House, King Square, Bridgwater, TA6 3AR				
Name	Position	Email	Work phone	Mobile
Kerry Rickards	Chief Executive	kerry.rickards@sedgemoor.gov.uk	01278 435423	
Claire Faun	Corporate Relations Manager	pressoffice@sedgemoor.gov.uk	01278 435320	07815 091748
Allison Griffin	Corporate Director	allison.griffin@sedgemoor.gov.uk	01278	
Paula Barber	CX Support	paula.barber@sedgemoor.gov.uk	01278 435274	
Jo Hutchins	Procurement Officer	Joanna.hutchins@sedgemoor.gov.uk	01278 435217	

Sedgemoor Councillors:				
Cllr Duncan McGinty	Leader	duncan.mcginty@sedgemoor.gov.uk	01278 723208	07802 709943
Cllr Dawn Hill	Deputy Leader	dawn.hill@sedgemoor.gov.uk		
Cllr Mick Lerry	Labour Group Leader	michael.lerry@sedgemoor.gov.uk		
Cllr Lorna Corke	UKIP Group Leader	lorna.corke@sedgemoor.gov.uk		

Pros/Cons/Risks/Opportunities related to the employment models

Model 1; Shared senior management team all employed by one of the partners – other staff employed by their existing Council.

<p>Pros</p> <ul style="list-style-type: none"> • Potential to avoid a lengthy and potentially expensive “harmonisation project” if different T&Cs maintained for all staff • Senior managers on identical T&Cs • Avoids complex TUPE exercise and risks associated with challenges by employees 	<p>Cons</p> <ul style="list-style-type: none"> • Harder to establish “one team” across the workforce • Senior managers having to take into account two sets of T&Cs in managing staff • Senior manager resistance if some T&Cs inferior • Staff supporting both councils doing a similar job but rewarded differently
<p>Risks</p> <ul style="list-style-type: none"> • Potential cost and complexity of dealing with pension liabilities for those senior managers transferring employer 	<p>Opportunities</p> <ul style="list-style-type: none"> • Harmonising T&Cs across the Council still possible and to an extent required to foster joint working • To grow further service integration as partners require

Model 2; Shared senior management team together with other staff continuing to be employed by both partners on the basis of their existing employment.

<p>Pros</p> <ul style="list-style-type: none"> • Straightforward to implement • Consumes less organisational time on HR issues and transfer complexities • Easier to unpick and dissolve the partnership 	<p>Cons</p> <ul style="list-style-type: none"> • Harder to establish “one team” across the workforce and senior manager group • Senior managers having to take into account two sets of T&Cs in managing staff
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<ul style="list-style-type: none"> • Facilitates easier non-exclusive partnerships with other bodies by each council • Keeps options open as partnership develops • Avoids pension liability issues 	<ul style="list-style-type: none"> • Staff supporting both councils doing a similar job but rewarded differently • Harder to establish shared values across the workforce
Risks <ul style="list-style-type: none"> • Partnership appearing to lack full commitment by the parties • Breeding silo thinking and processes 	Opportunities <ul style="list-style-type: none"> • To integrate staff further in the future based on how the partnership develops






Model 3; One of the Councils becoming the employer for all employees, with the employees of the other Council all transferring their contracts of employment under TUPE.






Pros <ul style="list-style-type: none"> • One Team – “all in this together” • Expression of full commitment to & confidence in the partnership • Supports a fully shared and integrated HR&OD function • Supports joint workforce planning & development 	Cons <ul style="list-style-type: none"> • Complex TUPE process required to effect transfer • Continuing organisational time committed to implementing further harmonisation, or living with complexity of two sets of T&Cs • Employee fear and uncertainty about future T&Cs, what they will lose, gain etc • Concerns from members about loss of individual council sovereignty (although this is not be affected by a change in employer status)
Risks <ul style="list-style-type: none"> • Challenges to the TUPE process • Pension deficit liabilities • Difficult to disentangle if partnership splits 	Opportunities <ul style="list-style-type: none"> • To build and share common values • To build on the extensive employee communications and engagement required to effect transfer to build a new organisation culture





Comparative Staff Terms and Conditions







Appendix C









Type	Match Rate	Sedgemoor	South Somerset																																	
Annual Leave		<table border="1"> <thead> <tr> <th>Grade</th> <th>Under 5 years' service</th> <th>5 years' service</th> </tr> </thead> <tbody> <tr> <td>1 - 21</td> <td>21 + 2 extra statutory days</td> <td>+ 4 = 27</td> </tr> <tr> <td>22 - 28</td> <td>22 + 2 extra statutory days</td> <td>+ 4 = 28</td> </tr> <tr> <td>29 - 39</td> <td>24 + 2 extra statutory days</td> <td>+ 4 = 30</td> </tr> <tr> <td>40 or over</td> <td>27 + 2 extra statutory days</td> <td>+ 3 = 32</td> </tr> </tbody> </table> <p>Leave year runs from 1 January to 31 December</p> <p>Carry Over - 5 days maximum (pro rata for anyone working less than 5 days)</p> <p>For staff working less than 5 days a week the annual leave entitlement and Bank Holidays are prorated.</p>	Grade	Under 5 years' service	5 years' service	1 - 21	21 + 2 extra statutory days	+ 4 = 27	22 - 28	22 + 2 extra statutory days	+ 4 = 28	29 - 39	24 + 2 extra statutory days	+ 4 = 30	40 or over	27 + 2 extra statutory days	+ 3 = 32	<table border="1"> <thead> <tr> <th>SCP</th> <th>Under 5 years' service</th> <th>5 years' service</th> </tr> </thead> <tbody> <tr> <td>8 - 28</td> <td>21 + 2 extra statutory days</td> <td>+ 4 = 27</td> </tr> <tr> <td>29 - 39</td> <td>24 + 2 extra statutory days</td> <td>+ 3 = 29</td> </tr> <tr> <td>40 - 62</td> <td>27 + 2 extra statutory days</td> <td>+ 3 = 32</td> </tr> <tr> <td>Assistant Director</td> <td>30 + 2 extra statutory days</td> <td>+ 3 = 35</td> </tr> <tr> <td>Directors</td> <td>33 + 2 extra statutory</td> <td>= 35</td> </tr> </tbody> </table> <p>Leave year runs from employee start date</p> <p>Carry Over - 5 days maximum (pro rata for anyone working less than 5 days)</p> <p>For staff working less than 37 hours a week the annual leave entitlement and Bank Holidays are prorated.</p>	SCP	Under 5 years' service	5 years' service	8 - 28	21 + 2 extra statutory days	+ 4 = 27	29 - 39	24 + 2 extra statutory days	+ 3 = 29	40 - 62	27 + 2 extra statutory days	+ 3 = 32	Assistant Director	30 + 2 extra statutory days	+ 3 = 35	Directors	33 + 2 extra statutory	= 35
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Unpaid leave		Staff are able to request up to 30 days unpaid leave per year paid for over 12 months. This is a salary sacrifice scheme where employees request the leave by January each year or book for more than 1 leave year at a time.	We have a scheme where staff can request unpaid leave up to 30 days paid for over the year.
Annual leave - Christmas close down		No official Christmas shutdown. Offices closed only on the Bank Holiday days.	Offices close week between Christmas and New Year. Staff use 2 days statutory leave plus are required to make hours up for other day (or use flexi)
Change of work base		Standard statement of particulars state: Your main place of work will be at Sedgemoor District Council However, you may be required to work at any of the Authority's establishments. If the Authority requires you to transfer from your current place of work, full consultation will take place with yourself and any relevant trade unions. Previously have paid up to 2 years of travel expenses.	Changes possible within SSDC area but if enforced change of location Employees will be reimbursed the additional costs arising from a compulsory change in their permanent place of work. This can be claimed at the local Appendix E rate published at the time and after a letter confirming entitlement has been sent to the employee. The additional mileage will be calculated using the AA Routeplanner. The employee must be over £3 per week out of pocket to qualify and the claim period is limited to 4 years from the time of the change of location.
Probationary periods		6 months for all new employees and existing staff moving into new roles. Not applicable to TUPE staff	6 months for all new employees and existing staff moving into new roles. Not applicable to TUPE staff
Notice Period		<u>FROM THE EMPLOYER</u> Period of continuous employment 1 month or more but less than 4 years' = 4 weeks' notice. 4 years or more, but less than 12 years' service. = 1 additional week for each year of continuous employment.	<u>FROM THE EMPLOYER</u> Period of continuous employment 1 month or more but less than 4 years' = 4 weeks' notice. 4 years or more, but less than 12 years' service. = 1 additional week for each year of continuous employment.

		<p>More than 12 years' service = Not less than 12 weeks' notice.</p> <p><u>FROM THE EMPLOYEE</u> Below SCN 35 – 1 month SCP 36+ and above = 2 months</p>	<p>More than 12 years' service = Not less than 12 weeks' notice.</p> <p><u>FROM THE EMPLOYEE</u> Grade 1-5 - 4 weeks Grade 6 + = 8 weeks Directors = 3 months</p>
Sickness Absence Scheme		<p>National scheme used for pay.</p> <p>Self cert for 7 days, Fit note from 8th day onwards.</p> <p>Trigger Point – 4 episodes or a total of 12 days short term sickness absence within 12 months, or a noticeable pattern</p> <p>Long term sick trigger is normally 20 working days (FT), however this is on a case by case basis and is instant if stress related – OH referral at this point.</p>	<p>National scheme used for pay.</p> <p>Self cert for 7 days, Fit note from 8th day onwards.</p> <p>All absences Return to Work Interview</p> <p>Trigger points for formal meetings:</p> <ul style="list-style-type: none"> - Four separate absences during a 12 month rolling period - Absences resulting in a loss of 10 working days or more during a 12 month rolling period - Any recognised pattern of sickness absence eg. Monday / Friday absences
Annualised hours		<p>Employees in the Clean Surrounds team (grounds) work an informal annualised hours arrangement where they work additional hours in the summer season and 'bank' the hours to take off during the winter season.</p>	<p>Some employees in the Streetscene team (grounds) work a formal annualised hours arrangement where they work additional hours in the summer season and 'bank' the hours to take off during the winter season.</p>
Term Time Contracts		<p>Policy in place to allow term time working. 2 employees currently work on a term time contract.</p>	<p>Available by mutual agreement subject to operational considerations..</p>
JE/Pay protection		<p>NJC green book scheme based on NJC SCPs.</p> <p>Pay protection is currently 2 years – up to 2 grades lower</p>	<p>JE scheme = NJC green book scheme</p> <p>If one grade below then 2 years pay protection.</p>
Pay Bands / Salary Scales		<p>Scale points / salaries as per NJC.</p>	<p>Scale points / salaries as per NJC.</p>





		<table border="1"> <tr> <td>Band A SCN 11-13</td> <td>Band E SCN 24-27</td> <td>Band I SCN 40-43</td> </tr> <tr> <td>Band B SCN 14-16</td> <td>Band F SCN 28-31</td> <td>Band J SCN 44-47</td> </tr> <tr> <td>Band C SCN 17-19</td> <td>Band G SCN 32-35</td> <td>Band K SCN 48-51</td> </tr> <tr> <td>Band D SCN 20-23</td> <td>Band H SCN36-39</td> <td>Band L SCN 52-55</td> </tr> </table> <p>Group Managers = GM1-4, Directors = DIR01-05, Chief Exec = CEX04-06D</p>	Band A SCN 11-13	Band E SCN 24-27	Band I SCN 40-43	Band B SCN 14-16	Band F SCN 28-31	Band J SCN 44-47	Band C SCN 17-19	Band G SCN 32-35	Band K SCN 48-51	Band D SCN 20-23	Band H SCN36-39	Band L SCN 52-55	<table border="1"> <tr> <td>Grade 1 SCN 11-12</td> <td>Grade 5 SCN 28-32</td> <td>Grade 9 SCN 48-52</td> </tr> <tr> <td>Grade 2 SCN 13-17</td> <td>Grade 6 SCN 33-37</td> <td>Grade 10 SCN 53-57</td> </tr> <tr> <td>Grade 3 SCN 18-22</td> <td>Grade 7 SCN 38-42</td> <td>Grade 11 SCN 58-62</td> </tr> <tr> <td>Grade 4 SCN 23-27</td> <td>Grade 8 SCN 43-47</td> <td>Grade 12 SCN 63-67</td> </tr> <tr> <td></td> <td>Grade 13 SCN 68-72</td> <td>Grade 14 SCN 73-77</td> </tr> </table> <p>Assistant Directors = Grade 12 or Grade 14</p> <p>Strategic Directors = SD scale</p>	Grade 1 SCN 11-12	Grade 5 SCN 28-32	Grade 9 SCN 48-52	Grade 2 SCN 13-17	Grade 6 SCN 33-37	Grade 10 SCN 53-57	Grade 3 SCN 18-22	Grade 7 SCN 38-42	Grade 11 SCN 58-62	Grade 4 SCN 23-27	Grade 8 SCN 43-47	Grade 12 SCN 63-67		Grade 13 SCN 68-72	Grade 14 SCN 73-77
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Pay Awards		As per NJC.	As per NJC.																											
Maternity		National scheme used for maternity leave and pay.	National scheme used for maternity leave and pay.																											
Paternity		1 week full pay and 1 week SPP.	1 week full and 1 week SPP																											
Adoption leave		As per maternity leave	As per maternity leave																											







Parental leave		Parental Leave and Time off for Dependants as per legislation	Parental Leave and Time off for Dependants as per legislation																
Shared Parental leave		As per legislation. Enhanced maternity / adoption pay does not transfer to other parent.	As per legislation. Enhanced maternity / adoption pay does not transfer to other parent.																
Flexible working		As per legislation	As per legislation																
Home working		Policy in place. Work must be done on Council laptop and via 2FA log on. Employee's responsibility to provide broadband and any office equipment.	Ad hoc with agreement of line manager.																
Adverse Weather Policy		Working procedure in place. Staff with home working capability may work from home if they can't get to work by prior agreement (assuming no childcare is also required). Staff without home working capability or who are caring for children (i.e. due to school closure) must take annual leave, flexi or unpaid leave.	Working procedure in place. Staff with home working capability may work from home if they can't get to work by prior agreement (assuming no childcare is also required). Staff without home working capability or who are caring for children (i.e. due to school closure) must take annual leave, flexi or unpaid leave. CEO can make a discretionary decision should there become a safety issue with staff travelling.																
Subsistence		<p>Agreed locally, with the maximum rates payable:</p> <table border="1" data-bbox="562 970 976 1326"> <tr> <td>Breakfast</td> <td>£5.50</td> </tr> <tr> <td>Lunch</td> <td>£8.00</td> </tr> <tr> <td>Dinner (London)</td> <td>£20.00 (Claimable if journey ends after 8.30pm)</td> </tr> <tr> <td>Dinner (outside London)</td> <td>£15.00 (Claimable if journey ends after 8.30pm)</td> </tr> </table> <p>Not payable out on site/normal business.</p>	Breakfast	£5.50	Lunch	£8.00	Dinner (London)	£20.00 (Claimable if journey ends after 8.30pm)	Dinner (outside London)	£15.00 (Claimable if journey ends after 8.30pm)	<p>Up to</p> <table border="1" data-bbox="1330 970 1879 1238"> <tr> <td>Breakfast</td> <td>£5.42</td> </tr> <tr> <td>Lunch</td> <td>£7.64</td> </tr> <tr> <td>Tea</td> <td>£2.93 (Claimable after 6.30 pm to after 8 pm)</td> </tr> <tr> <td>Dinner</td> <td>£10 (Claimable after 8 pm)</td> </tr> </table> <p>Receipts must be provided</p> <p>Out of pocket expenses payable of £4.38 for nights away or</p>	Breakfast	£5.42	Lunch	£7.64	Tea	£2.93 (Claimable after 6.30 pm to after 8 pm)	Dinner	£10 (Claimable after 8 pm)
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			£17.61 per week
Training – External Qualifications		<p>Employees who attend approved training have paid leave to attend the course.</p> <p>Course fees paid and other agreed expenses.</p> <p>Employees are entitled to paid leave to sit approved exams and leave may be granted for the purpose of final revision. Time equivalent to the exam.</p> <p>No loans for learning available.</p>	<p>Employees who attend approved training have paid leave to attend the course.</p> <p>Loans for Learning – an upfront loan of up to £7000 can be provided to support learning in cases where learning is desirable but not directly related to current role. For example to take a degree in a subject not related to current work. Loans are repayable over 3 years.</p>
Special leave		Compassionate Leave – up to 5 days paid leave (discretion of Manager)	Compassionate Leave – up to 5 days paid leave
Childcare vouchers		Busy Bees	Edenred Vouchers cease with introduction of new Govt. childcare scheme 2016/17
Eyeteests – VDU users only		Eyesight tests reimbursed up to the value of £19.50. If glasses are required specifically for VDU use SDC refund up to £50.	Full cost of eye test with receipt. Up to £50 if glasses required if specifically for VDU use and a VDU user or to upgrade if safety requirement.
First Aid		£17.28 per month for named First Aiders, training paid plus refresher training	£13 per month for named First Aiders. Training provided.
Leisure		No Scheme	None
Long service		Gift up to the value of £250 after 20 years' service.	Long service award 25 years - Gift or gifts to value of £200 or £200 cash but taxable
Occupational Health		Contract with OH Assist	Optima Health




Employee Assistance Programme		Counselling through Somerset Counselling Service	Independent Counsellor						
Professional Subs		SDC will reimburse employees the cost of membership of one professional institute, appropriate to the job role.	SSDC will reimburse employees the cost of membership of one professional institute, appropriate to the job role up to a maximum of £150.						
TOIL		TOIL To qualify, it is for officers attending meetings outside of the flexi system (after 7pm). TOIL is claimed at flat rate regardless of when it's accrued.	TOIL Available in some services where no access to flexi- scheme. Also available for some out of hours working. Taken at flat rate.						
Ad hoc overtime		<p>Overtime</p> <p>Monday to Saturday – Time and a half</p> <p>Sundays and Public and Extra Statutory Holidays – Double time (minimum two hours).</p> <p>(A full working week for full-time employees shall be worked by a part-time employee before these enhancements apply, unless they work a weekend then weekend rates apply).</p> <p>Employees paid at scale point 27 and above will not qualify for these enhancements. Additional time at flat rate is available for these officers.</p>	<p>Overtime</p> <p><u>2.1 Standard Payment Policy (Staff Graded up to SCP 28)</u></p> <p>For approved overtime, worked in excess of 30 minutes in any one day, full-time staff are paid in accordance with the Working Arrangements set out in Part 3, Section 2 of the National Agreement on Pay and Conditions of Service. For each hour of overtime worked, the payment rates are:</p> <table border="1" data-bbox="1346 979 2089 1187"> <tr> <td>On any day Monday to Saturday</td> <td>1.5 times normal hourly rate</td> </tr> <tr> <td>On Sundays, Public & Extra Statutory Holidays</td> <td>2 times normal hourly rate</td> </tr> <tr> <td><i>After 6 pm</i></td> <td>1.5 times normal hourly rate</td> </tr> </table> <p><u>2.2 Standard Payment Policy (Staff Graded SCP 29 and above)</u></p> <p>Officers graded SCP 29–33 will be eligible for overtime</p>	On any day Monday to Saturday	1.5 times normal hourly rate	On Sundays, Public & Extra Statutory Holidays	2 times normal hourly rate	<i>After 6 pm</i>	1.5 times normal hourly rate
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On Sundays, Public & Extra Statutory Holidays	2 times normal hourly rate								
<i>After 6 pm</i>	1.5 times normal hourly rate								






			<p>payments at their 'normal hourly rate' for approved overtime worked in excess of 30 minutes in any day, irrespective of when the overtime is worked, except for Public Holidays, when either double time or x 1 plus day off in lieu will apply.</p> <p>Officers graded SCP 34-44 will not be eligible for overtime except for 'normal hourly rate' to attend planned evening meetings or overtime in connection with district and parish elections and for attending public and parish council meetings approved in advance by a Director.</p> <p>Officers graded SCP 45-47 can only claim overtime after attending 4 evening meetings in a month, after which rates at SCP 33-44 will apply except as stated below.</p> <p>Officers graded SCP 48 and above cannot claim overtime except in the circumstances immediately below.</p> <p>All officers. It is also recognised that additional hours working may be necessary in exceptional circumstances, e.g. call-outs, staff shortages and urgent work. In these instances a Service Manager can authorise the payment of overtime which is to be agreed in advance.</p> <p><u>4. Countryside</u></p> <p>Time off in lieu (equivalent to the number of additional hours worked) will be given for duties carried out outside of normal working hours, including weekends.</p> <p><u>5. Streetscene</u></p> <p>Overtime is payable if more than 37 hours have been worked in any one week (Monday to Sunday). If payable, overtime exceeding 30 minutes in any one day will be paid at a rate of time and a quarter on Monday to Saturday, time and a half on Sunday and double time on a Bank Holiday.</p>
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			<p>6. Octagon Theatre</p> <p>Full-time employees work 161 hours per month. Any hours worked beyond this are paid at 1.5 times normal hourly rate. Public and extra Statutory Holidays are paid at 2 times 'normal hourly rate'.</p> <p>Part-time staff will be paid at their 'normal hourly rate' for any additional hours completed until they have worked 161 hours in the month; thereafter they are paid at 1.5 times normal hourly rate, or twice times normal rate for Public and extra Statutory Holidays.</p>
Premium rates – Shift Allowance		20% shift allowance for staff working nights.	None
Premium rates - Standby		<p>An ad hoc payment is paid to anyone responding to a call at a rate of £75.00 + a minimum 2 hrs at plain time.</p> <p>For staff on a rota a full week of £158.24 is paid where there is a reasonable expectation of attendance on site. £79.12 per week is paid where interruptions are expected but attendance on site is not required.</p>	<p>Variable across services.</p> <p>EH Rates Weekend £284.60 Bank Holiday £69.28</p> <p>ICT Rates Day £45.20 Bank Holiday £69.28</p>
Premium rates - Unsocial Hours Payments		N/a	Payable at Octagon between 2.5 % and 7.5%
Premium rates – Public/Bank Holidays		<p><u>Public holidays</u></p> <p>Employees required to work on a public and extra statutory holiday as part of their normal working week shall, in addition to the normal pay for that day, be paid at plain time rate for all hours worked within their normal working hours for that day, in</p>	<p><u>Public Holidays</u></p> <p><u>NJC rates</u> Employees required to work on a public and extra statutory holiday as part of their normal working week shall, in addition to the normal pay for that day, be paid at plain time rate for all hours worked within their normal working hours for that</p>

		<p>addition, at a later date, time off with pay shall be allowed as follows:</p> <p>Time worked less than half the normal working hours on that day Half Day</p> <p>Time worked more than half the normal working hours on that day Full Day</p> <p><u>Shift workers</u> Bank Holidays that fall on a rest day a proportioned amount of the bank holiday will be added to their annual leave.</p>	day, in addition, at a later date, time off with pay
Appraisal system		Appraisal Review underway	Internal annual appraisal scheme.
Market Supplements		Process in place. No market supplements paid at present.	Process in place. One market supplement paid at present.
Relocation for new starters		Policy currently under review.	Payments of up to £6500 can be made subject to certain criteria being met.
Redeployment / Pay protection		As contained within the redundancy policy. 2 years pay protection available up to 2 grades lower. Sedgemoor Promise applies to re-deployments.	If redeployed to one grade below then 2 years pay protection.
Redundancy (Pay)		3 x actual weekly pay	Statutory redundancy x 2.5 x actual weekly pay
Voluntary Redundancy		As contained in redundancy policy. No enhancements for voluntary redundancy. Payback period must be within 2 years for delegated approval.	Statutory redundancy x 2.5 x actual weekly pay

Retirement in the interests of efficiency		As contained in retirement policy. Decided on a case by case basis for employees over 55 where redundancy does not apply, the role has evolved to such an extent that the employee no longer has the required competence, the employee has failing health but doesn't meet ill health retirement criteria.	Statutory redundancy x 1 x actual weekly pay By mutual agreement between parties on a case by case basis where redundancy does not apply, the role has evolved to such an extent that the employee no longer has the required competence, the employee has failing health but doesn't meet ill health retirement criteria.
Retirement		No set retirement date, employees choose when they want to retire. Early retirement under age 60 is at employer discretion	No set retirement date, employees choose when they want to retire. Early retirement under age 60 is at employer discretion Retirement award
Pensions Discretions		As required under Local Government Pension Scheme Regulations 2013. Discretions apply in relation to granting additional pension to a member, making regular or lump sum APCs, pension benefit availability for over 55s who reduce their hour/grade, waiving actuarial reduction on flexible retirement or early retirement, rule of 85, extend 12 month period of separate previous LG service and determining rates of employees contributions.	Employer pension discretions approved by Full Council and made at local level. The discretions to be made by employer are set by regulations. Separate information on SSDC discretions will be provided.
Flexible Retirement		Policy in place for employees aged over 55s. Employer discretion to agree flexi retirement. Costs of actuarial reduction not paid by Council.	Policy in place for employees aged over 55s. Employer discretion to agree flexi retirement. Costs of actuarial reduction not paid by Council.
Flexitime		Runs in a 4-week period a credit balance of 16 hours and a debit balance of -8 hours can be carried forward into the next month. A maximum of 2 days or 4 half days may be taken as flexi leave in any 4-week period up to a maximum of 13 days per	Runs in a 4 week period a credit balance of 11.5 hrs A maximum of 1.5 days can be taken as flexi leave in any 4 day period.

		<p>year.</p> <p>Flexitime hours can only be credited for work undertaken between 7.30am and 7.00pm. Core hours are 10am – 12pm and 2pm – 3pm.</p> <p>Pro-rated for anyone not working five days per week.</p>	<p>Flexi time band hours are 8am to 6.30pm</p> <p>Core time is 9.30 am to 11.30 am and 2.30pm to 4 pm or 1.30pm to 3pm</p> <p>Generally pro rata for part-timers but not wholly the case.</p>																														
Attendance at evening meetings		Meetings that start after 7pm, officers can take TOIL.	After 6.30 pm usually TOIL																														
Cycle Saver Scheme		In line with Government Bike to Work Scheme, employees who use their bicycle to commute to work, can obtain a bicycle through this scheme and pay back a percentage of the cost over 12 months. At the end of the payback period employees may purchase the bicycle based on a professional valuation.	In line with Government Bike to Work Scheme, employees who use their bicycle to commute to work, can obtain a bicycle through this scheme and pay back a percentage of the cost over 12 months. At the end of the payback period employees may purchase the bicycle based on a professional valuation.																														
Travel claims		<p>Car Allowances as at April 2013</p> <p>Essential Users</p> <table border="1" data-bbox="562 901 1207 1326"> <tr> <td>CC</td> <td>451 - 999</td> <td>1000 - 1199</td> <td>1200-1450</td> </tr> <tr> <td>Lump sum</td> <td>£846</td> <td>£963</td> <td>£1,239</td> </tr> <tr> <td>/ mile first 8,500</td> <td>36.9p</td> <td>40.9p</td> <td>50.5p</td> </tr> <tr> <td>/ mile after 8,500</td> <td>13.7p</td> <td>14.4</td> <td>16.4</td> </tr> <tr> <td colspan="4">Casual</td> </tr> </table>	CC	451 - 999	1000 - 1199	1200-1450	Lump sum	£846	£963	£1,239	/ mile first 8,500	36.9p	40.9p	50.5p	/ mile after 8,500	13.7p	14.4	16.4	Casual				<p>Car allowances at April 2015</p> <p>Essential users (over 1,000 miles per annum threshold)</p> <table border="1" data-bbox="1330 917 1749 1342"> <tr> <td>Lump sum</td> <td>£1048.68</td> </tr> <tr> <td>/ mile first 9,996</td> <td>45p</td> </tr> <tr> <td>/ mile after 9,996</td> <td>25p</td> </tr> <tr> <td colspan="2">Casual</td> </tr> <tr> <td>/ mile first 9,996</td> <td>52.2p</td> </tr> </table>	Lump sum	£1048.68	/ mile first 9,996	45p	/ mile after 9,996	25p	Casual		/ mile first 9,996	52.2p
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Car loans		The Council may provide a loan to purchase either a second hand or new car at beneficial rates of interest 4.5% to employees who occupy a post designated "Essential User".	Interest free loan up to £10,000 for Essential Users to purchase a vehicle																		
Car Parking		<p>A parking permit can be purchased for the rear of Bridgwater House (at all times), Northgate (between the hours of 9am - 6pm, from Mon – Fri) and Mount Street long stay car park (hours as per Northgate).</p> <p>Essential users and staff (either Full time or Part time) that earn less than SCN 24 = £11 a month</p> <p>Staff that earn SCN 24 or above = £22 a month</p>	Free on-site parking across all sites.																		
Car Leasing and cash alternatives		N/a	None																		
Pool cars		There is a pool car available for staff to book. Priority is given to casual users.	None																		
Pay date		25th of each month, unless it falls on a bank holiday or weekend, then it will be paid the working day before.	20th of each month, unless it falls on a bank holiday or weekend, then it will be paid the working day before.																		

Trade Union Agreements		Facilities agreement in place	Office space and phone provided.
Health Scheme Cash Plan		No scheme	BHSF scheme offered at no cost to SSDC
Refreshments		Canteen on main site – no subsidy.	Canteen on main site – no subsidy.
Salary Sacrifice		Currently only Childcare Vouchers, Cycle to Work and Unpaid leave. Currently under review.	Childcare Vouchers, Cycle to Work scheme.
Leisure Benefits / discounts		Corporate membership discounts offered at 1610, Trimwise, Exchange, Kings Fitness and Leisure and Tone Leisure.	Some local leisure discounts. Discounts at some local offered at local stores.
HR and payroll system		Chris 21. Currently use hfx flexi system (clocking in and out and leave) but contract ends in December 15. Work underway to install HR21 as an additional feature	i Trent supplied by Midland HR
Union Recognition		We currently recognise UNISON and GMB for the purposes of consultation. We have previously also recognised UNITE but currently don't have any members. There is a 6 weekly Union update meeting held with HR, Chief Exec and Leader.	Unison and GMB. 6 weekly updates with CEO & HR Manager



Solo Business Case

2016 - 2020

South Somerset District Council

Contents	
Mandate.....	3
Executive Summary	4
Recommendations	5
Context.....	6
A new vision to tackle new challenges	7
How will SSDC implement that vision?	8
Assessing the capacity to deliver change while retaining quality service delivery.....	12
A Staffing Structure for the future	16
Asset Savings.....	19
Procurement Savings	19
Commercialisation	20
Transformation.....	22
Additional Opportunities for Savings, Influence or Innovation.....	23
Appendix One – Staffing Savings Options	27
Appendix Two: SSDC’s Flexible Service Delivery Model 2016	29
Appendix 3 - Stage 2 Equality Analysis – Headline Solo Business case	31

Mandate

- To establish a business case to stay as an independent council with its own workforce while still meeting the forecast budget gap in 2020-21 and beyond.
- To examine the risks and benefits of doing so, particularly with respect to capacity, resilience and influence.
- The financial results of the business case to be illustrated in an outline business case, and to be completed at the same time as the Joint Business Case with Sedgemoor District Council.

Executive Summary

This outline business case shows the opportunities available to members should they decide either to stay alone or, additionally, to explore the development of a strategic alliance with Sedgemoor District Council. It outlines how South Somerset could deliver ambitious Council Plan priorities and good core services while addressing the budget challenges. It examines the track record of the organisation in delivering change and savings over recent years and recommends a management structure for consideration. It looks at the risks and benefits of staying alone and the opportunities that exist for changing what we do in a way that is beneficial to the customer and the council tax payer.

The future vision for delivery encapsulates member views to embrace innovation and technology in reducing costs while further improving the service to the customer. This section, along with the following chapter '*Assessing the capacity to deliver change while retaining quality service delivery*' shows that the solo case provides sufficient capacity and resilience to carry the organisation forwards with confidence.

The headline business case shows that there is the opportunity to find between **£4.215m** and **£4.289m** savings over 4 years while still enabling the delivery of a Council Plan which contains new ambition and focused priorities as well as the day to day work. An indicative management structure puts forwards savings but still retains capacity, resilience and an ability to focus on South Somerset strategic issues. A range of other savings options are then considered, with the aim of least impact on the resident, business or visitor. Indeed some of the suggestions for investment may also unlock regeneration projects, currently stalled that could provide an income to the council.

Work on the risks and benefits of the solo business case has not found any risks that are of major concern, however there are a range of benefits including the ability to tackle transformation without delay.

Although the Working Group has brought forward this headline business case, there has been considerable input from Management Board (MB) who have a high degree of confidence that it provides opportunity, resilience, influence, tolerable risk and sufficient capacity. A strategic alliance with Sedgemoor would further enhance the possibilities and future potential of this solo business case.

Recommendations

- To note that this business case represents a guideline or framework by which savings could be made to meet the future budget challenge.
- To note that there are no timelines for implementation and that individual projects within the case will all come forward individually with defined governance, requests for investment and business cases.

Context

The national and local context is similar to that expressed in the Joint Business Case. However, there are many examples of where councils have not chosen to investigate full sharing arrangements with other councils but have preferred other ways to tackle the current challenges. The learning from others will be explored in later sections of this business case but in summary the options include:

- (a) Transformation
- (b) Income generation and Commercialism
- (c) Reducing senior management
- (d) Deciding on core service standards and potentially offering a 'gold' chargeable service
- (e) Transferring discretionary services to parish or town councils
- (f) Ongoing efficiency work
- (g) Sharing individual services with a range of other partners, where there is a business case

SSDC is in a relatively strong financial position compared to other councils elsewhere. This position therefore creates breathing space to explore different options for the future while there is still the organisational capacity to make the changes that will be necessary. This business plan has considered the issues in the short and medium term with an eye also on the long term. It assesses the capacity required to deliver priorities, looks at the current strengths of the organisation and investigates areas where improvements can be made. It also considers the issues of ongoing resilience and influence on the wider stage and risks and benefits of staying alone.

It is important to note that 'staying alone' does not mean providing all services in-house. SSDC has always adopted a flexible service delivery model (see Appendix Two) and will continue to seek the best value model for each service. Options include a strategic alliance with Sedgemoor District Council (should members wish to pursue this) on a number of shared services, shared services elsewhere, contracting out and contracting in.

A new vision to tackle new challenges

South Somerset has a long history of delivering a wide range of local services to our communities. Those services have been consistently delivered to a high standard and have demonstrated good value for money. We have an excellent record of working well with our communities and partners.

Developing a solo business case offers a real opportunity to rethink what we do and how we do it in the context of the wider range of challenges in 2016 including:

- The national financial context, which is placing significant pressure on council budgets and those of our partners. This, and changes in government legislation, is now having an impact on the everyday lives of some of our residents;
- An increasingly ageing population with new needs and demands on our services.
- Increased pressure on young and vulnerable residents.

Therefore, the demand on our district council services is not dropping, nor is it likely to drop in future years. More positively, challenges often force innovative solutions and therefore a new vision for our services, our workforce and our interaction with customers is proposed.

What priorities and projects that South Somerset District Council will deliver will be articulated within the emerging Council Plan. This should provide a clear statement of ambition, top priorities and what will be achieved by the end of the life of the Plan all matched against the resources available. In particular, we must place close attention to the resource impact of big projects.

This vision for delivery shows how we will succeed in the delivery of those priorities, together with the important day to day work of a district council.

Vision for future Delivery

South Somerset District Council will be a confident, resilient and flexible organisation capable of delivering council priorities and good district council services to its residents.

To achieve this we will:

1. *Put the customer and community first*
2. *Embrace innovation*
3. *Empower a strong, confident workforce*
4. *Work with partners to improve services, efficiencies and resilience*
5. *Make the best use of our assets and resources*

Although transforming the way in which we deliver our services will require new ways of working the organisation will still seek to use resources to best possible effect, breathing fresh energy into the council's strapline from the 1990's - **'Making a Difference where it Counts'**.

How will SSDC implement that vision?

The following section is not a comprehensive list but gives an indication of what the council would look like to members of the public, councillors and staff and where we would focus our efforts in delivering the vision.

1. *Putting the customer and communities first*

We will:

- Listen and put the customer first.
- Be an open and engaging Council that empowers communities and individuals.
- Retain the core services of a district council and support those that are vulnerable or require additional support.
- Focus on the customer as individuals.
- Continue to be an enabling Council making things happen for our communities and continue with Area decision-making.
- Support people to an appropriate level in order to help them to become more confident and able to access the support that is available to them.
- Listen to customer feedback and demand and provide services more conveniently for people via transformation.
- Maximise the potential of external funding opportunities to make projects happen.

2. *Embracing innovation and efficiency*

We will:

- Continually improve what we do and how we do it by improving processes and focusing on outcomes for individuals and our communities
- We will encourage digital access where it is at all possible so that those residents who are able access services using self-service options. We will:
 - Aim for the majority of customer queries to be dealt with at the first point of contact – whether this is on the web, via email, phone or in person.
 - Provide online access to most council services 24 hours a day, 365 days per year
 - Embrace technological solutions and have a website designed around the needs and demands of customers. For example, interactive forms and video clips that provide online help enabling customers to be more confident to self-serve.

- Develop better Customer Relationship Management (CRM) and electronic document management (EDM) systems. These could either be developed alone, shared with another council or bought to provide a suitable system.
- Draw up a communications plan to encourage a shift to self-serve options.
- Provide Community Enablers to encourage channel shift and support vulnerable people.
- Consider a live chat solution for teams with high contact levels.
- We will develop a more commercial approach and seek to increase income levels and end reliance on government grant:
 - This may require training staff to have greater commercial acumen who will seek income opportunities part of the day job.
 - We would consider, as part of a broader strategy, setting up an Economic Development project to focus on potential investment opportunities for SSDC. This could kick start regeneration or growth projects that are currently stalled and bring income into the council.
- We focus on outcomes as well as processes:
 - This means that we will examine how we set service standards to ensure that we do what matters to the customer rather than delivering a standard service.
 - As an example, we will examine high spend services such as waste, to see if there are ways of delivering what residents tell us that they want (more plastics recycling) and still save money.
 - We will identify any areas of double handling (for example between customer contact centre and planning, housing, revenues and benefits) and minimise or remove it.

3. *A strong, confident workforce*

We will:

- Take pride in our achievements and organisation and understand that the council is a safe and trusted brand locally.
- Put a structure in place that provides strategic and operational capacity to deliver but is lean and effective and offers additional opportunities for reduced costs in future years. Staff will be focused wholly on South Somerset issues, priorities and projects.
- The structure would also offer opportunities to share management at a later date.

- We will empower, inspire and develop a flexible workforce that deals with work at the right time and level. This will free up senior staff to take a more strategic role.
- MB will lead a culture of happy, committed, flexible, motivated, well trained and able staff who have a can-do approach to their work. This will give teams more resilience.
- In particular, MB will lead on the work to develop integrated multi-disciplinary teams that share skills across all services by enshrining the principle that all staff have a % of their time devoted corporately with the remainder dedicated to their team.
- While it is inevitable that new ways of working will mean that we have fewer staff we will be realistic but positive about what we will still be able to deliver.
- We will treat staff with respect and care as we go through change processes that could make them feel vulnerable.
- MB will seek creative ongoing options to bring services or posts together if people leave the organisation voluntarily.
- The organisation will focus on the top priorities within the Council Plan in order to guide difficult decisions.
- Encourage continuous learning and improvement in order to create a workforce that can work confidently in new disciplines.
- Retain resilience in our teams by using in-house services as the default.
- Encourage greater strategic capacity at service manager/lead officer by streamlining policies and procedures to allow empowerment, horizon scanning, best practice and taking lead for partnerships.

4. Working with partners to improve service, efficiencies or resilience

We will:

- Be fully engaged in the Devon and Somerset Devolution work going forward in order to ensure that we retain a strong voice on the national stage.
- Remain fully engaged in all Somerset partnerships to retain a strong voice on the Somerset stage.
- Investigate any opportunities for shared services across Somerset authorities where this provides resilience, savings or a stronger voice.
- All services will look at strategic alliance possibilities with Sedgemoor District Council. For example specialist officers, professional officers, vacant posts and functional areas where savings could be made or performance enhanced.

- Seek additional opportunities for external funding, sharing expertise across teams in the organisation.
- Continue to work in partnership with a range of public, private and voluntary organisations.
- Shift to more integration with town councils to provide a joined up approach to communities.
- In key towns consider a 'civic hub' where individuals can go and access SSDC support via skype or similar.

5. Making the best use of our assets and resources

We will:

- Make the best possible use of what resources we have available.
- Become asset-light, focusing spend on services rather than buildings. More flexible working arrangements will release accommodation capacity and reduce spend.
- Explore options for a smaller HQ seeking further savings from 2021-2 onwards.
- Move quickly to a paperless environment to reduce costs on postage, paper and to reduce demand on office space.
- Continue to transfer assets to town and parish councils where these have a local value.

Assessing the capacity to deliver change while retaining quality service delivery

This solo business case needs to demonstrate that there is capacity, resilience and motivation to deliver the change that is needed in the short, medium and long term. It takes into account, and fully addresses, the survey of all SSDC members conducted by the Scrutiny Task and Finish Group in December 2015.

SSDC is fortunate to retain many experienced staff who have worked for the organisation for many years. Their deep knowledge base of local issues enables them to move swiftly on new priorities and projects. This is evidenced by the track record of the organisation over recent years. What is striking is that these achievements have been on a broad front including lean thinking, outsourcing, transfer to the charitable sector, regeneration and leisure projects and increasing online access amongst others. The following is not an exhaustive list but gives a flavour of the corporate performance of the organisation over the past 10 years.

Reduced budget

- In 2006 the annual budget was £17.8 million
- In 2011, this had reduced to £17.3 million
- The budget for 2016-17 remains at £17.3 million
- In the same period Council Tax has risen by an average 1.4% per annum
- To balance the budget £9.98 million has been found in savings and new income streams since 2010/11 to remain at this level despite inflation increases, new budgetary pressures, reduced interest rates, grant cuts, and changes to National Insurance and pension costs.

Reduced workforce

- In 2006, there were 646 FTE's
- In 2011, this had reduced to 504 FTE's
- In 2016, the workforce will be 420 FTE's

Efficiency savings

- (a) Working with partners:
- Working with Yeovil Hospital on a childcare nursery solution has saved SSDC **£80k** a year.
 - Joining the Somerset Waste Partnership has provided considerable ongoing savings, stability in budgets and enhanced quality of service delivery.

- Leading the work to develop the South West Audit Partnership has saved **£52.6k** per annum, a reduction in costs of 35%.

(b) Working within the organisation:

- Lean thinking work has achieved over **£1m** savings in services that have been leaned.
- The Octagon costs have reduced by 25% since 2010/11 through an income generation approach, saving **£73,580**.
- Goldenstones costs have reduced by 53% through transfer to a charitable trust and contract monitoring, saving **£151,100 /yr**.
- Internal Audit costs have reduced by 35% since 2010/11 saving **£52,560/yr**
- Increased the income generated by council services. Some teams in particular play a large part in this increase including Streetscene (increased from £1.16m in 2005-06 to £1.28m in 2015-16. Waste have increased income from 954k in 2005-06 to £1.38m in 2015-16. Finally, the Octagon has increased income from 1.0m in 2005-06 to £1.41m in 2015-16.
- In 2006/7 the cost of our assets was **£1.21m** and in the 2016-17 budget they are **£0.83m**, a reduction of 31%.
- A focus on continuous improvement has led to many smaller achievements. Just one example is the use of quad bikes to spray weeds which has made a programme of weed spraying requested by councillors and communities affordable and feasible.
- A range of s106 policies agreed by members has reduced the demand on SSDC capital reserves.
- The increasing use of volunteers to deliver services enables considerable work to be achieved by small teams in the Octagon and in Countryside.

Council performance

- Customer satisfaction with phone calls was 96% in 2014 and with face to face visits in 2014 it is 99%.
- Front facing access is available to residents locally in market towns as well as Yeovil.
- The standing of the Octagon Theatre in South Somerset and the region has soared. There has been a 10% increase in sales in each of the last 5 years. External grant funding has been sought with **£173,898** being awarded in the last 3 years.
- 85 services can be completed fully online by the customer with additional applications available for download and completion.

- The use of online services through customer services has increased from 25,548 in 2013 to 34,916 in 2014 and 43,585 in 2015. Some services are now virtually all completed online by our customers such as Temporary Event Notices while some high volume services such as garden waste have 45% of people taking up this option.
- Online payments are increasing: **£2.097m** in 2011, **£3,355m** in 2013 and **£4.821m** in 2015.

Project delivery

- The organisation demonstrates vision and confidence in taking on new major projects that are local priorities. An example would be the recent decision to take on the Westlands Leisure Complex. Future examples may include regeneration projects in Chard and Yeovil.
- Lufton 2000 where the council has set up a joint venture to provide new employment land for Yeovil and create a financial and economic return.
- Yeovil Innovation Centre, where the council has designed developed and manages a business incubator with a focus on high Tech Aerospace and the Creative Industries. It has been so successful that it is 90% occupied, and has moved into profit, with a phase 2 expansion planned.
- We have had considerable success with affordable housing delivery - one of the highest recorded in the region, leveraging in **£23m** in Homes & Communities Agency grant over the past four years. Affordable housing has also contributed approximately **£2m** to the New Homes Bonus.
- The council has been instrumental in the setting up of 2 Community Land Trusts bringing affordable housing to our rural areas.
- Delivered a successful Family Focus programme in South Somerset.
- The Park Home project on our two Gypsy sites has improved the living conditions for residents. In addition the work was funded by external grants of **£1.772m** which also included £60k for Ilton MUGA and £93k insurance reserve.
- In the last five years, work on empty homes across the district has resulted in greater local satisfaction by removing empty eyesore property and by providing much needed extra housing, reducing the need for new-build. 728 properties have been brought back into use that has brought **£349,314** in New Homes Bonus as well as additional council tax for those properties.
- In the last year the Countryside service, with the help of its associated community / friends groups, secured a total of **£321,921** external grant funding for the strategic countryside sites at Ham Hill and Yeovil Country Park. In the previous year, **£225,000** external grant funding was secured for the Ninesprings Centre and Café which is now an income generator for the council.

Work with communities

- Transferring the Community Resource Centre to another organisation has saved SSDC **£50k** per year since 2011.
- As well as the Artificial Grass Pitch (AGP) on Yeovil Recreation Ground, the organisation has supported the community to install further pitches at Huish Episcopi and Westfield Schools. In all **£680,156** was attracted in external funding to the area for these three pitches.
- Innovative partnership working has attracted schemes worth £9m, to bring benefit to our local communities, in the four years to 2015.
- Used a range of solutions to support communities, including a number of recent loans to enable community projects.
- The transfer and reduction of public toilets alone has saved the organisation **£88k** per annum.
- The parish ranger service offers an enhanced 'streetscene' service to parishes that participate in the scheme, improving the appearance of their local area.
- The 'In Bloom' partnership with Yeovil Town Council brings compliments from those who work, live or visit the town.

The bullet points above give a flavour of the capacity, skills and experience within the organisation from political decision-making to delivery.

A Staffing Structure for the future

Options for a staffing structure have been examined, see Appendix One. In terms of the senior structure the following models are intended to be indicative of the savings that are possible in the senior structure while still allowing flexibility in the future. An assumption was made that a new CEO would be paid £5k more than the existing Director posts, while the Director would be paid £5k less.

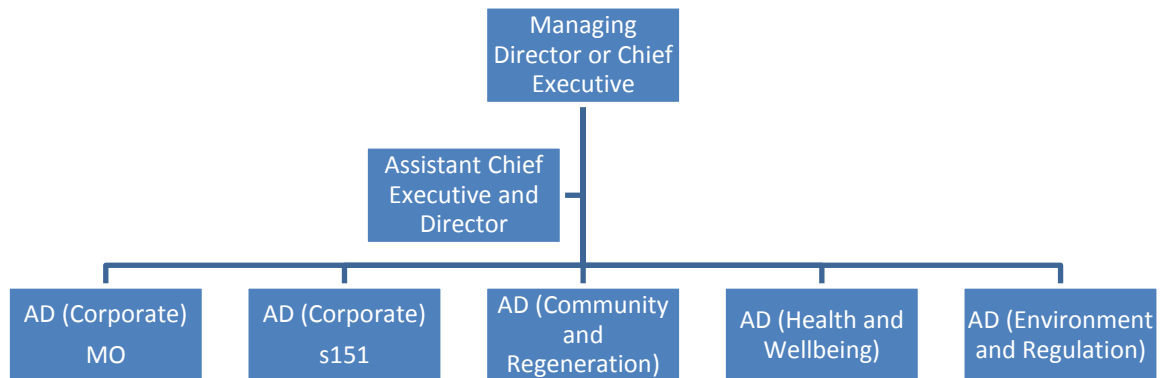
Option	1	2	3	4	5
	Current Structure	1 CEO 1 Dir/6 AD's	1 MD 6 AD's	1 CEO 1 Dir/5 AD's	1 CEO 1 Dir/ 4AD's
<i>£'s including on-costs (ie, not the salary received)</i>					
1 st Tier	0	133,350	133,350	133,350	133,350
2 nd Tier	247,789	126,485	0	126,485	126,485
3 rd Tier	510,026	510,026	510,026	425,022	350,017
Total	757,815	769,861	643,376	684,857	599,852

Management Board considered these models against the needs of the residents, the capacity to deliver member priorities, the desire for increased influence and resilience. Out of the options available, Option 4 in the table above is recommended as the best indicative model to ensure that there is clarity of function, sufficient capacity at the right level to deliver strategic work, member priorities and good core services while, at the same time, delivering £73k ongoing savings and organisational change.

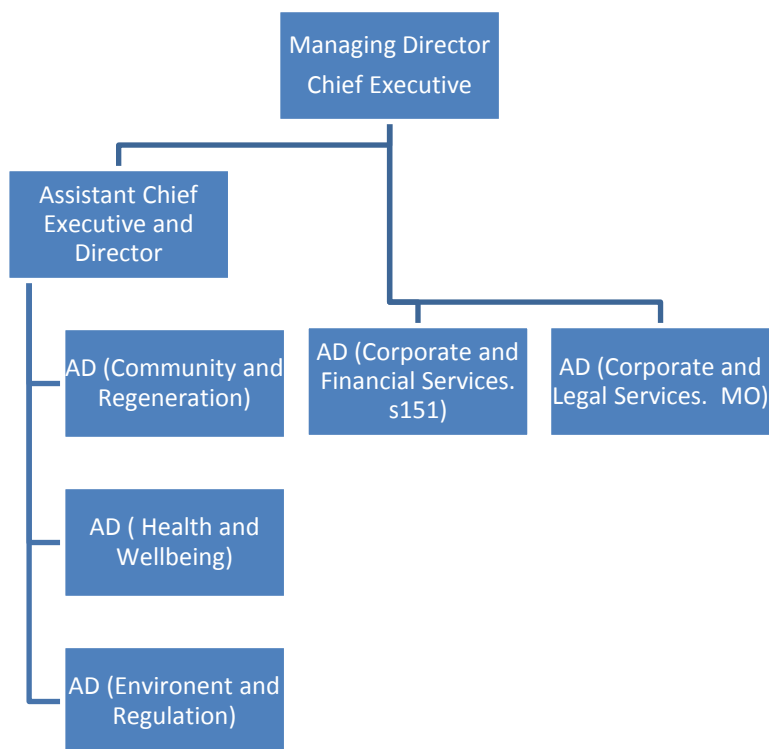
The organisation has learnt from South Hams and West Devon Councils who felt that there was a vital need to keep capacity while the organisation is going through major change. It is felt that this senior structure could be reduced further after three or four years, once those major changes have been completed.

Grouping responsibilities below the third tier will result in service leads having an enhanced role, including a responsibility for horizon scanning and continually seeking ongoing improvements by comparing with best practice elsewhere. The structure could potentially be implemented as either A or B shown as follows.

A. Director without service responsibilities



B. Director with service responsibilities



There is a clear future potential to reduce this structure further in the future by one more AD (releasing a further **£70k**) and potentially to remove the Director role also (releasing a further **£123k**). In the light of the capacity to deliver the change ahead, the reduction in one Assistant Director was carefully considered. However, if the responsibilities were shared in the way described in the following table, MB believe that this is a structure that will work well. It provides important new synergies between service areas and a clarity of form and function against the likely Council Plan priorities.

There is also the benefit of 7 senior staff working wholly on South Somerset issues. However at this stage it is only indicative and should members agree the solo case, then more work would be done by the future CEO to develop a structure which fits with the new priorities in a new Council Plan.

Assistant Director (Corporate & Financial Services + S151 role)	Assistant Director (Corporate & Legal Services + Monitoring Officer role)	Assistant Director (Communities & Regeneration)	Assistant Director (Health & Wellbeing)	Assistant Director (Environment & Regulation)
Section 151 role	Monitoring Officer	Area Development & Regeneration	Housing & Welfare	Environmental Health
Finance	Legal	Spatial Planning	Community Health & Leisure	Waste & Recycling
Revenues & Benefits	HR & Payroll	Economic Development (Tourism & Heritage)	Octagon and Arts	Licensing
ICT	Democratic Services	Development Control	Crematorium	Streetscene
Procurement	Fraud & Data	Conservation	Westlands Leisure Centre	Car Parks
Risk Management	Land Charges	Strategic Housing	Countryside	Engineers
Customer Focus	Elections	Equalities & Third Sector	Property	<i>Possibly Building Control</i>
Asset Management (including Valuer)	Scrutiny	<i>Possibly Building Control</i>		

It is important to note that although service areas are shown in vertical ‘silos’ the actual lines of communication and delivery would be integrated and cooperative – seen more as a cohesive jigsaw with component parts. The progress of the parallel transformation project will play a large part in this integration.

Management Board has also considered the potential for combining services and/or individual posts to increase resilience in small services or teams. This also provides significant additional savings on top of those that will be achieved through transformation. If SSDC does not choose (via transformation) to have one professional, integrated team in a future model then a smaller number of service leads with more responsibility should be appointed at 4th tier. This would be guided by criteria including number of staff, and number of operational functions

There are also some quick wins to release capacity while the transformation case is being worked up for implementation. These would include not taking those calls in the Contact Centre that are simply transferred to another service. Progress has already been made in areas such as Revenues and Benefits but an early decision might be for Planning calls to be routed directly through to the planning teams.

Asset Savings

The council has done significant work in recent years to reduce the costs of assets. Major savings have been made by a combination of transferring, reducing office accommodation and introducing energy efficiency measures. Many of these projects have been complex and time-consuming but the effort has been worthwhile and the outcomes have been good. As the number of assets available for consideration reduces, future work is likely to be more complex and potentially more controversial. It would include transferring assets to local communities, reducing accommodation needs, ending leases where possible and providing savings across our asset portfolio where possible.

Management Board assess that there is the potential to make up to **£250k** savings through this work in the next four years with further potential coming after that period depending on our appetite to focus on this area of work and the future of our HQ linked to transformation of the delivery of services.

Procurement Savings

The opportunities to reduce costs through procurement have in the main already been achieved. However, we will continue to review contracts with services in future to find savings. These will mainly be found from challenging service specifications to explore whether they can be reduced in future to achieve savings. We will also continue to make the cost of procurement process cheaper and more cost effective at SSDC, this will directly deliver efficiencies and protect front line resources. We will do this via contract compliance, contract monitoring and by using a range of techniques, such as collaboration, SMEs and local traders, and investing in E-Procurement technologies. By operating autonomously we can continue to protect as best we can the local traders and smaller suppliers we use within the South Somerset region. This initiative can have a very positive affect on regeneration and protecting local jobs. We will continue to promote local sourcing where appropriate and it can offer real value to the district.

There may also be some opportunities to combine contracts with our partners to achieve savings through larger economies of scale. We will also continue to explore options for shared working with our partners.

Management Board assess that there is the potential to make in the region of **£100k** savings through this work in the next four years.

Commercialisation

There are many examples where councils turn to income generation or commercialisation to address the current business challenges. Examples include:

- Aylesbury Vale District Council whose business model focuses on income generation, cost reduction and investing in local infrastructure including a Waitrose and a Travelodge. They are now considering setting up a commercial trading arm for consultancy services.
- Birmingham City Council have built a consortium of councils (Council Advertising network) to attract bigger advertisers for the website. SSDC has joined this network and is already benefitting from the income.
- Cheshire East and Cheshire West Councils have established a jointly owned company to deliver back office services. On top of the sharing savings the companies are now looking to explore new trading markets especially in energy reduction work, planning related business and burial / cremation services. This could be useful learning if pursuing a strategic alliance.
- Eastleigh Borough Council has purchased property to generate a high investment yield. They are landlord to businesses including B&Q, Lloyds Bank, Wetherspoons, Matalan, Halfords and Hampshire Cricket Ground where the council will invest £40m including the construction of a Hilton Hotel. The revenue surplus on their assets is now almost £2.5m/yr, however they recognise that the market opportunities are now shrinking.
- Nottingham seeks income in all services. Parking Services provide enforcement services to others generating £0.3m/yr, leisure services have increased by £0.2m/ yr and they deliver fleet maintenance to Rushcliffe Borough Council with an annual contract value of £0.4m / yr.
- Wolverhampton City Council was spending £7.5m per year on temporary and interim workers. They have set up a trading company to supply 75% of these temporary workers. Profits are returned to the council, there are fewer invoices and temporary workers are now paid the living wage rather than the minimum wage.
- Woking Borough Council achieves over 60% of their total income from trading activity. They have maintained frontline services for residents and increased their support to the 'not for profit sector' to £1.4m per year. They own an arm's length company that builds and finances power stations along with a joint venture company to undertake projects such as an Asda store. They act as a private sector landlord and developer and this alone brings in £1.25m per annum.

Appendix Two demonstrates where SSDC contracts in work for income generation. There is considerable success in income generation within South Somerset with an increase of over £800k in recent years. We intend to learn from all these examples and could well work together with Sedgemoor District Council on a number of the following ideas as part of a strategic alliance:

- Pro-active marketing of existing business units within the council
- The creation of profit-making arms that can work within a strategic alliance to increase income
- Selling council services '*Services you choose and trust*' above the normal service standard.
- Robust review of fees and charges annually
- Sponsorship, advertising, increasing external grant income
- Invest to earn schemes
- Keeping spend within in house services if at all possible.
- Developing a charging policy that ranges from
 - Full commercial (Potentially through an arm's length company)
 - Full commercial with concessions
 - Fair charging
 - Cost recovery – to allow continued delivery of some services within council subsidy
 - Cost recovery with concessions
 - Subsidised
 - Nominal – to discourage frivolous use
 - Free. Universal or statutory service.

In particular there seem to be opportunities to explore arms-length companies, economic development projects with the dual aim of regeneration and income generation, a housing lettings agency, and increased income from our existing trading units such as the Yeovil Innovation Centre and fees and charges. Management Board believes that there are opportunities bringing in increased income of **£720k** via this route. There is an additional **£300k** expected through increasing the income from investments making over **£1m** in total.

Transformation

Service Transformation is about rethinking the way the council operates by taking a design led approach to create and maintain a system that works for people, rather than people having to 'work the system'. It is this different way of working, which defines transformation – a new operating model fit for purpose.

Transformation is a key Council response to the increasing pressures for cost reductions by –

- Managing and reducing customer demand
- Delivering as much customer service as possible through a universal contact method, resolving the maximum possible at the earliest point possible.
- Drawing on expert skills and knowledge only where appropriate
- Managing the organisation in an efficient and streamlined way.

Work in 2014-15 to analyse the nature of customer demand, access and handling identified clear opportunities to reduce costs and improve the customer experience at SSDC. In addition current systems to manage customer data and support corporate performance management are not fit for purpose.

Whilst EDM or other process efficiencies could be implemented on a service by service basis, the opportunity to generate efficiencies from merging similar generic activities across services (in the front and back office) would be lost. A citizen centric operating model which meets the financial challenges ahead will not be achieved through incremental improvements.

Adopting a new SSDC Future Model supported and enabled by a technology platform would bring a £2m salary & on-cost reduction – a saving of 16% on staffing within scope.

The indicative direct programme costs, across 5 years (including a fixed revenue licence cost from year 2 to 5) based on implementation of a new operating model is attached at Appendix One. This includes dedicated change management resources, some provision for in-house resources, implementation of the technology platform and a provision for redundancies. This does not include the potential associated costs of provisions for the costs of additional hardware / accommodation to support agile & mobile working.

Based on experience of other Councils, implementation of a new operating model would anticipate an 18 - 24 month project following procurement.

Management Board believes that there are opportunities bringing in savings of £2m via a combination of transformation. The new Chief Executive, should members agree, would work on refreshing the workforce strategy with clear targets for reducing staff numbers as suggested in the staffing costs shown in Appendix One.

Additional Opportunities for Savings, Influence or Innovation

A wide range of other opportunities exist to make savings. They include:

- Considering a Strategic Alliance with Sedgemoor District Council, where we seek to share services where we can improve performance, make savings or increase resilience.
- A Strategic Alliance could also be used to develop a stronger, cohesive voice on key issues that affect both councils.
- Reducing spend on travelling by use of technology and mileage policies.
- Work to look at innovation in single service delivery. An example would be the project to deliver a new service model for waste which seeks to address customer demand to recycle plastic pots, tubs and trays and make savings.
- Learning from others in developing innovative solutions for our community. An example would be investigating the potential of a South Somerset Community Lottery to engage local communities more widely in self-help and to reduce the impact on our grants budget.
- Management Board would also take a close and creative look at service standards, vacancies, underspends and any spend by some services on functions that could be delivered in-house.

Management Board predict that there are an additional **£640k** savings that can be found from this workstream.

Summary of predicted savings

Savings to be achieved over a 4 year period via Solo Business Case	£000's
Senior Structure	70
Assets	250
Procurement	100
Commercialisation	720
Workforce Transformation	2000
Investment (Treasury Management)	300
Additional	640
HR Policies	135
Total	4215

There is further potential by the end of the four year period to increase the income at Westlands Leisure Centre by **£75k** should this go ahead making **£4.29m** in total.

Risk and benefits analysis

The risks and benefits of the solo business case have been developed by input from Management Board and the Working Group and also by comparing and contrasting with the Scrutiny task and finish group risk analysis and the joint business case risk analysis.

Risk Register – key

Catastrophic		17	22	23	24	25
Major		12	18	19	20	21
Moderate		6	13	14	15	16
Minor		2	8	9	10	11
Insignificant		1	3	4	5	7
Impact		0.1	0.25	0.5	0.75	0.9
	Likelihood	Remote	Unlikely	Possible	Probable	Highly probable

Risk Register						
Risk	Consequence	Probability	Impact	Score	Mitigation	Revised Score
Political / Reputational						
SSDC is regarded as a poor partner in future	Less opportunities in future	Poss	Minor	9	Agreeing to explore a strategic alliance	4
Insufficient political support to drive through transformation, savings and difficult decisions	Timeframes likely to slip and targets will not be met.	Poss	Mod	14	New CEO prepares corporate plan, targets and timescales	9
Financial						
Published savings not delivered	Reputational damage and MTFPs not balanced. Alternative savings will need to be found.	Poss	Minor	9	Savings are indicative within a framework increasing certainty of delivery	7

Risk Register

Risk	Consequence	Probability	Impact	Score	Mitigation	Revised Score
Operational						
SSDC currently has no clear leadership structure	Timeframes likely to slip and targets will not be met.	Prob	Mod	15	SSDC quickly develops plan for leadership team	9
Poor programme management of savings, especially not understanding the resource required	Time and or cost overruns. Fall in staff morale. Failure to deliver.	Poss	Mod	14	Put necessary programme management in place supported by delivery targets for CEO	9
Failure to take staff with us – low morale	Loss of key staff, lack of commitment to deliver	Unlikely	Minor	8	Regular updates, engagement and feedback. Positive engagement with the unions at a local and regional level. Ensure processes are fair and transparent.	2
Although not part of this business case, long term resilience beyond 2020 is still not known	Insufficient resource to deliver essential services	Poss to Prob	Mod to Major	?	Work on Strategic Alliance and take opportunities as they arise over next four years	?
Financial						
Projected savings over ambitious	Failure to achieve savings and meet targets	Poss	Mod	14	Put necessary programme management in place supported by delivery targets for CEO	9
Saving double counted	Failure to achieve savings and meet targets. Loss of faith in the business case	Unlikely	Mod	13	Progress of savings checked on regular basis	6

Benefit analysis

The benefits of staying solo in many ways are the mirror image of the risks within the joint business case. They include:

Political

- Greater on-going control and no tension between competing priorities
- Focused work to develop an ambitious Council Plan and priorities
- Less press interest in our progress

Operational

- Chief Executive and senior officers focused on developing ambition for the organisation and dealing with issues of strategic importance for South Somerset
- No dip in performance due to sharing due to new team management and groupings
- Speed of delivery is likely to be quicker as no distractions from bringing two groups of staff together and dealing with HR issues
- Staff are likely to be more reassured and we retain staff morale
- Ability to focus more quickly on transformation
- We can go further and deeper with plans if not having to check impact on another organisation

Financial

- No need for joining set up costs, easing set up cost pressures for transformation
- ICT service is not distracted by joining IT systems and can focus on work to aid transformation
- Can still consider joint procurement with Sedgemoor District Council in future

Appendix One – Staffing Savings Options

Solo Salaries

	Current Structure	1 CEO 1 Dir/6 Ads	1 MD 6 Ads	1 CEO 1 Dir/5 Ads	1 CEO 1 Dir/4 Ads	Average Salaries
	£	£	£	£	£	£
1 st Tier	0	133,350	133,350	133,350	133,350	
2 nd Tier	247,789	126,485	0	126,485	126,485	123,895
3 rd Tier	510,026	510,026	510,026	425,022	340,017	85,004
Total	757,815	769,861	643,376	684,857	588,852	
Savings		12,046	114,439	72,958	157,963	

Note at Tier 2 the underlying salary level is the same

	Current Structure 28.8 FTEs	26 FTE's	24 FTE's	22 FTE's	20 FTE's	Average Salaries
	£	£	£	£	£	£
4 th Tier /Managers	1,494,503	1,349,204	1,245,419	1,141,634	1,037,849	51,892
Total	1,494,503	1,349,204	1,245,419	1,141,634	1,037,849	
Savings		145,299	249,084	352,869	456,654	

	Current Structure 387 FTEs	Less 5% or 19 FTE's	Less 10% or 39 FTE's	Less 15% or 58 FTE's	Less 20% or 78 FTE's	Average Salaries
	£	£	£	£	£	£
Other Officers	11,472,199	10,898,589	10,324,979	9,751,369	9,177,759	29,644
Total	11,472,199	10,898,589	10,324,979	9,751,369	9,177,759	
Savings		573,610	1,147,220	1,720,830	2,294,440	

Example of combined Savings with 66 less staff = £2,146,657 The allowance for redundancy costs would need to be £2.5 million

Total staff = 423.8

Estimated Transformation Costs

Capital

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Software and software implementation	228,250	456,500	228,250			913,000
Changes to office layout	-					-
Provision for API connectors	25,000	50,000	25,000			100,000
Internal Project Team/backfilling	50,000	100,000	50,000			200,000
Contingency 10%	25,325	50,650	25,325			101,300
Total Capital Costs	328,575	657,150	328,575	-	-	1,314,300

Revenue

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Ongoing support and maintenance		59,975	59,975	59,975	59,975	239,900
Training	5,000	10,000	5,000			20,000
Organisational change consultancy	125,000	250,000	125,000			500,000
Internal Project Team/backfilling	40,000	80,000	40,000			160,000
Contingency 10%	17,000	34,000	17,000			68,000
Project Revenue Costs	187,000	433,975	246,975	59,975	59,975	987,900

Allowance for redundancy costs	600,000	1,200,000	600,000			2,400,000
Total Revenue Costs	969,000	1,997,975	1,028,975	59,975	59,975	3,387,900

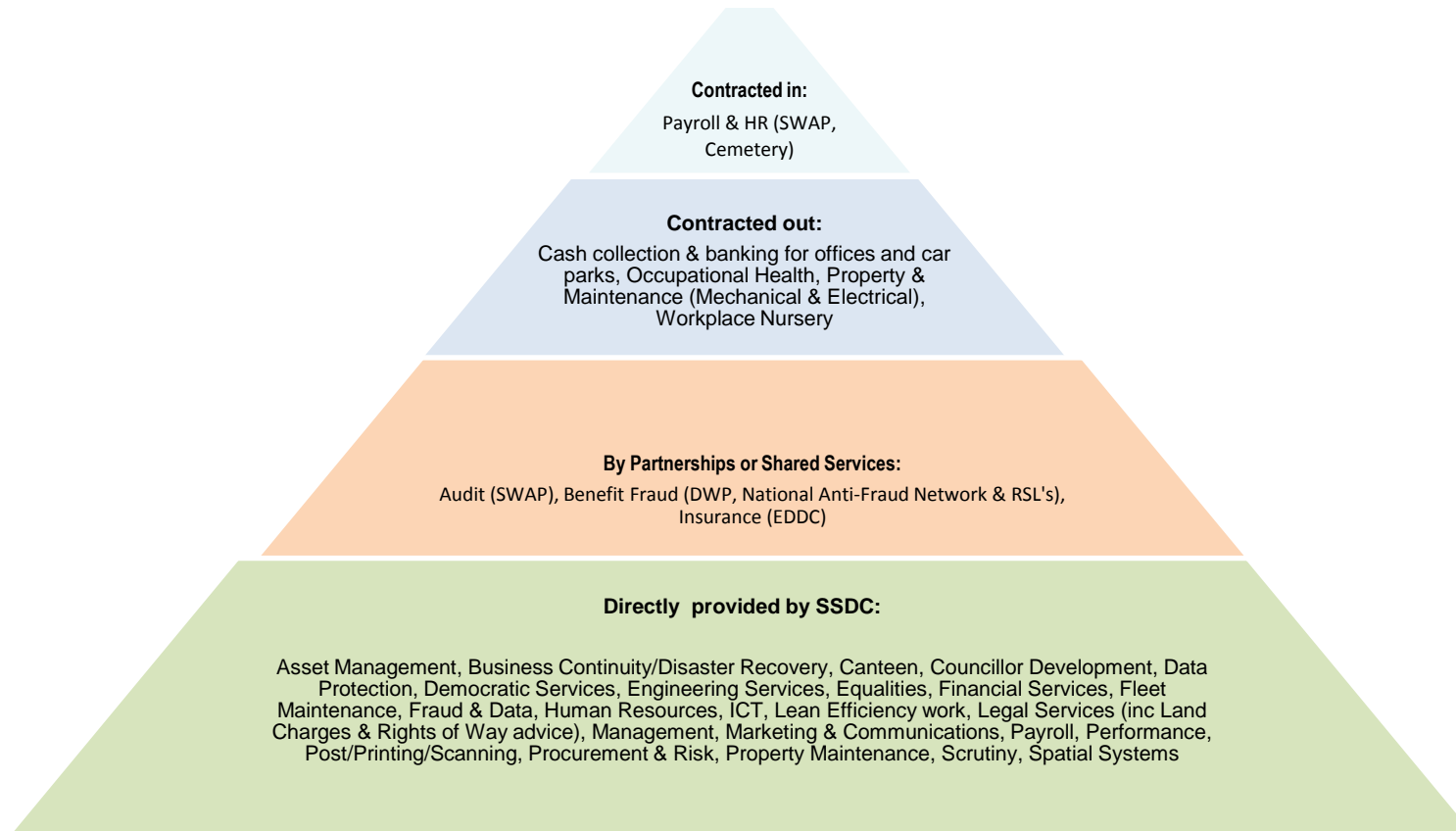
Total Capital and Revenue Costs	1,297,575	2,655,125	1,357,550	59,975	59,975	4,702,200
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Salary Savings based on current staffing and activity levels	250,000	1,750,000	-	-	-	2,000,000
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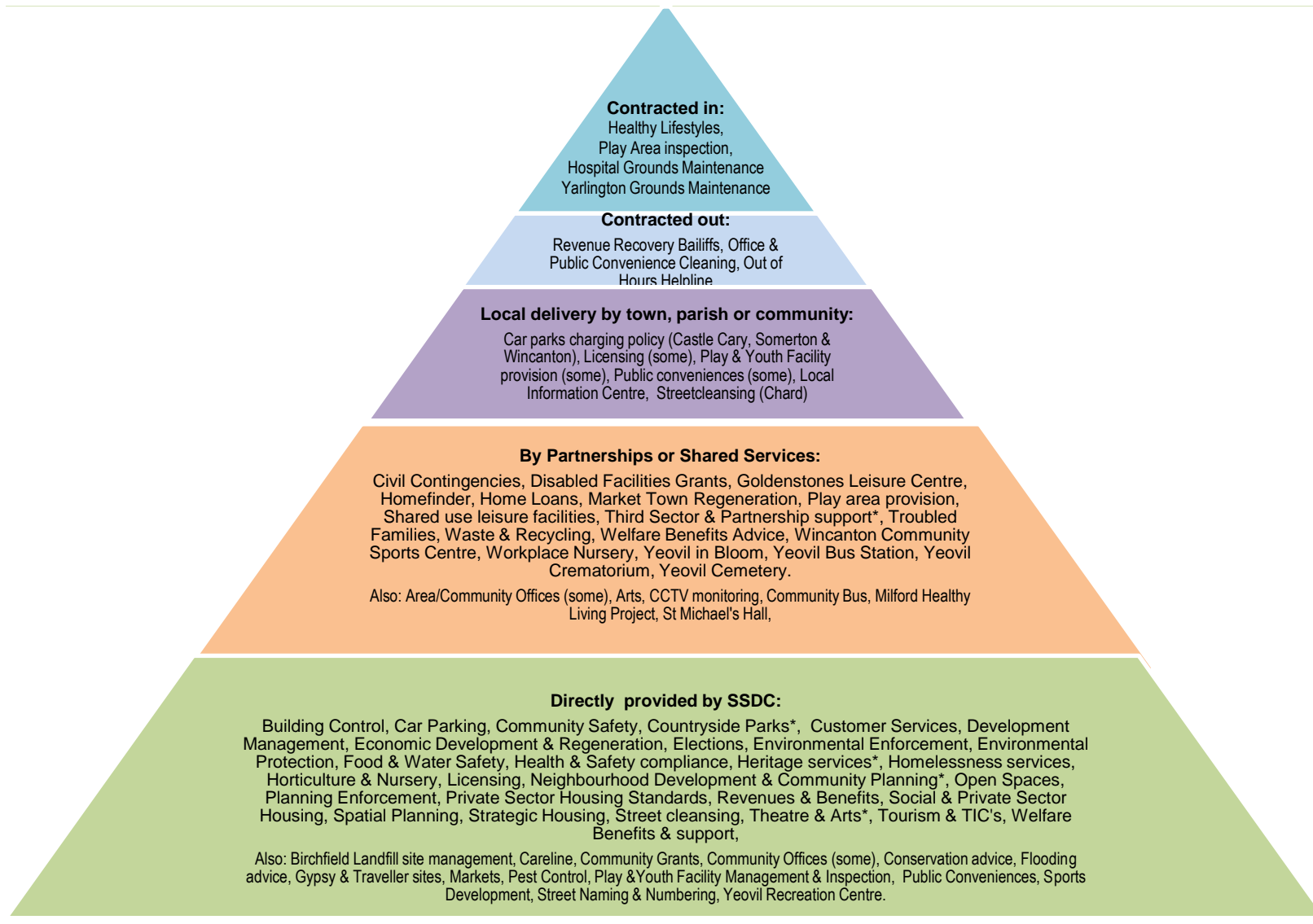
Payback 2 years 4 months

Appendix Two: SSDC's Flexible Service Delivery Model 2016

Back Office Services



Front line services



Appendix 3 - Stage 2 Equality Analysis – Headline Solo Business case

Impact	Unable to determine at this stage	Lead Officers	Vega Sturgess Rina Singh
Date of EqA	09/02/16	EqA Review Date	01/04/16

Why are you completing the equality analysis? - Financial Savings

What are the main purposes of the policy, strategy or service area?

Mandate

- To establish a business case to stay as an independent council with its own workforce while still meeting the forecast budget gap in 2020-21 and beyond.
- To examine the risks and benefits of doing so, particularly with respect to capacity, resilience and influence.
- The financial results of the business case to be illustrated in an outline business case, and to be completed at the same time as the Joint Business Case with Sedgemoor District Council.

Evidence

The Headline Solo Business case has identified the following sources of evidence:

High level demographic data on the district

Anecdotal learning from site visits to other councils

Local learning from other County partnerships e.g. Somerset Waste Partnership (SWAP), South West Audit Partnership (SWAP)

Employment models

Terms and conditions

Independent HR expertise who provided advice on a range of personnel issues

ICT modelling

Procurement review

Draft Public Sector Exit Payments Regulations 2016

Risk Register for the Business Case

Supporting Documentation/Links

Devolution for the Heart of the South West – A prospectus for productivity

Conclusion and potential impacts

Please note: In undertaking this Equality Analysis (EqA), the detailed background papers and evidence have not been seen or examined. The conclusions being drawn are based on the Headline Business Case only and the information provided within that document. There may be wider impacts but these are unknown, based on the evidence seen.

The Solo Business Case is a concept document that proposes a number of options to inform the direction that SSDC may choose to take in the months ahead.

Options included may impact upon particular groups, but until a clear decision is made then it is difficult to summarise in any greater detail.

Moving forward, once a decision is made and subsequently policy, implementation plan and procedural changes start to be initiated, further EqAs will need to be undertaken at every stage of the process to demonstrate due regard and compliance with The Equality Act 2010; this will ensure that no one group is affected more than another.

For a more in depth review of impacts against particular characteristics, further consultation will also need to be undertaken with staff and Unions.

Please comment/explain how you will meet the General Equality Duty (GED)?

As the business case has been developed, staff briefings and awareness sessions have been undertaken and information and Frequently Asked Questions have been shared on Insite, the internal website.

There have been regular updates to Councillors to examine all aspects of the proposals.

SSDC have put the proposals before a Scrutiny Task and Finish Group for examination, debate and challenge.

Lead Officer Sign Off

Jo Morgan

Date 09/02/16

Report of the Journey of Exploration Task and Finish Group

Why was the group formed?

The issue of future management arrangements and service delivery is of such significant importance that effective member engagement was seen as vital.

Scrutiny at South Somerset District Council has a proud tradition of effectively engaging the wider membership in complex issues. In this case, to support the work of the Working Group (as established by Full Council and consisting of Cllrs Ric Pallister, Tim Inglefield, Jo Roundell-Greene and Dave Bulmer and the Interim CEO's), it was decided that a Scrutiny Task and Finish Group involving members from both the main political groups should be established.

It was hoped that this group would allow a wider group of members to familiarise themselves with the details of the Joint working arrangements as they emerged, bringing forward the perspectives of their elected colleagues and providing 'critical friend' challenge to the work of the Working Group and in time, The Joint Leader's Advisory Group (JLAG)

Task and Finish group membership

Councillor Sue Steele – Chair of Task and Finish Group
Councillor Clare AparicioPaul
Councillor Cathy Bakewell
Councillor Mike Beech
Councillor John Clark
Councillor Sarah Dyke-Bracher
Councillor Peter Gubbins
Councillor Val Keitch
Councillor David Norris
Councillor Sue Osborne
Councillor David Recardo
Councillor Dean Ruddle
Councillor Angie Singleton
Councillor Rob Stickland

The membership of the Task and Finish Group is in political balance, the role of the group was to scrutinise and be a critical friend for the Project Board. Therefore members of the Executive were also invited to join the Task and Finish group.

All of the members that joined the group put themselves forward following an invite as part of an all member survey from Councillor Sue Steele – Overview and Scrutiny Chair.

Review Methodology

The group adhered to the principles of effective Scrutiny and sought evidence upon which to base any comments and/or recommendations. The group:

- Held weekly meetings throughout November, December, January and February;
- Reviewed a considerable amount of documentation, namely:

- Shared Services and Management – A guide for Councils – LGA March 2011
This is a document produced by the LGA and covers a whole range of issues relating to shared management arrangements, including:
 - *The context for change;*
 - *Best practice ideas and solutions*
 - *Case studies from successful partnerships*
 - *The rationale for change*

- The Change Game – Centre for Public Scrutiny 2015

This is a document produced by the Centre for Public Scrutiny and supports Scrutiny members in;

- *Understanding the rationale for change*
- *Understanding the nature of any change proposed;*
- *Ensuring that all change is well planned and that the plan is adhered to;*
- *Allowing elected members to 'own' the change; and*
- *Preparing for the reality of change.*

- Aylesbury Vale District Council - Thoughts on Success
Some members of the Task and Finish Group attended a presentation given by Andrew Grant CEO AVDC and other members have requested further information and advice from Aylesbury Vale. Copies of the presentation were circulated to all members of the Task and Finish Group.

- JLAG Communications Plan

- Joint Management and Shared Services Closedown Report – Taunton Deane and West Somerset

This is a comprehensive document produced by the officer team supporting the shared management arrangements for Taunton Deane Borough and West Somerset Councils. The document covers all aspects of the project from scoping through to evaluating the implementation of the first phase of the Joint Management and Shared Services project.

- Reviewed and commented on all JLAG notes.
- Briefing from SSDC s151 Officer on the current financial position of SSDC, the effect of the Spending review and the Autumn Statement and options for future saving.
- Arranged a Learning Event with the CEO and Leaders of the Dorset Tri-Authority Partnership of West Dorset, Weymouth and Portland and North Dorset to which they invited members from Sedgemoor District Council to act as a potential starting point for some joint working across the wider membership.
- Reviewed the outcomes of a short Member Survey and passed this information onto the JLAG. The survey asked members to identify:
 - What members most valued about SSDC and would wish to retain above all else;

- Any suggestions for future savings and/or income generation; and
 - Anything in particular they would like to bring to the attention of Scrutiny and/or those preparing the Business Cases.
- Provided 'critical friend challenge' to Cllr Pallister when he attended to provide weekly updates on the progress of the JLAG.
 - Reviewed and commented on the draft Solo and Joint Business cases as presented the Interim Business Cases.

What has the Task and Finish Group achieved?

As already mentioned, this Journey of Exploration has taken a different direction from that initially anticipated, thus the role of the Task and Finish Group has had to evolve throughout the process. The members of the Task and Finish Group have given many hours of their time to considering the complex issues as they have arisen throughout and have ensured that each key proposal has been subjected to a wider perspective.

Through their efforts, members of the Task and Finish Group have been able to bring to the fore the comments and concerns of their colleagues, which in turn have been taken forward to the JLAG. Through the active engagement of more elected members, the Task and Finish Group has helped to ensure that the 'Journey of Exploration' has developed to reflect the voice and concerns of all elected members of South Somerset District Council.

When members of the Task and Finish Group commenced this piece of work, as their Terms of Reference show (attached at Appendix A), their priority was to ensure that when all members of South Somerset were asked to make a decision about future management options, they had sufficient information available to do so. This has remained the aim of the Task and Finish Group as the process has evolved.

This report provides a brief summary of the work and comments of the Task and Finish Group and is included in the final report to Council to provide a level of reassurance to members that a robust as possible process has been followed by the Task and Finish Group in order to reach this point.

In preparing this report, members have made the informed assumption that both the Joint and the Solo Business cases are in effect 'concept' papers – documents that set out the general parameters but do not provide an actual 'blue print' for implementation and in addition, a more detailed 'issues' document has been produced for the attention of the Working Group. This additional document contains more detailed comments on the process to date that members hope the Working Group will find useful in moving the project forward.

Conclusions

When comparing the outcomes against the original aims and ambitions of the review, members of the Task and Finish Group noted that:

- Due to the timescales and volume of information, they have not fulfilled an original ambition to keep all members informed. This to some extent reflects the complex nature of working with another authority and the inevitable delays that can arise in the release of information.

- An invitation was made to Sedgemoor District Council Scrutiny and 6 of their members did attend the Learning Event with West Dorset, Weymouth and Portland and North Dorset.
- They produced a detailed Risk Register reflecting their concerns, this was circulated to the Working Group. (Attached at Appendix B)
- They provided timely feedback on their own research to the JLAG;
- Through their involvement in this process, 14 members of the authority now have a better awareness of the options available to SSDC to better manage council services with fewer resources. It is hoped that this knowledge will be effectively utilised in the delivery phase of this project.

Next Steps

The group recognise that the original aims and objectives went beyond this initial headline Business Case phase and are perhaps more relevant to the following phase leading to the production of more detailed Business cases. Members anticipate that they will have continued involvement thus ensuring that sound evidenced based decisions are made in the interest of the community.

Terms of Reference for the Journey of Exploration Task and Finish group.

Constitution and aims

The Task and Finish group will be made of elected members across all political parties and may include Portfolio Holders, as the task and finish group will be working as a critical friend to the Project Board not to the Executive.

The Task and Finish group will seek to aid the process of preparing separate business cases for:

- Sharing a Management Team (Tiers 1-3 or 1-4?) and potential service delivery with Sedgemoor District Council, and
- Maintaining our own management team (managing the reduction in government grants without sharing)

As well as undertaking the formal role of scrutiny of the Project Board, the Task and Finish group will aim to ensure full Member awareness and involvement in all stages of the Business Plan process, right up to the decision at Full Council in the New Year.

Specific tasks

The Task and Finish group will aid the process by undertaking the following:

1. The group will engage all SSDC members (and where appropriate Sedgemoor members also) to help determine:
 - a. What the council priorities are/will be:
 - i. what members want to protect and to what degree
 - ii. what are members vision/aspirations for the Council and South Somerset
 - b. Members views on what risks and opportunities and other matters should be investigated in the Business Cases
 - c. What extra information in terms of context Members feel they need, for example external pressures, timing, best practice, improvements in technology
 - d. What information members require in the business plans and/or accompanying report in terms of information, data, evidence, research, context, to enable them to make an informed decision.
2. The Task and Finish group will collect and collate this information and will provide timely analysis to the Project Board.
3. The group will review the information, data, evidence, research and analysis used to help compile the business plans when it becomes available from the Project Board in a critical friend capacity and with appropriate Member involvement will provide timely feedback.
4. The group will look to see how the business plans have taken members ideas, concerns and requests into account.

5. The group will check that the business cases provide all the necessary information to enable members to make an informed decision in terms of how SSDC can best provide to SSDC tax payers the priority services that Members have identified, in a way that meets the criteria of being sustainable, efficient, and good value
6. The group will provide direct feedback throughout to the project board and will compile a statement with regard to the business plans that will be considered by Scrutiny Committee in advance of Full Council.

To prevent delays, the Task and Finish group will work in parallel with the Project Board as has been done previously when there has been a time pressure which should help ensure that there is a wider group of members who understand the process and the business plans.

Journey of Exploration Task and Finish Group

Risk Register

Members of the Task and Finish Group have asked from the outset for a robust approach to managing the risk associated with the 'Journey of Exploration'. At this stage, we have not had sight of the risk register that is being used by the JLAG and officer project team, so in the meantime, as members of the Task and Finish Group have specifically asked for their thoughts/ comments on their perception of the risks associated with the **business case preparation phase** of the project, we have used the same Risk Register template produced by Taunton Deane / West Somerset in preparing their Business case. Members should however note that the scoring system used is the adopted SSDC matrix – as used in District Executive Reports.

It is intended that the document will be filled in by members at their meeting on 17th December and will be constantly reviewed and updated as the project progresses – the information contained in this first draft reflects the comments made by members of the Task and Finish Group to date based on the evidence they have considered, but it is not exhaustive and is intended more as a basis for further discussion by members than as a definitive document at this stage.

Risk register – key

Catastrophic		17	22	23	24	25
Major		12	18	19	20	21
Moderate		6	13	14	15	16
Minor		2	8	9	10	11
Insignificant		1	3	4	5	7
Impact		0.1	0.25.	0.5	0.75	0.9
	Likelihood	Remote	Unlikely	Possible	Probable	Highly probable

Risk	Cause	Consequence			Score	Risk Mitigation
Lack of clarity over SSDC Goals	No current Corporate Plan reflecting agreed member priorities. No detailed budget figures going forward.	Members unable to assess the ability of each business case to deliver 'vision'	Probable	Major	20	Member workshops to inform Corporate Plan.
Member misunderstandings – lack of trust at member level across both authorities	Members outside of the 'core team' are not fully briefed at either council at all stages of the process.	Members feel unable to take a decision because 'trust issues' have not been addressed.	Possible	Major	19	Workshops Joint Scrutiny
Lack of objectivity in Business Case preparation	Those preparing the business cases will be directly impacted by the outcome and so cannot reasonably be expected to be wholly impartial.	The final Business Cases may not be seen as suitably objective	Probable	Major	20	Clear evidence base is available for every proposal and independent, impartial capacity is sourced for the lifetime of the project. External validation/verification Task and Finish involvement
Timescale is too short for members to give due consideration to all available evidence.	A deadline of February (or possibly March) 2016 has been set for consideration of the headline business cases.	Members are not able to give the matter due consideration which may compromise the quality of the final decision	Probable	Major	20	Request by members to delay report to Full Council

Risk	Cause	Consequence			Score	Risk Mitigation
Lack of clarity as to what criteria the final business cases will be assessed against.	Lack of member consultation re priority/weighting of differing success measures.	Members find it difficult to assess business cases against their aspirations for SSDC	Possible	Major	19	Task and Finish representing wider membership, providing a success criteria
The two Business Cases are not given parity of esteem.	Perception that the majority of effort is put into the shared management team business case.	Members unable to make a decision due to lack of information.	Possible	Moderate	14	Robustness of Task and Finish Group assessment
Perception that Joint Management proposals represent a 'take over' by one partner.	Lack of an SSDC CEO leading to the assumption that the SDC CEO is the 'ranking' officer and de facto 'in charge'.	SSDC members feel their sovereignty is compromised.	Possible	Moderate	14	Open selection High level negotiation at JLAG level
Lack of awareness of Cultural Differences	Lack of awareness/ understanding of the culture of each organisation. How each authority works, the working relationship/style of staff and members.	Unfamiliarity causes misunderstanding and trust issues. Causing potential delays and lack of confidence in any form of shared working	Possible	major	19	Time is spent understanding the 'cultures' of each partner organisation and strategies for harmonising are developed.

Joint Recruitment Protocol

Reciprocal arrangements between South Somerset District Council and Sedgemoor District Council for the interim treatment of future vacant posts

Purpose

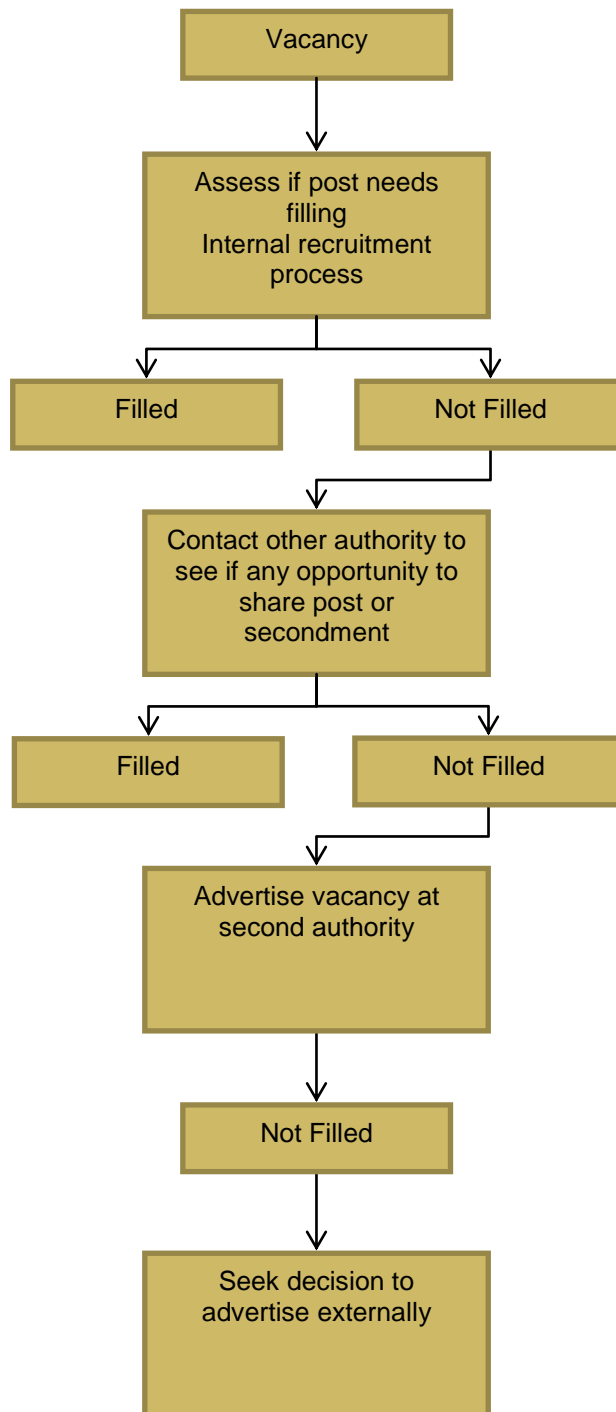
To recommend a practical approach to the filling of vacant posts pending both Councils' decisions on the business case for future joint working arrangements.

Whilst we are working out the way forward for joint working between the two Councils it would make sense that **in-scope** vacant posts are only filled where absolutely necessary and only on a temporary or fixed term basis, rather than to offer permanent positions.

It would also make sense, where practicable, that both Councils' explore opportunities to share or second staff on a temporary basis rather than to fill a vacant post (see process overleaf).

Where a vacant post falls within a service that is deemed to be out of scope for the joint working proposals it will be considered as exempt from these arrangements. However the authority should ensure that all possible opportunities for internal redeployment into the vacant post are considered, before any form of external advertising is agreed.

Of course should both authorities agree the business case for joint working these arrangements will need to be reviewed.



Agenda Item 10

Treasury Management Strategy Statement and Investment Strategy 2016/17

Lead Officer: Donna Parham, Assistant Director (Finance and Corporate Services)
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Purpose of the Report

To approve the Treasury Management Strategy Statement and Investment Strategy for 2016/17. The report was considered by the Audit Committee on 28th January 2016 who agreed the recommendation to go forward to full Council.

Recommendation

Council is recommended to approve the Treasury Management Strategy Statement and Investment Strategy for 2016/17. The Strategy is attached at Appendix 1.

Introduction

In March 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year.

In addition, the Department for Communities and Local Government (DCLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year.

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the DCLG Guidance

The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

Background

The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators (PIs) on an annual basis. The TMSS also includes the Annual Investment Strategy (AIS) that is a requirement of the CLG's Investment Guidance.

CIPFA has defined Treasury Management as:

"the management of the organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Specific treasury management risks are identified in the Council's approved Treasury Management Practices. The risks include:

- Liquidity Risk (Adequate cash resources)
- Market or Interest Rate Risk (Fluctuations in the value of investments).
- Inflation Risks (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risks (Impact of debt maturing in future years).
- Legal & Regulatory Risk (Compliance with statutory and regulatory requirements).

The Local Government Act 2003 requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The proposed strategy for 2016/17 takes into account the Council's current treasury position and the approved Prudential Indicators and draws upon the forecasts for interest rates provided by the Council's treasury advisers.

The Strategy is attached at Appendix 1 and is split into the following main areas:

- Background
- Credit Outlook and Interest Rate Forecast
- Balance Sheet and Treasury Position
- Borrowing Requirement and Strategy
- Investment Strategy
- Policy on use of financial Derivatives
- Balanced Budget Requirement
- 2016/17 MRP Statement
- Monitoring and Reporting on Treasury Management
- Other Items

Financial Implications

The revised strategy will achieve the budget for new investments in 2016/17. If Members would prefer to accept a more risk averse strategy we will be unable to achieve the Treasury Management Interest budget because the Authority will be restricted to counterparties who offer lower rates of return. In addition, there would be less diversification within the Council's portfolio, ultimately concentrating all risks within a select few counterparties.

Background Papers

Cipfa Treasury Management Code of Practice
Treasury Management Practices
Arlingclose Treasury Strategy Template

South Somerset District Council Treasury Management Strategy Statement and Investment Strategy 2016/17

Contents

- 1. Background**
- 2. Credit Outlook and Interest Rate Forecast**
- 3. Balance Sheet and Treasury Position**
- 4. Borrowing Requirement and Strategy**
- 5. Investment Strategy**
- 6. Policy on use of financial Derivatives**
- 7. Balanced Budget Requirement**
- 8. 2016/17 MRP Statement**
- 9. Monitoring and Reporting on Treasury Management**
- 10. Other Items**

Appendices

- A. Existing and Projected Portfolio Position
- B. Prudential Indicators
- C. Arlingclose's Economic and Interest Rate Forecast
- D. Glossary of Terms

1. Background

- 1.1 In March 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year.
- 1.2 In addition, the Department for Communities and Local Government (DCLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year.
- 1.3 This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the DCLG Guidance
- 1.4 CIPFA has defined Treasury Management as:

"the management of the organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.5 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 5 of the Code.
- 1.6 The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.
- 1.7 Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 1.8 Full Council will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.
- 1.9 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Audit Committee and for the execution and administration of treasury management decisions to the Assistant Director (Finance and Corporate Services) who will act in accordance with the organisation's policy statement and TMPs and CIPFA's standard of Professional Practice on Treasury Management.
- 1.10 The Council nominates Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.
- 1.11 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will

be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

- 1.12 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.
- 1.13 The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.
- 1.14 The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
- 1.15 The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk is an important and integral element of its treasury management activities. The main risks to the Council's treasury activities are:
- Liquidity Risk (Adequate cash resources)
 - Market or Interest Rate Risk (Fluctuations in the value of investments)
 - Inflation Risk (Exposure to inflation)
 - Credit and Counterparty Risk (Security of Investments)
 - Refinancing Risk (Impact of debt maturing in future years)
 - Legal & Regulatory Risk (Compliance with statutory and regulatory requirements)

2. Credit Outlook and interest rate forecast

- 2.1 Credit outlook: The varying fortunes of different parts of the global economy are reflected in market indicators of credit risk. UK Banks operating in the Far East and parts of mainland Europe have seen their perceived risk increase, while those with a more domestic focus continue to show improvement. The sale of most of the government's stake in Lloyds and the first sale of its shares in RBS have generally been seen as credit positive.
- 2.2 Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the UK, USA and Germany. The rest of the European Union will follow suit in January 2016, while Australia, Canada and Switzerland are well advanced with their own plans. Meanwhile, changes to the UK Financial Services Compensation Scheme and similar European schemes in July 2015 mean that most private sector investors are now partially or fully exempt from contributing to a bail-in. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain stubbornly low.

- 2.3 Interest rate forecast: The Authority's treasury advisor Arlingclose projects the first 0.25% increase in UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside.
- 2.4 A shallow upward path for medium term gilt yields is forecast, as continuing concerns about the Eurozone, emerging markets and other geo-political events weigh on risk appetite, while inflation expectations remain subdued. Arlingclose projects the 10 year gilt yield to rise from its current 2.0% level by around 0.3% a year. The uncertainties surrounding the timing of UK and US interest rate rises are likely to prompt short-term volatility in gilt yields. A more detailed economic and interest rate forecast provided by Arlingclose is attached at *Appendix C*.

3. Balance Sheet and Treasury Position

- 3.1 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The estimates, based on the current Revenue Budget and Capital Programmes, are set out below:

	31/03/15 Actual £'000	31/03/16 Estimate £'000	31/03/17 Estimate £'000	31/03/18 Estimate £'000	31/03/19 Estimate £'000
CFR	9,447	9,299	9,212	9,136	9,113
Usable Capital Receipts	(35,659)	(33,483)	(20,367)	(16,401)	(16,746)
Balances & Reserves	(16,795)	(18,097)	(17,311)	(18,379)	(18,615)
Net Balance Sheet Position **	(43,007)	(42,281)	(28,466)	(25,644)	(26,248)

***excluding working capital.*

Note: The reduction in usable capital receipts each year is due to spend committed against the capital programme as at Dec 2015.

- 3.2 The Council's level of physical debt and investments is linked to these components of the Balance Sheet. The current portfolio position is set out at *Appendix A*. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position.
- 3.3 As the CFR represents the underlying need to borrow and revenue expenditure cannot be financed from borrowing, net physical external borrowing should not exceed the CFR other than for short term cash flow requirements.
- 3.4 CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years.
- 3.5 The Prudential Code also promotes transparency in decision making by using information contained within the published Statements of Accounts of the local authority and by having definitions for prudential indicators that are consistent with the definitions used within the statements of Accounts. The Prudential indicators which are designed to support and record local decision making in a manner that is publicly accountable are attached at *Appendix B*.

- 3.6 The Authority is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to fall as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget. The estimate for interest payments in 2016/17 is nil and for interest receipts is £538,020.

4. Borrowing Requirement and Strategy

- 4.1 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
- 4.2 Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 4.3 By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2016/17 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 4.4 Alternatively, the Authority may arrange forward starting loans during 2016/17, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Authority may borrow short-term loans (normally for up to one month) to cover unexpected cash flow shortages.

Sources: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except the Peninsula Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

4.5 The Council will undertake a financial options appraisal before any borrowing is made.

4.6 For any borrowing that may be undertaken in advance of need the Council will adopt the same rigorous policies and approach to the protection of capital as it does for the investment of its surplus balances.

5. Investment Strategy

5.1 The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's investment balance has ranged between £46.6 million and £67.4 million, and similar levels are expected to be maintained in the forthcoming year.

5.2 Both the CIPFA Code and the DCLG Guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

5.3 Given the increasing risk and continued low returns from short-term unsecured bank investments, the Authority aims to further diversify into more secure and higher yielding asset classes during 2016/17.

The Authority may invest its surplus funds with any of the counterparty types in the following table, subject to the cash limits (per counterparty) and time limits shown.

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3 m 5 years	£6 m 20 years	£6 m 50 years	£3 m 20 years	£3 m 20 years
AA+	£3 m 5 years	£6 m 10 years	£6 m 25 years	£3 m 10 years	£3 m 10 years
AA	£3 m 4 years	£6 m 5 years	£6 m 15 years	£3 m 5 years	£3 m 10 years
AA-	£3 m 3 years	£6 m 4 years	£6 m 10 years	£3 m 4 years	£3 m 10 years
A+	£3 m 2 years	£6 m 3 years	£3 m 5 years	£3 m 3 years	£3 m 5 years
A	£3 m 13 months	£6 m 2 years	£3 m 5 years	£3m 2 years	£3 m 5 years
A-	£3 m 6 months	£6 m 13 months	£3 m 5 years	£3 m 13 months	£3 m 5 years
BBB+	£1.5 m 100 days	£3 m 6 months	£3 m 2 years	n/a	£1.5 m 2 years
BBB	n/a	£3 m 100 days	n/a	n/a	n/a
None	n/a	n/a	£6 m 25 years*	n/a	£3 m 5 years
Pooled funds	£6m (nominal value) per fund				

*includes unrated UK Local Authorities

- 5.4 **Credit Rating:** Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.
- 5.5 **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB are restricted to overnight deposits at the Authority's current account bank National Westminster Bank Plc.
- 5.6 **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 5.7 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 5.8 **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent.
- 5.9 **Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.
- 5.10 **Pooled Funds:** Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods. The limit on pooled funds is on the nominal value not the valuation.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

- 5.11 **Risk Assessment and Credit Ratings:** The Authority uses long-term credit ratings from the three main rating agencies Fitch Ratings, Moody's Investors Service and Standard & Poor's Financial Services to assess the risk of investment default. The lowest available counterparty credit rating will be used to determine credit quality, unless an investment-specific rating is available. Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - on the advice of Arlingclose, any existing investments that can be recalled or sold at no cost will be, following consultation with the chair of Audit Committee, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.12 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 5.13 **Other Information on the Security of Investments:** The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 5.14 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.
- 5.15 **Specified Investments:** The DCLG Guidance defines specified investments as those:
- denominated in pound sterling,
 - due to be repaid within 12 months of arrangement,
 - not defined as capital expenditure by legislation, and
 - invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of "high credit quality".

The Authority defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

- 5.16 **Non-specified Investments:** Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in the following table:

Non-Specified Investment Limits

	Cash limit
Total long-term investments (over 364 days)	£30m
Total investments without credit ratings or rated below A- (does not include other UK Local Authorities)	£5m *
Total investments (except pooled funds) in foreign countries rated below AA+	£4m
Total non-specified investments	£39m

*This limit will be reviewed in the event a change in EU legislation results in MMFs no longer being credit rated.

- 5.17 **Investment Limits:** The Authority’s revenue reserves available to cover investment losses are forecast to be £6 million on 31st March 2016. South Somerset District Council has allocated a weighting of 25% to this risk, meaning that no more than 25% of available reserves (£1.5 million) will be put at risk in the case of a single default. The maximum that will be lent to any one organisation (other than the UK Government) will be £6 million. A group of banks under the same ownership or a group of funds under the same management will be treated as a single organisation for limit purposes. Limits will also be placed on investments in brokers’ nominee accounts (*e.g. King & Shaxson*), foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£6m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£6m per group
Any group of pooled funds under the same management	£4m per manager
Negotiable instruments held in a broker’s nominee account	£30m per broker
Foreign countries	£12m per country
Registered Providers	£8m in total
Unsecured investments with Building Societies	£8m in total
Loans to unrated corporates	£4m in total
Money Market Funds	£20m in total

5.18 Investments may be made at either a fixed rate of interest, or at a variable rate linked to a market interest rate, such as LIBOR, subject to the limits on interest rate exposures set out within the prudential indicators (*appendix b*).

5.19 **Liquidity Management:** The Authority uses cash flow forecasting spreadsheets to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

6. Policy on use of financial Derivatives

6.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

6.2 The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

6.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

6.4 The local authority will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

7. Balanced Budget Requirement

7.1 The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

8. 2016/17 MRP Statement

Background:

8.1 DCLG's Guidance on Minimum Revenue Provision (MRP) (issued in 2010) places a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

8.2 The broad aim of the DCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with the period over which the capital

expenditure which gave rise to the debt provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

- 8.3 The DCLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. Four options for prudent MRP provision are set out in the CLG Guidance. Details of each are set out below:

Option 1 – Regulatory Method:

- 8.4 This method replicates the position that would have existed under the previous Regulatory environment. MRP is charged at 4% of the Authority's underlying need to borrow for capital purposes, however this option allows a historical adjustment to take place that is beneficial to some authorities. This method can only be used for supported expenditure.

Option 2 – CFR Method:

- 8.5 This method simplifies the calculation of MRP by basing the charge solely on the authority's CFR but excludes the technical adjustments included in Option 1. The annual MRP charge is set at 4% of the CFR at the end of the preceding financial year. This method can only be used for supported expenditure.

Option 3 – Asset Life Method:

- 8.6 Under this method MRP is determined by the life of the asset for which the borrowing is undertaken. This can be calculated by either of the following methods:
- (a) Equal Installments: where the principal repayment made is the same in each year,
or
 - (b) Annuity: where the principal repayments increase over the life of the asset.
The annuity method has the advantage of linking MRP to the benefits arising from capital expenditure, where these benefits are expected to increase over the life of the asset.
- 8.7 MRP commences in the financial year following that in which the expenditure is incurred or, in the year following that in which the relevant asset becomes operational. This enables an MRP "holiday" to be taken in relation to assets which take more than one year to be completed before they become operational.
- 8.8 The estimated life of the asset will be determined in the year that MRP commences and cannot be revised. However, additional repayments can be made in any year which will reduce the level of payments in subsequent years.
- 8.9 If no life can be reasonably attributed to an asset, such as freehold land, the life is taken to be a maximum of 50 years. In the case of freehold land on which a building or other structure is constructed, the life of the land will be treated as equal to that of the structure, where this would exceed 50 years.
- 8.10 In instances where central government permits revenue expenditure to be capitalised, the Statutory Guidance sets out the number of years over which the charge to revenue must be made.

Option 4 - Depreciation Method:

8.11 The depreciation method is similar to that under Option 3 but MRP is equal to the depreciation provision required in accordance with proper accounting practices to be charged to the Income and Expenditure account

MRP Policy for 2016/17:

8.12 It is proposed that for 2016/17 the Council adopts Option 3 – Asset Life Method. Option 3 enables the calculation of MRP to be aligned with the life of the asset. If it is ever proposed to vary the terms of this MRP Statement during the year, a revised statement will be made to Council at that time.

8.13 MRP in respect of leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

9. Monitoring and Reporting on Treasury Management

The scrutiny of the treasury management function is carried out by the Audit Committee who then make recommendations to Full Council. The Assistant Director (Finance and Corporate Services) will report to Council/Audit Committee on treasury management activity / performance as follows:

- (a) Audit Committee will be responsible for the scrutiny of treasury management activity and practices.
- (b) Audit Committee will review the Treasury Management Strategy Statement, Investment Strategy, MRP Statement, and Prudential Indicators twice per year and recommend them to Council for Approval
- (c) Audit Committee will monitor Treasury Management activity quarterly and will approve the Treasury Management Practices on an annual basis
- (d) Full Council will receive the Treasury Management Strategy Statement, Investment Strategy, MRP Statement, and Prudential Indicators prior to the start of the financial year and a mid year review against the strategy approved for the year.
- (e) The Council will produce an outturn report on its treasury activity no later than 30th September after the financial year end.

10. Other Items

Training

CIPFA's revised Code requires the Assistant Director (Finance and Corporate Services) ensures that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

Officers tasked with treasury management responsibilities are engaged in regular financial and treasury training through attendance at selective seminars/workshops and treasury courses.

Treasury Management Advisors

The Council appointed Arlingclose as its Treasury Advisers in 2005. The provision of treasury advisory services was formally re-tendered in autumn 2014 and Arlingclose was reappointed. Among the various services received is **advice** on investment, debt and capital finance issues appropriate to the Council's individual circumstances and objectives.

The Council monitors the service through measuring:

- The timeliness of advice
- The returns from investments
- The accuracy of technical advice
- Regular market testing
- Regular internal meetings to discuss performance
- Direct access to a nominated advisor
- The quality and content of training courses

However, this doesn't divest the Council from its responsibility of its treasury decisions.

Financial Implications

The budget for investment income in 2015/16 is £535,320, based on an average investment portfolio of £55.6 million at an interest rate of 1.0% less any revenue effects from capital. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

EXISTING PORTFOLIO PROJECTED FORWARD

	31/03/15 Actual £'000	31/03/16 Estimate £'000	31/03/17 Estimate £'000	31/3/18 Estimate £'000
External Borrowing:				
<i>Long-term liabilities</i>				
• <i>Finance Leases</i>	334	186	99	23
Total External Debt	334	186	99	23
Investments:				
• Short term Deposits	20,000	18,500	13,500	12,500
• Monies on call and Money Market Funds	3,720	2,080	178	361
• Long term Deposits	0	5,000	4,000	3,500
• Bonds/CDs	20,651	21,000	15,000	14,000
• Property Fund & Other pooled funds	4,000	5,000	5,000	5,000
Total Investments	48,371	51,580	37,678	35,361
(Net Borrowing Position)/ Net Investment position	48,037	51,394	37,579	35,338

PRUDENTIAL INDICATORS 2016/17 TO 2018/19**Background:**

The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Prudential Indicator 1 - Capital Expenditure:

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax. The approved expenditure for 2015/16 and the estimates of capital expenditure to be incurred for 2016/17 and future years are:

	2015/16 Approved £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Approved capital schemes	5,637	7,382	516	(345)
Reserve schemes	3,463	2,298	0	0
Total Expenditure	9,100	9,680	516	(345)

The expenditure for 2018/19 is currently negative due to the repayment of loans. This will change as anticipated capital projects are approved. Additional capital expenditure will also occur if new capital receipts are received and used to finance projects currently on the reserve list, as per the capital strategy.

Prudential Indicator 2 - Ratio of Financing Costs to Net Revenue Stream:

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure. This shows how much of the revenue budget is committed to the servicing of finance.

Estimates of the ratio of financing costs to net revenue stream for the 2016/17 and future years, and the approved figures for 2015/16 are:

Portfolio	2015/16 Approved £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Financing Costs*	(461)	(489)	(479)	(503)
Net Revenue Stream	17,390	16,904	16,157	16,024
%*	(2.7)	(2.9)	(3.0)	(3.1)

*Figures in brackets denote income through receipts or reserves.

The financing costs include interest payable, notional amounts set aside to repay debt, less, interest on investment income. The figures are in brackets due to investment income outweighing financing costs significantly for SSDC. This shows the extent that the Council is dependent on investment income.

Prudential Indicator 3 - Capital Financing Requirement:

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. Estimates of the year-end capital financing requirement for the authority are:

	2015/16 Approved £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Opening CFR (Actual 14/15)	9,447	9,299	9,212	9,136
Capital Expenditure	6,795	8,067	861	0
Capital Receipts*	(5,637)	(7,382)	(516)	345
Grants/Contributions*	(1,158)	(685)	(345)	(345)
MRP	(148)	(87)	(76)	(23)
Closing CFR	9,299	9,212	9,136	9,113

*Figures in brackets denote financing through receipts or reserves.

Prudential Indicator 4 – Gross Debt and the Capital Financing Requirement:

The Council is also required to ensure that any medium term borrowing is only used to finance capital and therefore it has to demonstrate that the gross external borrowing does not, except in the short term exceed the total of capital financing requirements over a three year period. This is a key indicator of prudence.

	2015/16 Revised £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Borrowing	0	0	0	0
Finance leases	186	99	23	0
Total Debt	186	99	23	0

Total debt is expected to remain below the CFR during the forecast period

Prudential Indicator 5 - Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure:

The Council must set three years of upper limits to its exposure to the effects of changes in interest rates. As a safeguard, it must ensure that its limit would allow it to have up to 100% invested in variable rate investments to cover against market fluctuations. Overall the authority is aiming to keep within the following exposure to fixed rates as and when market conditions improve.

	2015/16 % Limit	2016/17 % Limit	2017/18 % Limit	2018/19 % Limit
Fixed	80	80	80	80
Variable	100	100	100	100

The Council must also set limits to reflect any borrowing we may undertake.

	2015/16 % Limit	2016/17 % Limit	2017/18 % Limit	2018/19 % Limit
Fixed	100	100	100	100
Variable	100	100	100	100

The indicator has been set at 100% to maximise opportunities for future debt as they arise.

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Prudential Indicator 6 - Upper Limit for total principal sums invested over 364 days:

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Between 1-2 years	25,000	25,000	25,000	25,000
Between 2-3 years	20,000	20,000	20,000	20,000
Between 3-4 years	10,000	10,000	10,000	10,000
Between 4-5 years	10,000	10,000	10,000	10,000
Over 5 years	5,000	5,000	5,000	5,000

The estimates are considerably higher than the actual balances held in previous years to ensure the Council has sufficient flexibility to deal with any unexpected events. **The overall limit for maturities of greater than 364 days will not exceed 70% of the portfolio.**

Prudential Indicator 7 – Credit Risk:

The Council considers security, liquidity and yield, in that order, when making investment decisions.

Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution and its sovereign
- Sovereign support mechanisms
- Credit default swaps (where quoted)
- Share prices (where available)
- Economic Fundamentals, such as a country's net debt as a percentage of its GDP
- Corporate developments, news articles, markets sentiment and momentum
- Subjective overlay

The only indicators with prescriptive values remain to be credit ratings. The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average long-term credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

The Council targets a portfolio average long-term credit rating of 'A' or higher. (This target rating is one notch above the Council's minimum rating criteria of A-.)

Other indicators of creditworthiness are considered in relative rather than absolute terms.

Prudential Indicator 8 - Actual External Debt:

This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2015	£'000
Borrowing	0
Other Long-term Liabilities	334
Total	334

Prudential Indicator 9 - Authorised Limit for External Debt:

The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.

This limit represents the maximum amount that SSDC may borrow at any point in time during the year. If this limit is exceeded the Council has acted ultra vires. It also gives the Council the responsibility for limiting spend over and above the agreed capital programme. A £9.1m borrowing requirement has been identified to finance the capital programme and further borrowing may be undertaken to increase our borrowing to this level if and when it is the most cost effective way of funding SSDC's requirements. A ceiling of £12 million for each of the next three years is recommended, to allow flexibility to support new capital projects over and above the identified borrowing requirement.

	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Borrowing	11,000	11,000	11,000	11,000
Other Long-term Liabilities	1,000	1,000	1,000	1,000
Total	12,000	12,000	12,000	12,000

Prudential Indicator 10 – Operational Boundary for External Debt:

The Operational Boundary sets the limit for short term borrowing requirements for cash flow and has to be lower than the previous indicator, the authorised limit for external debt. A ceiling of £10 million is recommended for each of the next three years. The table overleaf shows that SSDC's current borrowing is well within this limit. This indicator more than covers the capital financing requirement.

The Assistant Director (Finance and Corporate Services) has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next Council meeting.

	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Borrowing	9,200	9,200	9,200	9,200
Other Long-term Liabilities	800	800	800	800
Total	10,000	10,000	10,000	10,000

Prudential Indicator 11 - Maturity Structure of Fixed Rate borrowing:

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

Maturity structure of fixed rate borrowing	2015/16 % Actual	2016/17 % Estimate	Lower Limit %	Upper Limit %
Under 12 months	0	0	0	100
12 months and within 24 months	0	0	0	100
24 months and within 5 years	0	0	0	100
5 years and within 10 years	0	0	0	100
10 years and within 20 years	0	0	0	100
20 years and within 30 years	0	0	0	100
30 years and within 40 years	0	0	0	100
40 years and within 50 years	0	0	0	100
50 years and above	0	0	0	100

As the council doesn't have any fixed rated external borrowing at present the above upper and lower limits have been set to allow flexibility to borrow within any of the maturity bands.

Prudential Indicator 12 - Incremental Impact of Capital Investment Decisions:

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
Increase in Band D Council Tax	0.12	0.22	0.16

Prudential Indicator 13 - Adoption of the CIPFA Treasury Management Code:

This indicator demonstrates that the Council has adopted the principles of best practice.

Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at its Council meeting on 18 th April 2002.

Arlingclose's Economic and Interest Rate Forecast

	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18
Official Bank Rate													
Upside risk		0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.75	1.75
Downside risk				-0.25	-0.25	-0.50	-0.50	-0.75	-0.75	-1.00	-1.00	-1.25	-1.25
3-month LIBID rate													
Upside risk	0.20	0.30	0.30	0.30	0.35	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.55	0.60	0.70	0.80	0.95	1.05	1.15	1.30	1.40	1.55	1.65	1.80	1.85
Downside risk		-0.20	-0.30	-0.45	-0.55	-0.65	-0.80	-0.90	-1.05	-1.10	-1.20	-1.20	-1.20
1-yr LIBID rate													
Upside risk	0.25	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.45
Arlingclose Central Case	1.10	1.20	1.35	1.45	1.55	1.70	1.80	1.95	2.00	2.10	2.15	2.15	2.15
Downside risk	-0.15	-0.25	-0.35	-0.50	-0.60	-0.70	-0.85	-0.95	-1.10	-1.15	-1.25	-1.25	-1.25
5-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	1.50	1.55	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.25	2.30	2.35	2.35
Downside risk	-0.35	-0.45	-0.55	-0.60	-0.70	-0.80	-0.90	-1.00	-1.10	-1.15	-1.20	-1.25	-1.25
10-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	2.00	2.05	2.10	2.20	2.30	2.40	2.50	2.60	2.65	2.70	2.75	2.80	2.80
Downside risk	-0.35	-0.45	-0.55	-0.60	-0.70	-0.80	-0.90	-1.00	-1.10	-1.15	-1.20	-1.25	-1.25
20-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	2.45	2.50	2.55	2.55	2.60	2.65	2.70	2.75	2.80	2.85	2.90	2.95	2.95
Downside risk	-0.30	-0.40	-0.50	-0.55	-0.65	-0.75	-0.85	-0.95	-1.05	-1.10	-1.15	-1.20	-1.20
50-yr gilt yield													
Upside risk	0.40	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60
Arlingclose Central Case	2.45	2.50	2.55	2.60	2.65	2.70	2.75	2.80	2.85	2.90	2.95	3.00	3.00
Downside risk	-0.25	-0.35	-0.45	-0.50	-0.60	-0.70	-0.80	-0.90	-1.00	-1.05	-1.10	-1.15	-1.15

Underlying assumptions:

- UK economic growth softened in Q3 2015 but remained reasonably robust; the first estimate for the quarter was 0.5% and year-on-year growth fell slightly to 2.3%. Negative construction output growth offset fairly strong services output, however survey estimates suggest upwards revisions to construction may be in the pipeline.
- Household spending has been the main driver of GDP growth through 2014 and 2015 and remains key to growth. Consumption will continue to be supported by real wage and disposable income growth.
- Annual average earnings growth was 3.0% (including bonuses) in the three months to August. Given low inflation, real earnings and income growth continue to run at relatively strong levels and could feed directly into unit labour costs and households' disposable income. Improving productivity growth should support pay growth in the medium term. The development of wage growth is one of the factors being closely monitored by the MPC.
- investment indicators continue to signal strong growth. However the outlook for business investment may be tempered by the looming EU referendum, increasing uncertainties surrounding global growth and recent financial market shocks.
- Inflation is currently very low and, with a further fall in commodity prices, will likely remain so over the next 12 months. The CPI rate is likely to rise towards the end of 2016.

- China's growth has slowed and its economy is performing below expectations, which in turn will dampen activity in countries with which it has close economic ties; its slowdown and emerging market weakness will reduce demand for commodities. Other possible currency interventions following China's recent devaluation will keep sterling strong against many global currencies and depress imported inflation.
- Strong US labour market data and other economic indicators suggest recent global turbulence has not knocked the American recovery off course. Although the timing of the first rise in official interest rates remains uncertain, a rate rise by the Federal Reserve seems significantly more likely in December given recent data and rhetoric by committee members.
- Longer term rates will be tempered by international uncertainties and weaker global inflation pressure.

Arlingclose Forecast:

- Arlingclose forecasts the first rise in UK Bank Rate in Q3 2016. Further weakness in inflation, and the MPC's expectations for its path, suggest policy tightening will be pushed back into the second half of the year. Risks remain weighted to the downside. Arlingclose projects a slow rise in Bank Rate, the appropriate level of which will be lower than the previous norm and will be between 2 and 3%.
- The projection is for a shallow upward path for medium term gilt yields, with continuing concerns about the Eurozone, emerging markets and other geo-political events, weighing on risk appetite, while inflation expectations remain subdued.
- The uncertainties surrounding the timing of UK and US monetary policy tightening, and global growth weakness, are likely to prompt short term volatility in gilt yields.

Glossary of Terms

Balances and Reserves	Accumulated sums that are maintained either earmarked for specific future costs or commitments or generally held to meet unforeseen or emergency expenditure.
Bank Rate	The official interest rate set by the Bank of England's Monetary Policy Committee and what is generally termed at the "base rate". This rate is also referred to as the 'repo rate'.
Bond	A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.
Capital Expenditure	Expenditure on the acquisition, creation or enhancement of capital assets.
Capital Financing Requirement (CFR)	The Council's underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.
Capital growth	Increase in the value of the asset (in the context of a collective investment scheme, it will be the increase in the unit price of the fund).
Capital receipts	Money obtained on the sale of a capital asset.
Credit Rating	Formal opinion by a registered rating agency of a counterparty's future ability to meet its financial liabilities; these are opinions only and not guarantees.
Collective Investment Schemes	Funds in which several investors collectively hold units or shares. The assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'Pooled Funds'). Unit Trusts and Open-Ended Investment Companies are types of collective investment schemes / pooled funds.
Corporate Bonds	Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.
Corporate Bond Funds	Collective Investment Schemes investing predominantly in bonds issued by companies and supranational organisations.
CPI	Consumer Price Index. (This measure is used as the Bank of England's inflation target.)
Credit default swaps	Financial instrument for swapping the risk of debt default; the buyer effectively pays a premium against the risk of default.
Diversification / diversified exposure	The spreading of investments among different types of assets or between markets in order to reduce risk.
ECB	European Central Bank
Federal Reserve	The US central bank. (Often referred to as "the Fed").

Floating Rate Notes	A bond issued by a company where the interest rate paid on the bond changes at set intervals (generally every 3 months). The rate of interest is linked to LIBOR and may therefore increase or decrease at each rate setting.
Gilt	Is a fixed rate security issued as debt and repaid at a future date.
IFRS	International Financial Reporting Standards.
Income Distribution	The payment made to investors from the income generated by a fund; such a payment can also be referred to as a 'dividend'.
Maturity	The date when an investment or borrowing is repaid .
Money Market Funds (MMF)	Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.
Minimum Revenue Provision	An annual provision that the Authority is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.
Non-Specified Investments	Term used in the Communities and Local Government Guidance and Welsh Assembly Guidance for Local Authority Investments. It includes any investment for periods greater than one year or those with bodies that do not have a high credit rating, use of which must be justified.
Pooled funds	See Collective Investment Schemes (above).
Prudential Code	Developed by CIPFA as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.
Prudential Indicators	Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators.
PWLB	Public Works Loans Board. It is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.
Revenue Expenditure	Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.
SI (Statutory Instrumeny)	Is the principal form in which delegated or secondary legislation is made in Great Britain.
SORP	Statement of Recommended Practice for Accounting (Code of Practice on Local Authority Accounting in the United Kingdom).
Specified Investments	Term used in the CLG Guidance and Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no

	more than 1 year. UK government, local authorities and bodies that have a high credit rating.
Supranational Bonds	Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry a AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.
Supported Capital Expenditure	The financing element of Capital expenditure that is grant funded by Central Government.
Treasury Management Code	CIPFA's Code of Practice for Treasury Management in the Public Services.
Temporary Borrowing	Borrowing to cover peaks and troughs of cash flow, not to fund spending.
Term Deposits	Deposits of cash with terms attached relating to maturity and rate of return (interest).
Unsupported Capital Expenditure	The financing of Capital expenditure is financed internally through the revenue budget.
Yield	The measure of the return on an investment instrument.

Agenda Item 11

Review of Code of Conduct for Councillors Complaints Process

Lead Officer: Ian Clarke, Legal and Corporate Services
Contact Details: ian.clarke@southsomerset.gov.uk or 01935 462184

Purpose of Report

For Members to adopt the proposed revised complaints guidance/procedure notes for dealing with complaints about district, town and parish councillors within South Somerset.

Public Interest

In February 2014 SSDC adopted a revised complaints process proposed by the Standards Committee for dealing with complaints about district, town and parish councillors within South Somerset. This process reflected the changes introduced by the Localism Act 2011 and in particular the expectation that complaints would be dealt with quicker under leaner less process driven arrangement that focussed on local solutions to local problems. The current revision is intended to further refine the process and ensure that the treatment of complaints remains proportionate. The revised documents were considered by the Standards Committee at their meeting held on 9th February and they recommended to Council that they be adopted.

Recommendation

That, pursuant to the recommendation from its Standards Committee, the Council adopts the revised arrangements for dealing with Code of Conduct for Councillors complaints as soon as possible to replace those currently in force.

Report

The following report was considered by the Standards Committee at its meeting on 9th February 2016. Subject to two minor amendments the Committee unanimously agreed to recommend to Council that the revised complaints process and accompanying documents attached to this report be adopted. The amendments suggested by the Standards Committee have been incorporated.

The current complaint form and the proposed new guidance notes are attached to this report. As over 2 years have elapsed since the process and accompanying paperwork was last reviewed it seems an appropriate opportunity to consider whether any changes could usefully be made to reflect the Monitoring Officer's experience to date and to help manage expectations about what the complaints procedure is designed for.

Reinforcing what can be done is important to avoid disappointment later on. The usual position seems to be that people's expectation of what should happen to a Member is wholly unrealistic having regard to the alleged breach of the code complained about i.e. they should be forced to resign! There is also a confusion of the role which SSDC should play particularly in relation to town and parish councils and their administration. The expectation is that SSDC should be able to tell the town or parish council what they should do and how they should do it. The revised procedure helps to clarify that issue and at the same time looks to extend the options available to the Monitoring Officer to help provide an outcome which is more relevant, tailored and acceptable to the parties involved. Most complaints are about parish council members and the position in relation to sanctions is worse in that all the Standards Committee can do is recommend to the parish council that they impose a sanction; there is no ability to enforce it or indeed impose any sanction on the parish council should they fail to do so. Very few complaints will be serious enough to warrant a formal investigation. Any minor or technical breaches will not be

investigated but the Monitoring Officer will be able to provide guidance and use other options to reduce the possibility of further breaches in the future.

The new process introduces Levels which will ensure that minor breaches of the code are dealt with quickly and with a fairly “light touch”. More serious complaints will end up at Level 2 but even at this level there will be options available other than having to carry out a formal investigation. The flexibility is maintained throughout the process enabling various outcomes at all stages including after an investigation has been carried out. This will ensure that there will be on-going process of ensuring that the “what happens next” is proportionate to the code breach and that there isn’t a one size fits all approach.

The clarity around the process and the outcomes is important so that all are aware at the outset. The hope is that the revisions reflect the experience and lesson learnt so far. They will provide greater flexibility to enable local solutions to be found and encourage all sides to properly participate in that process but despite all that still do not put people off from complaining when they have grounds to do so.

Financial Implications

There are none relating to the recommendations outlined in this report.

Corporate Priority Implications

There are none relevant to this report.

Other Implications

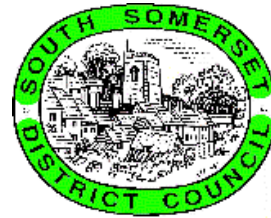
If the information on the forms and guidance does not strike the right balance then people who should not be complaining will do so or those who should be complaining do not. It is important that, despite the limitations, it is possible for members of the public to raise issues about conduct with the council and through this process with the members concerned.

Equality and Diversity Implications

There are none relevant to this report as the forms already contain information about how to obtain the same information in larger print, audio and translated into different languages.

Background Papers

Note: For sight of individual background papers please contact the report author.



CODE OF CONDUCT FOR COUNCILLORS COMPLAINT FORM

If you would like this document translated into other languages or into Braille, large print, audio tape or CD, please contact:

☎ 01935 462462

Dokument ten jest na życzenie udostępniany w językowych polskim.

Este documento encontra-se disponível em Português, a pedido.

(Before completing this form please read the attached Guidance & Process Notes)

A. Your details

1. Please provide us with your name and contact details. Anonymous complaints will only be considered if there is independent evidence to substantiate the complaint.

Title:	
First name:	
Last name:	
Address:	
Daytime telephone:	
Evening telephone:	
Mobile telephone:	
Email address:	

Your address and contact details will not usually be released unless necessary or to deal with your complaint.

The following people may see this form:

- Members of the Standards Committee
- Independent Persons
- Monitoring Officer of the South Somerset District Council
- the Town/Parish Clerk (if applicable)

Actual details of your complaint will also usually to be shared with the councillor(s) you are complaining against. If you have serious concerns about your name and details of your complaint being released, please complete **Section C** of this Form and also discuss your reasons or concerns with the Council's Monitoring Officer.

2. Please tell us which complainant type best describes you:

- Member of the public
- An elected or co-opted councillor of an authority
- An independent co-opted member of the Standards Committee
- Member of Parliament
- Local authority monitoring officer
- Other council officer or authority employee
- Other ()

B. Making your complaint

The sanctions available to a Standards Committee should it find a breach of the code of conduct has occurred are governed by law and details are attached. For other information about the process and time scales, please refer to the Guidance Notes.

3. Please provide us with the name of the councillor(s) you believe have breached the Code of Conduct and the name of their authority:

Title	First name	Last name	Council or authority name

4. Please explain in this section (or on separate sheets) what the councillor has done that you believe breaches the council's Code of Conduct. If you are complaining about more than one councillor you should clearly explain what each individual person has done (with dates / witnesses) that you believe breaches their Code of Conduct. Each council has adopted their own code and you should look at the relevant code to see whether it covers the behaviour you wish to complain about.

It is important that you provide all the information you wish to have taken into account by the Monitoring Officer or Standards Committee when it decides whether to take any action on your complaint. For example:

- You should be specific, wherever possible, about exactly what you are alleging the councillor said or did. For instance, instead of writing that the councillor insulted you, you should state what it was they said.
- You should provide the dates of the alleged incidents wherever possible. If you cannot provide exact dates it is important to give a general timeframe.
- You should confirm whether there are any witnesses to the alleged conduct and provide their names and contact details if possible.
- You should provide any relevant background information or other relevant documentary evidence to support your allegation(s).

Please provide us with the details of your complaint. Continue on a separate sheet if there is not enough space on this form.

C. Confidentiality of complainant and the complaint details

Only complete this next section if you are requesting that your identity is kept confidential

5. In the interests of fairness and natural justice, we believe councillors who are complained about have a right to know who has made the complaint. We also believe they have a right to be provided with details of your complaint. We are unlikely to withhold your identity or the details of your complaint unless you have a very good reason to believe that you have justifiable grounds, for example:-

- to believe you may be threatened, victimised or harassed by the councillor(s) against whom you are submitting a written complaint (or by a person associated with the same); or
- may receive materially less favourable treatment from the Council because of the seniority of the councillor against whom you are submitting a written complaint in terms of any existing Council service provision or any tender / contract that you may have or are about to submit to the Council.

Please note that requests for confidentiality or requests for suppression of complaint details will only be granted in exceptional circumstances. The Monitoring Officer will consider the request alongside the substance of your complaint. We will then contact you with the decision. If your request for confidentiality is not granted, we will allow you the option of withdrawing your complaint.

However, it is important to understand that in certain very exceptional circumstances where the matter complained about is very serious, we may proceed with an investigation or other action and disclose your name even if you have expressly asked us not to. We will contact you where this situation arises to discuss the matter first.

Please provide us with the specific details of why you believe we should withhold your name and/or the details of your complaint:

(Continue on separate sheet(s), as necessary)

D. Remedy sought

Please indicate the remedy or remedies you are looking for or hoping to achieve by submitting this complaint. **Please first see overleaf for details of the only sanctions available to the Standards Committee.**

(Continue on separate sheet(s), as necessary)

E. Additional information

6. Complaints must be submitted in writing. This includes fax and electronic submissions. Frivolous, trivial, vexatious and politically or personality motivated tit-for-tat complaints are likely to be rejected by the Monitoring Officer. Similarly any technical or minor breaches of the code will usually result in no further action being taken.
7. In line with the requirements of the Disability Discrimination Act 2000, we can make reasonable adjustments to assist you if you have a disability that prevents you from making your complaint in writing. We can also help if English is not your first language.

If you need any support in completing this form, please contact the Monitoring Officer as soon as possible.

Ian Clarke, Solicitor to the Council & Monitoring Officer
South Somerset District Council
The Council Offices
Yeovil
Somerset.
BA20 2HT

Tel: 01935 462462
Fax: 01935 462666
E-mail: ian.clarke@southsomerset.gov.uk

Signed

Date

Sanctions available to Standards Committees

As a consequence of changes introduced by the Localism Act 2011 the Standards Committee no longer has the power to suspend a member from acting as a councillor. **The only sanctions now available to the Standards Committee are as set out below.** In relation to the Town & Parish Councils in our area it is important to appreciate that we can only recommend a particular sanction to those councils; we do not have the power to enforce or require compliance.

- Report its findings to Council or Town/Parish Council for information;
 - Recommending to the member's Group Leader that he/she be removed from any or all Committees or Sub-Committees of the Council (other than the relevant Area Committee) ;
 - Recommending to the Leader of the Council that the member be removed from the District Executive Committee, or removed from particular Portfolio responsibilities;
 - Instructing the Monitoring Officer to arrange training for the member;
 - Removing from all outside appointments to which he/she has been appointed or nominated by the authority;
 - Withdrawing facilities provided to the member by the Council, such as a computer, website and/or email and Internet access;
 - Restricting contact to named officers or requiring contact be through named officers; or
 - Excluding the member from the Council's offices or other premises, with the exception of meeting rooms as necessary for attending Council, Committee and Sub-Committee meetings.
-

Version approved by SSSC February 2016



Guidance and Process Relating to

How to make a

Complaint

about the behaviour of a
local authority Councillor
in South Somerset

If you would like this document translated into other languages or into Braille, large print, audio tape or CD, please contact:

 01935 462462

Dokument ten jest na życzenie udostępniany w językowych polskim.

Este documento encontra-se disponível em Português, a pedido.

CODE OF CONDUCT FOR COUNCILLORS: INFORMATION AND GUIDANCE FOR POTENTIAL COMPLAINANTS

The complaints regime

The responsibility for considering written complaints against elected or co-opted councillors of South Somerset District Council and the town and parish councils within our area for breach of a Code of Conduct still sits with this Council's Standards Committee.

The complaints process are overseen by the Standards Committee who together with the Council's Monitoring Officer and appointed Independent Persons help maintain and promote high ethical standards and deal with complaints about members. The Monitoring Officer can refer any complaint to the Standards Committee where he considers it appropriate in all the circumstances.

Is this a complaint that can be dealt with?

The points listed below will help you decide whether this is something that can be dealt with by the Monitoring Officer and/or Standards Committee. You should speak to the Monitoring Officer if you are not clear if either can consider your complaint.

Please note that trivial, frivolous, vexatious and politically motivated tit-for-tat complaints are likely to be rejected.

The Monitoring Officer or the Standards Committee (as appropriate) will make the decision about what action, if any, to take on your complaint.

- Your complaint must be about conduct that occurred while the councillor(s) complained about were in office. Conduct of an individual before they were elected, co-opted or appointed to the authority, or after they have resigned or otherwise ceased to be a councillor, cannot be considered.
- Your complaint must be about one or more named councillors of the authorities listed on the attached Schedule A.

- Your complaint must be that the councillor(s) has, or may have, breached their Council's Code of Conduct.
- **The alleged breach must have occurred when the councillor was acting in their "official capacity"** – they must be clearly acting as a representative of the council when the alleged breach occurred. A Councillor is entitled to private life and what a councillor does in their private life is not a matter for the Code of Conduct and not something which can be dealt with under this process.
- Complaints about dissatisfaction with a decision or action of the council or one of its committees, a service provided by any council or its procedures or decision making do not fall within the jurisdiction of the Standards Committee. Complaints about the actions of people employed by the council e.g. the Clerk of a local council, also do not fall within the jurisdiction of the Standards Committee.
- **Your complaint must be in writing.** If a disability prevents you from making your complaint in writing then please let us know and we will provide you with appropriate assistance.

It is important to note that only a very small percentage of complaints that fall within the jurisdiction of the Standards Committee will be referred for investigation. The Monitoring Officer or the Standards Committee (as appropriate) must decide when this is appropriate. The Monitoring Officer will endeavour to resolve or deal with most complaints without the need for a formal investigation. The factors to be taken into account in reaching a decision about the appropriate action to be taken in relation to a complaint are:-

- Whether a substantially similar allegation has previously been made by you to the Standards Committee, or the complaint has been the subject of an investigation by another regulatory authority;
- Whether the complaint is about something that happened so long ago that those involved are unlikely to remember it clearly enough to provide credible evidence, or where the lapse of time means there would be little benefit or point in taking action now;
- Whether the allegation is anonymous;
- Whether the breach is technical and relatively minor in nature;
- Whether the allegation discloses a potential breach of the Code of Conduct, but the complaint is not serious enough to merit any action and:-
 - (i) the resources needed to investigate and determine the complaint are wholly disproportionate to the allegations;
 - (ii) whether, in all the circumstances, there is no overriding public benefit in carrying out an investigation;
- Whether the complaint appears to be malicious, vexatious, politically motivated or tit-for-tat;

- Whether the complaint suggests that there is a wider problem throughout the authority;
- Whether it is apparent that the councillor complained about is relatively inexperienced, or has admitted making an error and the matter would not warrant a more serious sanction;
- Whether a simple apology, training or conciliation would be the appropriate response;
- Whether a reasonable offer of local resolution is offered by the councillor the subject matter of the complaint but is rejected by you.

What happens once you submit your complaint?

Preliminary Stage - When you submit your complaint we will write to you to let you know we have received it, usually within 10 working days. The Monitoring Officer will then consider whether the complaint falls within the scope of this process, at what Level and that there is some evidence which would suggest there may have been a material breach of the code.

Level 1 Complaint - Complaints which are about procedural issues or unhappiness with decisions and are not code related or which do not contain any evidence of any breach of the code or are technical minor breaches will be determined at this stage by the Monitoring Officer without further inquiry and the complainant advised accordingly within 20 working days or as soon as possible thereafter. The decisions which could be reached by the Monitoring Officer are (i) Not Code (ii) No Further Action – Potential Technical or Minor Breach But Not Proven. For these complaints the Monitoring Officer will not automatically notify the councillor about the complaint although should the member become aware of the complaint and wish to know what has been alleged and the identity of the complainant, then this information will be provided to them. If the Monitoring Officer receives numerous complaints about a member all of which could be classed as minor or technical then the Monitoring Officer can decide to treat any complaint as a Level 2 Complaint.

Level 2 Complaint - If the complaint doesn't fall within Level 1 then we will notify the councillor to whom the complaint relates, provide details of the complaint and invite them to make representations. These should be received by the Monitoring Officer usually within 20 working days of receiving the notification but additional time can be allowed for this stage by the Monitoring Officer. If appropriate, the Monitoring Officer may also contact the clerk of the Town or Parish Council.

You and such other persons as the Monitoring Officer feels appropriate may be required to provide additional information in order that they can complete this assessment. On the completion of this initial assessment the Monitoring Officer will contact you to advise you whether your complaint relates to a breach of the code of conduct and what action is proposed, if any. Before making that decision, the Monitoring Officer will discuss your complaint with our "Independent Persons". These are individuals who are not councillors and who South Somerset District Council is required by law to appoint to

assist it in dealing with complaints against councillors. The decisions which could be reached by the Monitoring Officer are (i) No Further Action – No Breach (ii) No Further Action – Potential Breach - Not Proven (iii) Other Action – Potential Breach - Not Proven but Action Recommended (e.g. advice and guidance to be given) and (iv) Potential Breach – Refer for Investigation

Investigation Stage - If the Monitoring Officer or Standards Committee considers that the complaint is both very serious in terms of the potential breach of the code and an investigation is warranted in the public interest to establish the facts and the extent of any alleged breach, then the Monitoring Officer or someone acting on their behalf will undertake this investigation. **Only very exceptionally will a complaint result in an investigation.** The Monitoring Officer will let all those involved know that this is the case and the process that will be followed. If an allegation relates to disclosable pecuniary interests then these are matters for the Police and will be referred to them to deal with. Irrespective of the outcome of any Police investigation, these are not matters which will be investigated by this Council although the Council will consider whether advice, guidance or training should be offered to the councillor. At the end of an investigation, the Monitoring Officer will issue a draft report and invite comments which must be received within 10 working days. The Monitoring Officer will send a copy of the final investigation report to you, the Standards Committee, the councillor complained about, the Independent Person and the Clerk to the Town/Parish Council (where relevant). If a hearing is required and reaches a finding that there has been a failure to comply with the Code then there is a very limited range of sanctions that can be imposed.

Outcome 1 - If an investigation reveals no failure to comply with the code or a minor/technical breach may have occurred or identifies a training requirement as opposed to any sanction as being the appropriate response then the Monitoring Officer, after consulting with the Independent Persons is authorised to issue guidance to either party, close the matter and issue his report to the complainant and the councillor complained about. The Monitoring Officer has the discretion to refer the matter to the Standards Committee before exercising that power if he considers it appropriate.

Outcome 2 - If the investigation reveals a more significant failure to comply with the code (which is not minor or technical in nature or where a need for training is not really the issue) then the Monitoring Officer in consultation with the Independent Person is authorised to seek a local resolution of the complaint providing all parties agree (acting reasonably). In the unlikely case that a local resolution is not appropriate or not agreed by the parties then the outcome of the investigation will either (i) be reported to a Hearings Panel for a local hearing (Note: the Hearings Panel will consist of three elected members from the Standards Committee who determine whether there has been a breach of the Code of Conduct and if so what sanction, if any, should be imposed) or (ii) form the basis of an Investigation Outcome Report which will be both published and issued to all parties and set out the nature of the complaint, the outcome of any investigation, the local resolution suggested by the Monitoring Officer and the response from the parties to this. The decision whether to proceed with either option (i) or (ii) above rests with the Monitoring Officer who will consult with the Independent Persons before deciding and will have regard to the relative costs involved and which option best serves the public interest.

Hearing Stage - If a hearing is required it will be held in public and will be conducted on a relatively informal basis however both parties will be able to make representations and call witnesses. At the end of the Hearing, the Hearings Panel, after consulting with the Independent Person will decide whether, on the balance of probabilities there has been a failure to comply with the Code of Conduct and what “sanction” or “sanctions” should be imposed.

There is no right of appeal against the decisions of the Monitoring Officer, Standards Committee or Hearings Panel, however if you are unhappy with the outcome then you are still entitled to complain to the Local Government Ombudsman or challenge any decision through the Courts by way of Judicial Review.

The procedure the Council has adopted is designed to be proportionate, timely, cost effective and fair to both sides. Its overriding objectives are to seek to provide pragmatic local solutions to local problems unless that proves to be impossible and also to avoid costly and time consuming investigations except for the very most serious of cases where an investigation is very clearly in the public interest.

How should I set out my complaint?

It is very important that you set your complaint out fully and clearly, and provide all the information at the outset. You should also provide any documents or other material that you wish to be considered. If a complaint does not contain sufficient information then it will be dealt with accordingly.

We recommend that you use our complaint form or provide a covering note summarising what you are complaining about, especially if your complaint includes a lot of supporting documentation. In the summary you should tell us exactly what each person you are complaining about said or did that has caused you to complain. If you are sending supporting documentation please cross-reference it against the summary of your complaint.

You should be as detailed as possible and substantiate your complaint where you can. Although you are not required to prove your complaint at this stage of proceedings, you do have to demonstrate to the Monitoring Officer or Standards Committee that you have reasonable grounds for believing that the councillor(s) complained about has breached the Code of Conduct.

I am the complainant but I don't want my identity revealed

If you ask for your identity to be withheld, this request will be considered by the Monitoring Officer at the initial assessment stage.

As a matter of fairness and natural justice, the councillor you complained about should usually be told who has complained about them and receive details of the complaint. However, in very exceptional circumstances, the Monitoring Officer may withhold your identity if on request from you, or otherwise, they are satisfied that you have reasonable grounds for believing that you or any witness relevant to the complaint may be at risk of physical harm, or employment may be jeopardised if your or their identity is disclosed,

or where there are medical risks (supported by medical evidence) associated with their or your identity being disclosed.

If the Monitoring Officer decides to refuse your request for confidentiality, they will offer you the option to withdraw the complaint, rather than proceed with your identity being disclosed. However the Monitoring Officer will balance whether the public interest in taking action on a complaint will outweigh your wish to have your identity withheld and in very exceptional cases further action may be taken in relation to your complaint even where you have asked that it be withdrawn. We will contact you to discuss the matter beforehand to explain our position.

What you should do if you wish to submit a written complaint

- Get a copy of the code of conduct for the relevant council to see whether the behaviour you wish to complain about is covered by their code. **If it is not covered by the relevant code then we will not be able to deal with it.** Copies of all codes are available on our website.
- Talk to / raise the matter with the Council's Monitoring Officer for general advice before submitting a formal complaint.
- Fully complete the attached complaints form (or ensure your letter of complaint addresses, in full, all of the issues covered in the complaint form).
- Submit the written complaint by post, e-mail or fax to the address set out below, **as soon as possible after the date of the alleged breach.**

Address for submission of a written complaint

Ian Clarke, Solicitor to the Council & Monitoring Officer
South Somerset District Council
PO Box 25
The Council Offices
Yeovil
Somerset.
BA20 2HT

Tel: 01935 462462
Fax: 01935 462666
E-mail: ian.clarke@southsomerset.gov.uk

Schedule A

List of Authorities subject to South Somerset District Council's Standards Committee's Jurisdiction

South Somerset District Council
Abbas & Templecombe
Aller
Ash
Ashill
Ansford
Babcary
Barrington
Barton St. David
Barwick
Bayford & Stoke Trister
Beercrocombe
Brewham
Broadway
Bruton
Brympton
Buckland St. Mary
Cary Moor (Grouped - Alford, Lovington, North and South Barrow)
Castle Cary
Chaffcombe
Chard
Charlton Musgrove
Charlton Mackrell
Charlton Horethorne
Chilthorne Domer
Chiselborough
Combe St. Nicholas
Compton Dundon
Corton Denham
Crewkerne
Cudworth
Curry Rivel
Curry Mallett
Donyatt
Dowlish Wake
Drayton
East Chinnock
East Coker
Fivehead
Hambridge & Westport
Hardington Mandeville
Haselbury Plucknett
Henstridge
High Ham
Hinton St. George
Horsington
Horton
Huish Episcopi
Tatworth & Forton
Tintinhull
Wayford
West Camel
West Chinnock
West Coker
West Crewkerne
Wincanton

Ilchester
Ilminster
Ilton
Isle Abbotts

Whitestaunton
Winsham
Yeovil Without
Yeovil Town
Yeovilton

Keinton Mandeville
Kingsbury Episcopi
Kingsdon
Langport
Long Sutton
Long Load

Lopen
Marston Magna

Martock

Merriott

Milborne Port

Misterton

Montacute

Mudford

North Cadbury (Grouped - North Cadbury and Yarlinton)

North Perrott

North Vale (Grouped - North Cheriton, Maperton and Holton)

Norton-Sub-Hamdon

Odcombe

Pen Selwood

Pitcombe

Pitney

Queen Camel

Rimpton

Seavington (Grouped Parish of Seavington St. Mary & Seavington St. Michael)

Shepton Beauchamp

Shepton Montague

Somerton

South Cadbury

South Petherton

Sparkford

Stocklinch

Stoke-Sub-Hamdon

Behaviour covered by the Code of Conduct

You can complain about a councillor breaking any part of their council's Code of Conduct. Each council is entitled to adopt their own code so there is no standard code of conduct that applies to all local authorities. This means you need to have seen the code of conduct that applies to the councillor about whom you wish to complain and that the behaviour you wish to complain about is covered by that code. The Monitoring Officer/Standards Committee cannot consider any complaints that fall outside of the relevant code of conduct. As mentioned previously, they cannot consider complaints about employees or any behaviour where the councillor is not acting in their official capacity as a councillor. What they do in their private lives are not matters for the code and this complaints process.

The code that relates to councillors of South Somerset District Council covers the following areas:-

- unlawfully discriminating against someone
- failing to treat people with respect
- bullying any person
- intimidating any person involved in any investigation or proceedings about someone's misconduct
- doing something to prevent those who work for the authority from being unbiased
- revealing information that was given to them in confidence, or stopping someone getting information they are entitled to by law
- damaging the reputation of their office or authority, where the conduct is linked to their public role and not in their private capacity
- using their position improperly, to their own or someone else's advantage or disadvantage
- misusing their authority's resources
- allowing their authority's resources to be misused for the activities of a registered political party
- failing to register financial or other interests
- failing to reveal a personal interest at a meeting
- taking part in the discussion or making a decision where they have a "disclosable pecuniary interest" or an interest that is so significant that it is likely to affect their judgement (known as a 'prejudicial interest')

- improperly influencing a decision about a matter in which they have a “disclosable pecuniary interest” or prejudicial interest
- Failing to register any gifts or hospitality (including its source) that they have received in their role as a member worth over £25.

Any breaches in relation to the requirements around “disclosable pecuniary interests” are matters for the Police as a criminal offence may have been committed. We suggest you speak to the Council’s Monitoring Officer first as he should be able to advise you whether or not it is a matter for the Police. In any event they are not matters where the Council will carry out an investigation.

Although we have encouraged the Town & Parish Councils to adopt similar provisions they are not required to do so. Accordingly their code may look quite different so you do need to see a copy. The Clerk to the relevant Town or Parish Council should be able to provide you with a copy of their code. The code of conduct adopted by South Somerset District Council is on our website www.southsomerset.gov.uk

Sanctions available to Standards Committees

The **only** sanctions available to the Standards Committee are as set out below. These sanctions can only be imposed after a formal investigation and hearing. In relation to the councillors of Town & Parish Councils in our area, it is important to appreciate that we can only recommend the imposition of a particular sanction to those councils; we **do not** have the power to enforce or require compliance.

- Report its findings to Council or Town/Parish Council for information;
- Recommending to the member’s Group Leader that he/she be removed from any or all Committees or Sub-Committees of the Council (other than the relevant Area Committee) ;
- Recommending to the Leader of the Council that the member be removed from the District Executive Committee, or removed from particular Portfolio responsibilities;
- Instructing the Monitoring Officer to arrange training for the member;
- Removing from all outside appointments to which he/she has been appointed or nominated by the authority;
- Withdrawing facilities provided to the member by the Council, such as a computer, website and/or email and Internet access;
- Restricting contact to named officers or requiring contact be through named officers; or
- Excluding the member from the Council’s offices or other premises, with the exception of meeting rooms as necessary for attending Council, Committee and Sub-Committee meetings.

Agenda Item 12

Pay Policy Statement for Chief Officers - Statement for Financial Year 2016 – 2017

Executive Portfolio Holder: Peter Seib, Finance and Legal Services
Assistant Director: Ian Clarke, Legal and Corporate Services
Lead Officer: Mike Holliday, HR Manager
Contact Details: mike.holliday@southsomerset.gov.uk (01935) 462

1. Purpose

- 1.1 Section 38(1) of the Localism Act 2011 requires English local authorities to produce an annual statutory pay policy statement.
- 1.2 The pay policy statement must be formally approved at a Full Council meeting by the end of March each year, though it can be amended in-year with Full Council approval.
- 1.3 The pay policy statement must be published on the authority's website.
- 1.4 In the context of managing scarce public resources, remuneration at all levels within the Council needs to be adequate to secure and retain high- quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

2. Recommendation

- 2.1 That Council approve the proposed Statutory Pay Policy Statement for the year 2016-17 for publication.

3. Scope

- 3.1 The definitions of chief officer and deputy chief officer to be covered by the pay policy statement are defined by the legislation.
- 3.2 The Pay Policy Statement for South Somerset District Council (SSDC) will apply to the following posts which collectively will be referred to as 'chief officers' for the purpose of this statement:
 - Chief Executive Officer
 - Strategic Director posts
 - Head of Paid Service
 - Monitoring Officer
 - Section 151 (Finance) Officer
 - A person for whom the head of the authority's paid service is directly responsible.
 - A person who, as respects all or most of their post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority
 - A deputy chief officer who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.

Note: A person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a non-statutory chief officer or a deputy chief officer.

3 a) The levels and elements of remuneration for chief and senior officers (at year end 31st March 2016)

Below are listed the salaries of Chief Officers in posts where the FTE remuneration is above the £58,200 threshold level.

Post	Statutory Role	Salary (per annum)	Bonus or Performance related pay	Other Benefits	Pension Enhancement in Year
Chief Executive	Head of Paid Service	Post Vacant			
Strategic Director (Place and Performance)	Interim Head of Paid service	£98,953	No	Essential Car User Allowance £1,048	No
Strategic Director (Operations and Customer Focus)	Interim Head of Paid service	£94,398* (Contractual salary £98,953)	No	Essential Car User Allowance £1,048	No
Assistant Director – Legal & Corporate Services	Monitoring Officer	£76,213	No		No
Assistant Director – Finance & Corporate Services	Section 151 Finance Officer	£72,705* (Contractual salary £76,213)	No	Essential Car User Allowance £1,048	No
Assistant Director - Economy		£63,007	No	Essential Car User Allowance £1,048	No
Assistant Director – Health and Well-being		£63,007	No	Essential Car User Allowance £1,048	No
Assistant Director – Environment		£63,007	No	Essential Car User Allowance £1,048	No
Assistant Director – Communities (Joint Post)		£61,167* (Combined salary)	No	Essential Car User Allowance £1,048	No

*Reduced salary through participation in Additional Annual Leave Scheme

3b) The full time remuneration of the lowest paid employee

Definition	Salary (per annum)	Bonuses or Performance related pay	Other Benefits	Pension Enhancement in Year
Employee on lowest pay spine point (scp 11)	£15,207	No	No	No

3.1 The lowest paid employee is defined as an employee on the lowest spine point of Pay Grade 1 (scale point 11) – the lowest grade for posts within the authorities pay scheme. Excluded for this purpose are any appointments under the Work Placement Schemes and Internships Policy, apprenticeships and casual employees.

3.2 Under the Single Status Scheme approved by Full Council this is the minimum starting salary for any employee covered by the scheme. Nationally the lowest pay point is National Pay Scale 6 (£13 500).

3.3 Through this policy the pay multiple of highest paid employee will be monitored annually. Should the multiplier between the annual salary paid to a full time employee on the lowest spine point and the annual remuneration paid to the highest paid employee be greater than 10 then this will be reported by the Leader of the Council to Full Council for consideration.

3c) The multiplier of remuneration of highest paid employee to other officers

	Total remuneration per annum (including lease car value and travel allowance)
FTE median pay for all employees	£23,698
Pay multiple of highest paid employee to median average FTE salary	4.18
Pay multiple of highest paid employee to lowest paid FTE	6.51

4a) Remuneration of Chief Officers on Appointment (directly employed posts)

a) Chief Executive and Strategic Directors Posts

The Leader of the Council will, after taking independent pay advice from South West Councils or similar, recommend the remuneration package on appointment to the above posts to Full Council prior to advertisement of the vacancy. The remuneration package will then be subject to the approval of Full Council.

b) All other chief officer posts

The remuneration on appointment for all other posts covered by this Pay Policy Statement for Chief Officers will be set within the Single Status Scheme approved by Full Council.

4b) Increases and additions to remuneration for each Chief Officer (directly employed posts)

a) Chief Executive and Strategic Director Posts

The Leader of the Council shall recommend to Full Council within the remuneration package prior to appointment how salary progression and any annual pay reviews will be administered or calculated. Any other subsequent changes to the remuneration package will be subject to further Full Council approval.

b) All other Chief Officer posts

The salary progression for all other posts covered by this Pay Policy statement will be set within the Single Status Scheme approved by Full Council. Salary increases in relation to the cost of living will be made in line with National Joint Council recommendations

5) Use of Performance Related Pay for Chief Officers

Any performance related pay schemes for chief officers will be subject to approval by Full Council prior to implementation. No performance related pay scheme is currently operated or exists for chief officers.

6) Use of Bonuses or Honoraria for Chief Officers

Bonus or honoraria payments to chief officers will only be paid if approved in advance by Full Council. None are currently paid and none have been approved by Full Council.

7) Use of Market Supplements

Market supplements may be applied to posts in certain circumstances as outlined in the Market Supplement Policy. When a decision is made to use market supplements for any chief officer post this will be reported to Full Council. No market supplements are currently attached to chief officer posts.

8) Payment of chief officers on their ceasing to hold office under or be employed by the authority

Any termination payments to chief officers on ceasing office will comply with the current Redundancy and Severance Pay Policy, which was approved by Full Council in December 2010. This policy applies equally to all employees of the Council. No additional termination payments will be made without the approval of Full Council. Any statutory caps on final termination payments in place on the termination date will be applied.

9) Remuneration of chief officers who return to Local Authority employment

Where the chief officer:

- a. was a previously employed chief officer who left with a severance payment and applies to comeback as a chief officer.**

District Executive approval would be required to authorise re-employment within the authority of a previously employed chief officer who had left with a severance payment and is seeking re-employment within the severance payment payback period.

- b. was previously employed by the same authority and have comeback as a chief officer under a contract for services.**

District Executive will be required to approve any award of a 'contract for services' to a chief officer who has previously been employed by the authority.

- c. are in receipt of a Local Government Pension Scheme Pension**

If an employee receiving a pension from the Local Government Pension scheme becomes re-employed then their pension could be affected. If their pension plus the earnings from their new job is higher than the final pay their pension was calculated on, then their pension will be affected. For every pound that their earnings plus pension exceed previous pay, then their pension will reduce by a pound. This abatement will last for as long as the person exceeds their limit (so either when the new job ends or they reduce their hours so their earnings drop down below the acceptable level).

However, an abatement is not applied where the member's pension is less than £3,000 per annum.

10) Publication of and access to information relating to remuneration of chief officers

The remuneration of chief officers earning over a salary of £58,200 per annum will be published on the South Somerset District Council website.

11) Payments for Duties at Elections

Additional payments are set and provided for by Central Government to officers carrying out additional duties at elections. These payments directed by Central Government will only be received when elections are take place and although fixed, do vary according to the type of election for which the payment is made. These payments are not within the scope of this policy as South Somerset District Council is not the designated employer in these circumstances.

Agenda Item 13

Draft Meetings Calendar for 2016/17

Lead Officer: Ian Clarke, Assistant Director (Legal and Corporate Services)

Contact Details: ian.clarke@southsomerset.gov.uk or (01935) 462184

1. Purpose of the Report

For Members to review and comment on the proposed meetings timetable for 2016/17.

2. Recommendation

The Council is asked to approve the meetings timetable for 2016/17 subject to any amendments made by the Annual Council meeting in May 2016.

3. Background

Attached as Appendix A is the proposed meetings timetable for the new municipal year and the Council is asked to agree the timetable for publication. The Annual Council meeting in May will be asked to confirm the timetable in the light of its decisions on the constitution and appointment of new committees for 2016/17.

4. Background Papers

None

South Somerset District Council
Programme of Meetings of Council and Committees – 2016/2017

Meeting	Day	Time	2016								2017				
			May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Council	Thurs	7.30pm	19*	(16)	21	(18)	15	(20)	17	(8)	19	23**	16	(20)	18*
District Executive	Thurs	9.30am	5	2	7	4	1	6	3	1	5	2	2	6	4?
Area Committee - South	Wed	2.00pm	4	1	6	3	7	5	2	30 Nov	4	1	1	5	3
Area Committee - East	Wed	9.00am	11	8	13	10	14	12	9	7	11	8	8	12	10
Area Committee - West	Wed	5.30pm	18	15	20	17	21	19	16	7	18	15	15	19	17
Area Committee - North	Wed	2.00pm	25	22	27	24	28	26	23	14	25	22	22	26	24
Scrutiny Committee	Tues	10.00am	3	31 May	5	2	30 Aug	4	1	29 Nov	3	31 Jan	28 Feb	4	2
Audit Committee	Thurs	10.00am	26	23	28	25	22	27	24	15	26	23	23	27	25
Regulation Committee	Tues	10.00am	17	21	19	16	20	18	15	20	17	21	21	18	16
Licensing Committee	Tues	10.00am	-	14	-	9	-	11	-	13	-	14	-	11	-
Standards Committee	Tues	2.15pm	-	14	-	-	-	11	-	-	-	14	-	11	-

* Annual Meeting of Council - May

** Council Budget and Council Tax Setting Meeting – February

Dates in brackets () for Council are reserve dates which will only be engaged if required.

Agenda Item 14

Report of Executive Decisions

Lead Officer: Angela Cox, Democratic Services Manager
Contact Details: angela.cox@southsomerset.gov.uk or (01935) 462148

This report is submitted for information and summarises decisions taken by the District Executive and Portfolio Holders since the last meeting of Council. The decisions are set out in the attached Appendix.

A meeting of the District Executive was held on 4th February 2016.

Members are invited to ask any questions of the Portfolio Holders.

Background Papers

All Published

Ric Pallister, Leader of the Council
Angela Cox, Democratic Services Manager
angela.cox@southsomerset.gov.uk or (01935) 462148

Appendix

Portfolio	Subject	Decision	Taken By	Date
Environment and Economic Development Strategic Planning	Somerset Waste Partnership – Draft Business Plan	District Executive approved the Draft Business Plan 2016-21 on behalf of the authority.	District Executive	04/02/16
Finance and Legal Services	Revenue Budget 2016/17 - Medium Term Financial Plan and Capital Programme	<p>District Executive recommend to Council:</p> <ul style="list-style-type: none"> a. approval of the overall Revenue Budget for 2016/17 of £17,291,300 and the Revenue Account Summary as shown at Appendix A and note future year projections outlined in paragraph 44; b. approval of the detailed budgets for the District Executive and four Area Committees as shown at Appendix B; c. approve the increase of 1.95% (£2.88 per annum) in the Council Tax for 2016/17 for South Somerset District Council, which will result in a Band D charge of £150.63; d. approve a further increase of 1.25% (£1.85 per annum) to cover the precept for the Somerset Rivers Authority, producing an overall increase of 3.2% (£4.73 per annum) in the Council Tax for 2016/17 for South Somerset District Council, which will result in an overall Band D charge of £152.48; e. approve a further increase of 1.25% (£1.85 per annum) to cover the precept for the Somerset Rivers Authority, producing an overall increase of 3.2% (£4.73 per annum) in the Council Tax for 2016/17 for South Somerset District Council, which will result in an overall Band D charge of £152.48; f. approval of the savings proposals in Appendix D in conjunction with the Equalities Impact Schedule at Appendix F; g. approve the once-off items of expenditure as shown in Appendix E; h. note the current position and future estimation of reserves and balances as shown in paragraphs 69-72; i. approval of the revised Capital Programme as shown in Appendix H; 	District Executive	04/02/16
		<ul style="list-style-type: none"> j. approval of the new schemes to be included in the Capital Programme as shown in Appendix I; k. note the scoring of new capital schemes outlined in Appendix K; l. note the proposed funding of the Capital Programme as shown in 		

Portfolio	Subject	Decision	Taken By	Date
		<p>paragraph 83;</p> <p>m. note the detailed Capital Investment appraisal forms for new schemes, as shown at Appendix J;</p> <p>n. approve the setting aside of £2.5 million from capital reserves for transformation costs to be delegated to District Executive;</p> <p>o. approval in principle the use of new capital receipts to fund revenue costs pending a detailed report to District Executive.</p>		
Leisure and Culture	Funding for South Somerset Voluntary and Community Action (SSVCA) 2016/17	<p>District Executive:</p> <p>a. agreed to an allocation of £74,260 for SSVCA in the 2016/17 budget.</p> <p>b. noted that funding would be reviewed annually and be subject to the implementation of a new service specification that will require a series of service improvements that will deliver improved outcomes for South Somerset's Voluntary, Community and Social Enterprise sector.</p>	District Executive	04/02/16
Finance and Legal Services	2015/16 Capital Budget Monitoring Report for the quarter ending 31 st December 2015	<p>District Executive:</p> <p>a. approved the revised capital programme spend as detailed in paragraph 6;</p> <p>b. noted the slippage over £50,000 in the capital programme as detailed in paragraph 8;</p> <p>c. approved the virements of £25,000 outline in paragraph 9;</p> <p>d. approved the allocation of any additional funding to be used within the capital programme as detailed in paragraph 11;</p> <p>e. noted the balance of S106 deposits by developers held in paragraph 13;</p> <p>f. noted the current position with regard to funds held by the Wessex Home Improvement Loans as detailed in paragraph 15;</p> <p>g. noted the progress of individual capital schemes as detailed in Appendix A;</p> <p>h. noted the total land disposals to registered social landlords as detailed in Appendix B;</p> <p>i. noted the schemes that were approved prior to 2010, as detailed in Appendix C, and confirm approval for those projects that they wish to remain in the programme.</p>	District Executive	04/02/16
Finance and Legal Services	2015/16 Revenue Budget Monitoring Report for the quarter ending 31 st December 2015	<p>District Executive:</p> <p>a. noted the current 2015/16 financial position of the Council;</p> <p>b. noted the reasons for variations to the previously approved Directorate Budgets as detailed in paragraphs 3.2;</p> <p>c. noted the transfers made to and from reserves outlined in paragraph 11.1</p>	District Executive	04/02/16

Portfolio	Subject	Decision	Taken By	Date
		and the position of the Area Reserves as detailed in Appendix C and the Corporate Reserves as detailed in Appendix D; d. noted the virements made under delegated authority as detailed in Appendix B.		
Strategic Planning (Place Making)	Community Infrastructure Levy – Draft Charging Schedule	District Executive: 1. endorsed the Community Infrastructure Levy Draft Charging Schedule for public consultation (See Appendix A); and 2. delegated responsibility to the Assistant Director for Economy in consultation with the Portfolio Holder for Strategic Planning to make any final minor text amendments which may be necessary to enable the Draft Charging Schedule to be published for formal public consultation.	District Executive	04/02/16
Leisure and Culture	Westland Leisure Complex – Progress Report	District Executive noted the new project governance arrangements and progress made in delivering the Westlands Leisure Complex Project.	District Executive	04/02/16
Leader, Strategy and Policy Property and Climate Change	The proposed Leasing of 72 South Street, Yeovil	District Executive agreed, subject to the outcome of successful negotiations on the rear access rights with Yarlinton Housing Group, to approve:- 1. The granting of a full repairing lease on 72 South Street, Yeovil for 15 years to Somerset Care & Repair subject to break clauses after five years. 2. A requirement for Somerset Care & Repair to pay a rent of £600 per month during the lease period to SSDC, and to ensure that the new flats to be converted are occupied by council nominated tenants at LHA rental rates. 3. The addition of £7,200 to the 17/18 Medium Term Financial Plan (MTFP).	District Executive	04/02/16
Leader, Strategy and Policy	Transfer of responsibility for pathways and footbridge at Cocklemoor, Langport	District Executive: 1. authorised the Assistant Director (Finance and Corporate Services) and the Assistant Director (Legal and Corporate Services) to secure the transfer of full future ownership and maintenance responsibility for the two pathways and footbridge at Cocklemoor, Langport as indicated on the plan at Appendix A by early determination of existing leases or other arrangement to achieve that outcome together with the payment of one-off grant of £5,000 from General Fund Balances on completion to Langport Town Council. 2. noted that the Langport Town Council's request is subject to the successful acquisition of Cocklemoor from the Environment Agency.	District Executive	04/02/16

Agenda Item 15

Audit Committee

This report summarises the items considered by the Audit Committee on 28 January 2016.

Treasury Management Strategy Statement and Investment Strategy 2016/17

The Principal Accountant presented the report which tasked the Audit Committee with the scrutiny of treasury management and to recommend to full council the Treasury Management Strategy Statement and Investment Strategy for 2016/17. She highlighted that some limits had increased regarding investments.

During a short discussion the Principal Accountant and Assistant Director (Finance and Corporate Services) explained aspects of the useable capital receipts, capital programme and the current overall position of the accounts. In response to a comment made about whether it would be prudent to invest more into the pooled property fund, the officers commented that if it was felt to be appropriate, they would look to invest in a different property fund to spread the risk.

Members were content to note the report and, recommend the Treasury Management Strategy Statement and Investment Strategy for 2016/17 to full Council.

RESOLVED: That the Treasury Management Strategy Statement and Investment Strategy for 2016/17 be recommended to full Council.

Risk Management Update

The Procurement and Risk Manager provided an informative presentation to update members about risk management and the risk register. Elements covered in the presentation included:

- What is risk and the principles of risk management
- Risk management cycle
- Resources, tolerance and risk appetite
- Who's responsible for risk
- A demonstration of the upgraded TEN system which officers use to manage and score risks

In response to comments raised, the Procurement and Risk Manager noted he would investigate if it was possible to create reports that showed changes to individual risk profiles over time.

The Chairman thanked the Procurement and Risk Manager for his comprehensive presentation.

Councillor Derek Yeomans
Chairman of Audit Committee

Agenda Item 16

Scrutiny Committee

At their meeting on 2nd February 2016, members of the Scrutiny Committee considered the following items:

Shared Accommodation Project at Brympton Way Offices

The Assistant Director Environment and the Portfolio Holder – Property and Climate Change introduced the report. The report had been included in the agenda at the request of Scrutiny Committee members to update members on the first 12 months of the shared accommodation project. Laurence Willis – Assistant Director Environment highlighted some of the projects successes:

- In terms of public interest the range of services available from Brympton Way has increased considerably.
- The majority of staff are able to work in the same place nearly every day.
- Most staff teams are based together.
- All Customer First staff are based on the ground floor; this gives the team much more flexibility in terms of managing customer demands.
- Licensing team who have the most visitors to reception are also completely based on the ground floor.
- Due to the change in layout of the carpark only 14 parking spaces were lost, surveys showed we could easily accommodate this.
- Specific hot desk area created for staff who work outside but use Brympton Way as an area to touch base.

During discussion, the following points were made:

- Car parking for elected members remained a concern of busy committee days, with some members saying they frequently used the Visitor parking bays.
- Recently members of the Audit Committee had witnessed some disruption to their meeting caused by a Social Services client – whilst this sort of event didn't happen often; there had been previous occurrences that were distressing. Members were assured that the recent incident was currently being investigated and discussions had with Somerset County Council to try and avoid a repeat in the future.
- Members commented that it is very difficult to book meeting rooms – especially for Scrutiny Task and Finish groups and that the County Council meeting rooms seemed to empty on a regular basis.
- Members felt that the relocation of the Members' Room to the Yellow floor has resulted in fewer members using it. The room was previously well used by members between meetings and to use the computer. Members also commented that the Members' Room is often used for Officer Meetings, meaning it is not available to members. The Assistant Director agreed to look into these issues.

Reports to be considered by District Executive on 4th February 2016

The Scrutiny Committee considered the reports contained in the District Executive Agenda for the 4th February and made the following comments:

Somerset Waste Partnership – Draft Business Plan

- Members were reassured that SSDC would be continuing with the current local arrangements for a discounted rate if a green waste bin was purchased for two years.
- Members suggested that there could be a more high profile publicity campaign to promote higher recycling rates and noted that social media campaigns are generally better received than mass mail outs.
- Members were concerned about the potential impact of the new service delivery model proposals on families with young children – especially in relation to the disposal of nappies etc. Members were reassured that SSDC would continue to offer individual solutions to such issues but asked that due consideration be given to the issue by the Board prior to any final decisions being taken.
- Members sought assurance that adequate Equalities Impact Assessment information would come forward prior to members being asked to approve any new Service Delivery Model.

Revenue Budget 2016/17

- Members queried what proportion of the RSG had been made up by the Rural Support Grant?
- Members noted the increased risk levels facing the authority and were reassured by the s151 officer's actions to mitigate these risks and the judicious use of Volatility fund and other balances.
- Members in particular noted the risk represented by the potential for NHS Foundation Trusts to be given charity status and therefore the ability to claim up to 80% mandatory relief – back dated!
- Members sought clarification that the 4 key projects mentioned at paragraph 13 were sufficiently resourced?
- Regarding the Transformation fund of £2.5 million, members sought clarification as to how this reserve would be allocated and what return on investment is expected?
- Best practice states that effective budget Scrutiny should look to ensure adequate resources have been allocated for the delivery of Corporate priorities – in the absence of an updated Corporate Plan members sought clarification as to when a refreshed Corporate Plan would be produced?

- Members thanked the 151 officer and her team for all their hard work in the challenging circumstances.

Funding for SSVCA

- Members noted the proposals for SSVCA to incorporate both Mendip's and Sedgemoor's VCA's and sought assurance that both Mendip and Sedgemoor District Councils would continue to provide current levels of funding going forward? Members were concerned that SSDC could in future be asked to contribute increased funding to a larger organisation, providing services in other districts.
- Members were concerned that there is potential duplication with the work of Community Council for Somerset and the SSDC Area Development Teams.
- Members noted the considerable amount of work that had been undertaken in order to review the current arrangements and thanked the officers involved. They noted that it is vital that accurate evidence regarding the impact of the SSVCA is captured before any future funding decisions are made, with particular focus on ensuring there is no duplication with SSDC services, to prevent SSDC effectively paying twice.
- Members were pleased to note the intention to work towards a managed reduction in funding to the SSVCA.

Capital Budget Monitoring

- It was noted that Scrutiny Members have the ability to review outstanding Capital projects on a quarterly basis and this needs to be a robust process to ensure the best use of capital.

Revenue Budget Monitoring

No comments

Community Infrastructure Levy

The Committee noted that the consultation document would be amended to make it clear that developments of less than 6 dwellings would be liable for both the CIL and payments under HG3/4 as viability studies have shown such an approach is feasible.

Members also queried if the definition of 'self-builder' could be clarified within the document?

Before considering this item it was proposed and seconded that the Committee move into confidential session by virtue of paragraph(s)3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Westland Leisure Complex

- Members noted the amount of work that has been done to progress this project and that the project is on course to be delivered on time and within budget.
- Members asked if the Project Board had given consideration to incorporate PV installation in the design of the venue, members appreciate that a separate PV business case would need to be brought forward but feel significant savings could be made if PV installation and building works were done concurrently?
- Members noted that whilst it is disappointing that Brympton Parish Council have declined to make a financial contribution to the project, it has not affected the viability of the project.

Verbal update on Task and Finish Reviews

The Scrutiny Managers updated the Committee on the work of the Task and Finish Group established to review the on-going Journey of Exploration. The next meeting was scheduled for the 5th February at 2.30 p.m. where members would consider the Solo Business case. The draft report of the Task and Finish Group would be circulated via email to Scrutiny Committee members due to the Council report deadlines.

Members were also informed that some members who had previously worked on the Choice Based lettings Task and Finish review had met to consider some proposed changes to the Home Finder Somerset Policy – they had made several suggestions for a consultation paper that will be circulated to people on the Homefinder Somerset list and stakeholders these suggestions were being fed back to the Homefinder Somerset Partnership Board.

Update on Matters of interest

The Scrutiny Manager informed members that in relation to the Call-in considered at the January Scrutiny meeting, officers had now received a response from the Homes and Communities Agency and were now in a position to establish a Task and Finish Group to consider the policy relating to the disposal of properties. Members would be contacted to ask for volunteers for this piece of work shortly.

Scrutiny Work Programme

Members considered a request from Councillors Jason Baker and Val Keitch to establish a Task and Finish Group to look at specific elements, of the Home Finder Somerset Allocations policy. The request followed a motion tabled at a recent Full Council meeting, and although the motion was defeated, the majority of Scrutiny members felt that the debate had raised a number of issues which merited further discussion via a Task and Finish Group. It was therefore agreed to set up a Task and Finish Group with the following remit:

To:

- Clarify existing allocations/ scoring policies and the ‘weighting’ given to local connections – how well are current scoring arrangements communicated?
- Is it possible to introduce local variations to the Somerset wide scheme?

- Are there any legal / financial / reputational / equality implications to adopting local variations?
- Review the percentage of market Town allocations given to those demonstrating a local connection within the last 12 months?

The Scrutiny Committee re-iterated that the Task and Finish Group should consider these points only and that the report should be completed in time to feed into a wider review of the Homefinder Somerset Policy due for consideration by District Executive in June 2016.

Members noted the Scrutiny Work Programme with the addition of a review of the Economic Development Strategy (due to be updated in 2015) and a review of the current suite of Performance Indicators (such a review is pending the adoption of a refreshed Council Plan). Both these items will be included in the Scrutiny Work Programme with a date to be confirmed.

Councillor Sue Steele
Chairman of Scrutiny Committee

Agenda Item 17

Motions

The following Motion was submitted by Councillor Tony Capozzoli:-

Local Government (Religious etc. Observances) Act 2015 inserts the following into the Local Government Act 1972:

Powers of a Council

In Part 7 of the Local Government Act 1972 (miscellaneous powers of local authorities) after section 138 insert—

138A Prayers and other observances

(1) The business at a meeting of a local authority in England may include time for—

- (a) prayers or other religious observance, or
- (b) observance connected with a religious or philosophical belief.

(2) Subsection (1) also applies in relation to meetings of—

- (a) a committee of a local authority in England,
- (b) a joint committee of two or more such authorities, whether appointed or established under Part 6 of this Act or any other enactment, or
- (c) a sub-committee of such a committee or joint committee.

(3) Subsections (1) and (2) do not limit other powers.

Motion:-

That Council consider the reintroduction of prayers before meetings of Full Council. Members may wish to consider inviting a local faith leader, or, invite a Councillor to lead a short prayer prior to the start of a Council meeting.

The following Motion was submitted by Councillor Amanda Broom:-

For SSDC to establish, understand and report to the residents of Chard, the future plan for sporting facilities and sporting development within the town. To set out the strategy of delivering this plan by identifying gap analyses of the current, and future states, including the ownership/accountability of key stakeholders.

Thus being in line, and reflecting the commitments made in the SSDC Health and Wellbeing Strategy 2013 - 2018 (Page 19, Paragraph 2).

Agenda Item 19

Date of Next Meeting

Members are asked to note that the next scheduled meeting of the Full Council will take place on **Thursday, 17th March 2016** in the Council Chamber, Council Offices, Brympton Way, Yeovil **commencing at 7.30 p.m.**
