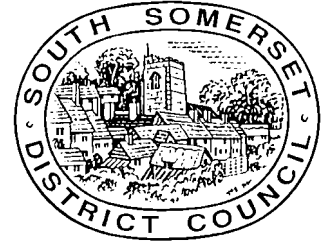


South Somerset District Council

Notice of Meeting



District Executive

Making a difference where it counts

Thursday 3rd December 2015

9.30 am

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

Disabled Access is available at this meeting venue.



Members listed on the following page 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 01935 462148**, website: www.southsomerset.gov.uk

This Agenda was issued on Wednesday 25 November 2015.

Ian Clarke, Assistant Director (Legal & Corporate Services)

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



INVESTORS IN PEOPLE

District Executive Membership

Ric Pallister
Carol Goodall
Peter Gubbins
Henry Hobhouse
Shane Pledger
Jo Roundell Greene
Sylvia Seal
Peter Seib
Angie Singleton
Nick Weeks

Information for the Public

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

Members of the Public are able to:-

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

Meetings of the District Executive are held monthly at 9.30 a.m. on the first Thursday of the month in the Council Offices, Brympton Way.

The Executive Forward Plan and copies of executive reports and decisions are published on the Council's web site - www.southsomerset.gov.uk.

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

The Council's corporate priorities which guide the work and decisions of the Executive are set out below.

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

South Somerset District Council – Corporate Aims

Our key aims are: (all equal)

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

Ordnance Survey mapping/map data included within this publication is provided by South Somerset District Council under licence from the Ordnance Survey in order to fulfil its public function to undertake its statutory functions on behalf of the district. Persons viewing this mapping should contact Ordnance Survey copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. South Somerset District Council - LA100019471 - 2015.

District Executive

Thursday 3 December 2015

Agenda

1. Minutes of Previous Meeting

To approve as a correct record the minutes of the District Executive meeting held on 5th November 2015.

2. Apologies for Absence

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

Questions, statements or comments from members of the public are welcome at the beginning of each meeting of the Council. The total period allowed for public participation shall not exceed 15 minutes except with the consent of the Council and each individual speaker shall be restricted to a total of three minutes. Where there are a number of persons wishing to speak about the same matter, they should consider choosing one spokesperson to speak on their behalf where appropriate. If a member of the public wishes to speak they should advise the committee administrator and complete one of the public participation slips setting out their name and the matter they wish to speak about. The public will be invited to speak in the order determined by the Chairman. Answers to questions may be provided at the meeting itself or a written reply will be sent subsequently, as appropriate. Matters raised during the public question session will not be debated by the Council at that meeting.

5. Chairman's Announcements

Items for Discussion

6. **Funding for Citizens Advice South Somerset 2016/17** (Pages 5 - 14)
7. **Quarterly Performance and Complaints Monitoring Report - 2nd Quarter 2015/16** (Pages 15 - 23)
8. **Heart of the South West Formal Devolution Bid**

The Heart of the South West formal devolution bid is due to be discussed at a meeting in Cullompton on Wednesday 25th November. Therefore, this report will be circulated under separate cover on Friday 27th November to include the latest information from that meeting.

9. **Report of the Licensing Task and Finish Group** (Pages 24 - 38)
10. **Yeovil Innovation Centre - Business Plan and Update Report** (Pages 39 - 60)
11. **Notification of an Urgent Executive Decision: The transfer of two sections of SSDC land needed to conclude the Horsey Roundabout improvements, Yeovil by 30 November 2015** (Pages 61 - 65)
12. **District Executive Forward Plan** (Pages 66 - 70)
13. **Date of Next Meeting** (Page 71)

Agenda Item 6

Funding for Citizens Advice South Somerset 2016/17

Executive Portfolio Holder: Councillor Sylvia Seal, Leisure and Culture
Strategic Director: Rina Singh, Strategic Director (Place and Performance)
Assistant Directors: Kim Close / Helen Rutter, Assistant Director (Communities)
Lead Officers: Kim Close / David Crisfield
Contact Details: Kim.close@southsomerset.gov.uk or (01935) 462060
david.crisfield@southsomerset.gov.uk or (01935) 462240

Purpose of the Report

This report sets out the outcomes of a review of Citizens Advice South Somerset (CASS) and seeks the approval of the District Executive on the level of funding to be included in the 2016-17 budget.

Forward Plan

This report appeared on the District Executive Forward Plan with an anticipated Committee date of 3rd December 2015.

Public Interest

- CASS is the major provider of free, confidential independent and impartial advice in the South Somerset area. Advice services are quality assured under the national Citizens Advice Membership Scheme.
- In addition the organisation aims to improve policies and practices that affect people's lives.
- The Bureau has been serving the community of South Somerset since 1961.

SSDC supports CASS to ensure that people across South Somerset are able to access free, impartial and expert advice; to ensure that isolated and vulnerable people in the district are able to access services fairly and not be disadvantaged by their circumstances; to ensure that policies are improved; to deliver services to some of those people most in need; and to meet a range of objectives in our Council Plan.

In addition to financial support SSDC have also assisted CASS with premises having co-located them in Petters House along with the council's own Welfare Advice Team as a step towards creating an Information and Advice hub.

Recommendation

It is recommended that District Executive:-

1. Agrees to an allocation of £121,730 for South Somerset Citizens Advice Bureau in the 2016/17 budget.
2. Notes that funding will 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 residents.

Background

At the 5 March 2015 District Executive meeting, the council approved grant funding of £121,730 for CASS for the financial year 2015/16.

Following this decision, a review of CASS's activity was commissioned by the Portfolio Holder, Cllr Sylvia Seal, to assess the quality of the services received and to ascertain whether the council can achieve improved levels of service within the available funding envelope for 2016/17 and beyond. The review was undertaken between March and July 2015 and comprised a comprehensive evaluation of CASS services and an analysis of performance data and other historical and anecdotal matters.

The results of the review were subsequently shared with the CEO and trustees of CASS. The positive response made by CASS to the issues raised and the progress they have made in the intervening months have directly informed this report's recommendation.

On the 28 October a further progress meeting took place between Portfolio Holder Cllr Sylvia Seal, Corporate Director Rina Singh, CASS CEO Angela Kerr and Chair of Trustees Lin Cousins. As an outcome of this meeting the Portfolio Holder confirmed her support for a recommendation of one year's funding at the 2015/16 level.

Review

The following sets out in summary the issues covered by the review, the specific areas of concern and the response by CASS describing both the progress that has already been made and the improvements that are in hand.

The following activities were undertaken as part of the review:-

- i. Funding per head of population comparison against 25 other council areas
- ii. An analysis of factors with the potential to influence future information and advice priorities
- iii. Analysis of CASS's 2013/14 and 2014/15 performance data benchmarked against seven comparator CABx and their respective funding authorities.
- iv. Funding Options Appraisal

i. Funding per head of population comparison

This comprised an analysis of the level of core funding 25 councils give to their CAB as compared with their populations.

The cost of providing the service per head of population ranged from £0.13pp to £2.12pp. SSDC at £0.74pp sits at the lower end of this range.

ii. Analysis of factors with the potential to influence future information and advice priorities

- a) The recently published Somerset Advice Strategy 2015-18 (led by Taunton CAB on behalf of Somerset Advice Network) identifies a number of challenges facing the Information and Advice sector. Amongst these are:-
 - The cumulative impact of cuts in public funding - cuts to council services which affect residents and the risk of reduced funding for Voluntary, Community and Social Enterprise sector advice agencies.

- The wider influences of increasing social inequalities – e.g. the cumulative impact of housing and other cost increases alongside low/stagnant/irregular incomes.
 - The impact of debt and poverty-related stress on health and wellbeing.
 - The need for consistent and inclusive advice services across rural and urban Somerset.
- b) An analysis of data sets and research to understand what challenges there might be to future Information and Advice needs highlighted some indicators that will be relevant to how a 'fit for the future' CAB will look. These were:-
- An **ageing population** with the challenges of access, digital exclusion, changes in social welfare legislation, the rise in the number of carers and an increase in the number of older grandparents requiring debt and money advice as a consequence of providing financial support to their children and/or grandchildren.
 - **Rurality** with the challenges of poor public transport affecting access; poor broadband coverage and the relative higher costs of living creating such things as fuel poverty and the need for money, debt and benefits advice.
 - **Housing** with the challenges of high cost housing relative to incomes and limited availability of private rented and social housing.
 - **Welfare Reform** with the ongoing effects of welfare reform and the yet unknown impact of Universal Credit. Also the increasing number of people in work and receiving benefit has increased the complexity of benefits claims.
- c) SSDC's own Welfare Advice Service have also set out how they would like to work more effectively with CASS in the future so as to improve the overall experience for customers. In particular they would like to see CASS introduce systems of working and client management that will improve:-
- Accessibility across the whole of South Somerset for crisis/emergency assistance (e.g. LAS, food parcels, emergency advice/advocacy).
 - Responsibility to follow up client casework e.g. chasing up decisions, appeal delays etc.
 - Where support (or follow-on support) is not able to be provided, refer to an agency that can until a conclusion is achieved.
 - The up-skilling of volunteers as well as paid staff to undertake casework with clients.
 - If appeal work is undertaken, to fully represent clients at Tribunals (following training of CAB staff/volunteers in tribunal representation, SSDC's Welfare Advice Team would be happy to provide support through shadowing etc.).

CASS Response

With access to services being a common factor in many of the issues in b) above, CASS will be continuing the development of the telephone advice services and will continue to bring forward other ways for people to access services.

Use of the email advice service is increasing steadily (150 users between April 2014 and January 2015) and a further 225 users since February 2015.

A pilot project is also underway with the Symphony Hub whereby CASS specialist Welfare Benefits advisers will be available to Symphony clients via skype facilitated by Symphony key workers. This represents an innovative and sustainable response to the need to bring advice into the homes of people who might otherwise find accessing the service difficult.

To further develop the working relationship between CASS and our own Welfare Advice team, both parties have taken part in periodic meetings. This will be further enhanced through a requirement to hold regular joint meetings as part of the 2016/17 service specification.

iii. Analysis of CASS's 2013/14 and 2014/15 performance data benchmarked against seven comparator CABx and their respective funding authorities.

When reviewing the performance data that was reported to District Executive in March 2015, as supplemented with the final quarter figures for 2014/15, the following issues emerged as those with which we had concerns.

In order to provide a means of benchmarking the CASS information, a comparator 'family' of 7 other CABx was selected (Bridport; Sherborne/Dorchester; Bournemouth; Poole; Stroud; Braintree; Harrogate) based on having similar sized populations and levels of local authority funding.

a) Volunteers

Review findings

CASS appeared to operate with a distinctly lower than average number of volunteers.

We had also received some anecdotal feedback which pointed to a past organisational culture having possibly contributed to poor volunteer recruitment and retention levels.

CASS response

A new volunteer involvement strategy and campaign has been implemented. Volunteer numbers are improving and this is an upward trend. Key to the successful recruitment and retention of volunteers for the future will be that recruitment is based on a proper understanding of the core skills necessary for advice work and on those people who are willing and able to train for the available roles. This should shift the emphasis on to the quality rather than just the quantity of volunteers.

The number of volunteers currently working for CASS is confirmed as being 43 (excluding the Trustees and the 'Friends'). The CEO is confident that with new plans in place for volunteer recruitment and training they will achieve their target of 50 volunteers in the near future. Plans include taking the training out to Wincanton and Chard with the aim of increasing local volunteer teams to support service expansion in those towns. Regular reports on the impact of their new approach to volunteer recruitment and training will be provided to the council and welcome the opportunity to work with you on this in future.

The new volunteer recruitment campaign commenced with an event at Yeovil College on the 21st September 2015. Recruitment campaigns for Wincanton and Chard have also been planned.

The volunteer training programme has also been revised and is now available as an infographic to present to all potential volunteers during their initial interviews. This will help to make much clearer to potential volunteers how to navigate through the volunteering opportunities or into alternative volunteering if the training commitment for the service is too much for them. (A copy of the Infographic is attached at Appendix 1).

b) Abandoned call rates (the percentage of calls to the bureau that do not get answered).

Review Findings

Up to the final quarter figures for 2014/15 the abandoned call rate had been high, peaking at around 70%.

Although the rate reduced further between April and July 2015, compared with the 7 benchmarked bureaux, this placed CASS's answered call rate as average but still noticeably lower than the best performing who reported abandoned call rates of only 1%.

CASS response

The introduction of 'Adviceline'* has kicked-started a much improved phone based service. Currently c50% plus of calls are now being answered which is well in excess of the target they had set themselves. Progress with implementing the Somerset Adviceline service has been pleasing and CASS's contribution to making this work has exceeded that of the other partners. This is, however, still a work in progress and the recruitment and training of Adviceline volunteers has been given a high priority. A stretch target of 80% answered calls will also be included in the updated business plan.

An independent assessment of Somerset Adviceline has shown that resources need to be directed to Mondays and Tuesdays which are the busiest days. Increasing the number of volunteers and the introduction of new processes such as remote/home based telephone answering are being considered.

Also under consideration is the introduction of an answerphone message alerting callers to the possibility of long waits on the telephone on a Monday and Tuesday and encouraging people whose issues are not urgent to call back on other days.

A marketing plan is also being put together to better inform and prepare the public for Adviceline and how best to use it.

(*'Adviceline' is a networked telephone system where callers, if unable to get through to their local bureau, are routed to the next available bureau within the network, which for the Somerset Adviceline will be the other Somerset CABx. Any overflow may be routed to one of three national call centres (Caerphilly, Merton or Gateshead) but these calls can be routed straight back into the waiting list for the local bureau if the enquiry has to have a local response.)

c) Debt and Benefit related enquiries

Review findings

A reading of CASS's 2014/15 performance data, when compared with the benchmarked CABx, showed a reduction in the number of debt enquiries and new debt enquiries requiring casework support, a reduction that appeared counter intuitive and contra to the understood

trend; particularly when taking into consideration the ongoing effects of the economic recession, the increase of people on 'in work' benefits and the introduction and continued implementation of welfare reform.

CASS response

CASS's Debt Caseworkers had just under 100 live debt cases open as of September 2015; these cases take between one to three months to resolve. This figure is being sustained fairly consistently throughout the year and they have not seen a decrease in the levels of debt case work. Debt and Welfare benefits clients are also presenting with lengthier and more complex problems so whilst overall numbers may appear to be down the complexity of cases has increased.

Data Reports on debt and benefits extracted for SSDC's activity reports do not include work funded by other sources.

The recording and interpretation of debt statistics is also more complex than it might appear on initial reading and which cannot be fully understood through a simple comparison with previous year figures. For example, Citizens Advice's national campaign against pay day lending had dramatically reduced the number of people locally in trouble with loan-sharks which would show as a reduction in debt cases.

Clients are also directly referred into specialist teams therefore by-passing the drop-in service and falling outside core data statistics.

d) Organisational Income - achieving more sustainable income streams for core services

Review Findings

When looked at in totality, the funding CABx receive from their councils may appear to be a small percentage of overall spend. However, as a result of the benchmarking exercise it was clear that in all cases council funding is supporting core functions with the balance of funding financing additional projects or targeted information and advice activities. This places them in a vulnerable situation if council funding were at risk of being heavily cut or withdrawn.

Whilst reliance on councils for core funding may be considered high risk, especially in the context of austerity and the increasing pressures on public finance, CASS's situation is no different to that of other CABx. All are dependent on their council for core funding and whilst all CAB managers' report success in diversifying income this is only in relation to project funding.

Furthermore council funding officers that were interviewed reported that whilst in some circumstances they may commission additional one-off projects or services, their principal funding is provided to support the core 'generalist' service.

CASS response

CASS endorse the conclusion of our review that "without Council funding supporting core services most CAB would struggle to function or at worst would cease to exist"

One of the key roles of the new CEO will be to secure sustainable funding for the organisation and CASS will welcome the opportunity to work with SSDC on any opportunities to secure such funds. They already have a number of funding applications in progress including to the Big Lottery and Trust funds. A 'Reaching Communities' bid to enable the opening up of advice pathways for vulnerable and isolated people has successfully passed

through to a full second stage application and feedback on the bid thus far is that it has an 80% chance of being awarded funding.

e) Quality of Advice

Review Findings

Probably the most difficult area of the service to evaluate is that of the Quality of Advice received by the public. Whilst there has been some anecdotal evidence to suggest that clients have at times not received as good a service as should be expected there is no way of testing this unless a comprehensive 'Mystery Shopping' exercise were to be carried out.

The only objective measure we have of Quality, therefore, is the three yearly Quality of Advice audit conducted by Citizens Advice nationally. The most recent was conducted in the spring of 2014. This did raise some issues around the quality of initial 'Gateway' assessments and follow up advice.

CASS response

The national Citizens Advice 'Quality Audit' system has undergone a recent and radical change and CASS are positively embracing that change. The new system will provide CASS, and SSDC as funders, with a better picture of organisational performance. It should be noted that under the previous Quality system the audit score of 75% achieved by CASS would have been considered a good score with only a minority of Citizens Advice organisations achieving 80% plus.

Funding from reserves has been agreed by the trustees to appoint an additional two casework supervisor posts. Not only with this help with the quality assuring of advice given by volunteers and specialist caseworkers but it will also provide the capacity to enable CASS to roll out a full service in outreach settings.

Staff and volunteers took part in an away day on the 24th September to agree the approach to the adoption of the new National Citizens Advice Model, known as the "dynamic advice" model.

CASS have also approached Citizens Advice nationally to be an early adopter of the new quality framework in October 2015.

The first of several strategy reviews with key staff and Board members has been held with the Board approving a redesign of the over-arching management of their client services.

iv. Funding Options Appraisal

The review also needed to consider all the possible funding options open to the council once the current funding ends on 31st March 2016.

The following 6 options, including an option to end funding, were considered.

Option 1: End Funding.

Option 2: Bring in-house.

Option 3: Part fund and part invest in our own Welfare Advice service.

Option 4: Invest only in those Information and Advice areas of most relevance to us i.e. benefits, Debt, Housing.

Option 5: Embark on a competitive tendering exercise.

Option 6: Re-contract with the current provider supported with a new service specification.

Taking into account the absence of other generalist information and advice services in the marketplace, the issues of cost, and the outcome of the wider review that is the subject of this report, the conclusion of the appraisal was that Option 6 would be the preferred and most practicable way forward.

Proposed Changes to Service Specification

If members are minded to recommend an allocation of £121,730 for CASS in the 2016/17 budget, a new service specification would be drawn up to address the issues highlighted in this report and to ensure that continuous improvement was effectively picked up through performance monitoring.

This would place greater emphasis on Outcomes with monitoring requirements that would clearly demonstrate how CASS is making a difference to the lives of residents.

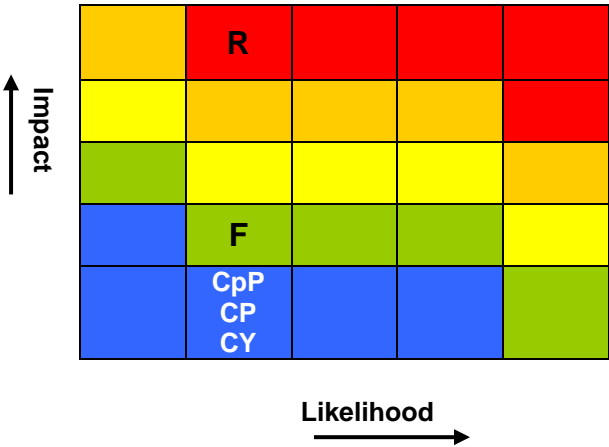
Performance will be monitored regularly with the submission of quarterly reports and twice yearly monitoring meetings.

Financial Implications

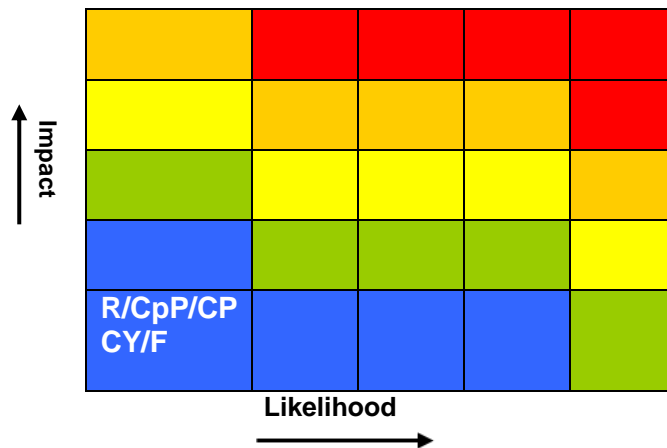
If the budget allocation recommended is agreed, all funds in the CASS budget will be committed for 2016/17.

Risk Matrix

Risk Profile before officer recommendations



Risk Profile after officer recommendations



Key

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

Corporate Priority Implications

- Work with partners to contribute to tackling youth unemployment
- Minimise homelessness by providing advice, support and housing options
- Work with partners to combat fuel poverty
- Provide Welfare Benefits support and advice to tackle poverty in our vulnerable residents

Carbon Emissions and Climate Change Implications

None

Equality and Diversity Implications

Working with the voluntary sector is one of the Council's means of providing services to hard to reach groups and engaging with communities and individuals who otherwise find it hard to access public services. CASS deliver services to some of the most vulnerable people in the district. Services are free and are provided to all regardless of age, race, gender, sexual orientation, religion. The CASS has an adopted Equalities Policy.


Background Papers

CASS report to District Executive - March 2015

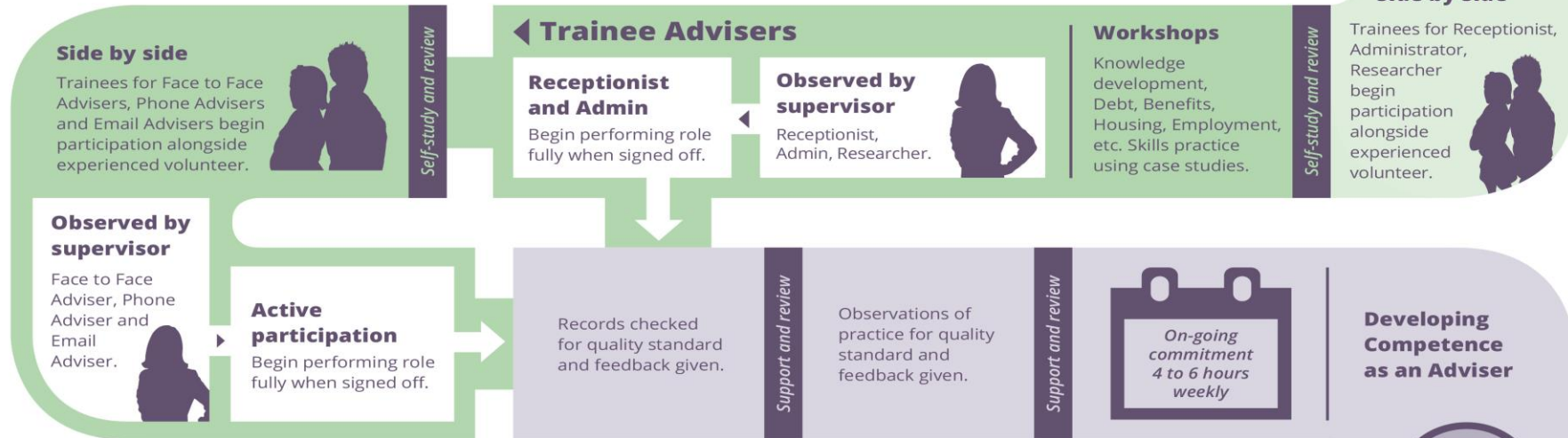
Appendix 1

Volunteer Training

Your training programme will be tailored to your interests, availability and pace of learning. We will equip you with the knowledge, skills and tools you will need in your role. Your training will be something like this....

<p>Workshop Induction and overview of Citizens Advice. Skills development, listening, questioning, researching, using advice systems and resources.</p> 	<p>Self-study Interactive online learning and home study using the information packs we provide.</p>	<p>Support and Review One to one reviews with the volunteer training officer.</p>	<p>Shadowing Shadowing of an experienced volunteer, across a range of roles to understand the service that we deliver.</p>
--	---	--	---

Page 14



- 1 to 3 Months
- 4 to 6 Months
- 6 to 12 Months
- On Going

Would you like to know more about joining us and training as a Citizens Advice Volunteer?


With no obligation come in for a chat with June or Angela or give us a ring.

01935 847675

Experienced Adviser

Support & Development review

- Monthly Workers Meeting
- External Citizens Advice Training
- Internal Citizens Advice Training
- Other relevant Training



Agenda Item 7

Quarterly Performance and Complaints Monitoring Report – 2nd Quarter 2015/16

Executive Portfolio Holder: Ric Pallister, Strategy and Policy
Strategic Director: Rina Singh, Place and Performance
Assistant Director: Martin Woods, Economy
Lead Officer: Andrew Gillespie / Charlotte Jones, Performance Managers
Contact Details: Andrew.gillespie@southsomerset.gov.uk or 01935 462364
charlotte.jones@southsomerset.gov.uk or 01935 462565

Purpose of the Report

To present the corporate performance monitoring report covering the period from 1st July – 30th September 2015 (Q2).

Forward Plan

This report appeared on the District Executive Forward Plan with an expected date of 3rd December 2015.

Public Interest

The Council is accountable for its performance to the local community and we publish performance data to enable us to demonstrate achievements against targets.

Recommendations

The District Executive is asked to note and comment on the corporate performance monitoring report.

Background

The 20 performance indicators used in this report were selected and approved by members on 3rd May 2012.

Performance

A summary of performance from 1st July – 30th September 2015 (Q2) is shown below with full details provided at Appendix A:

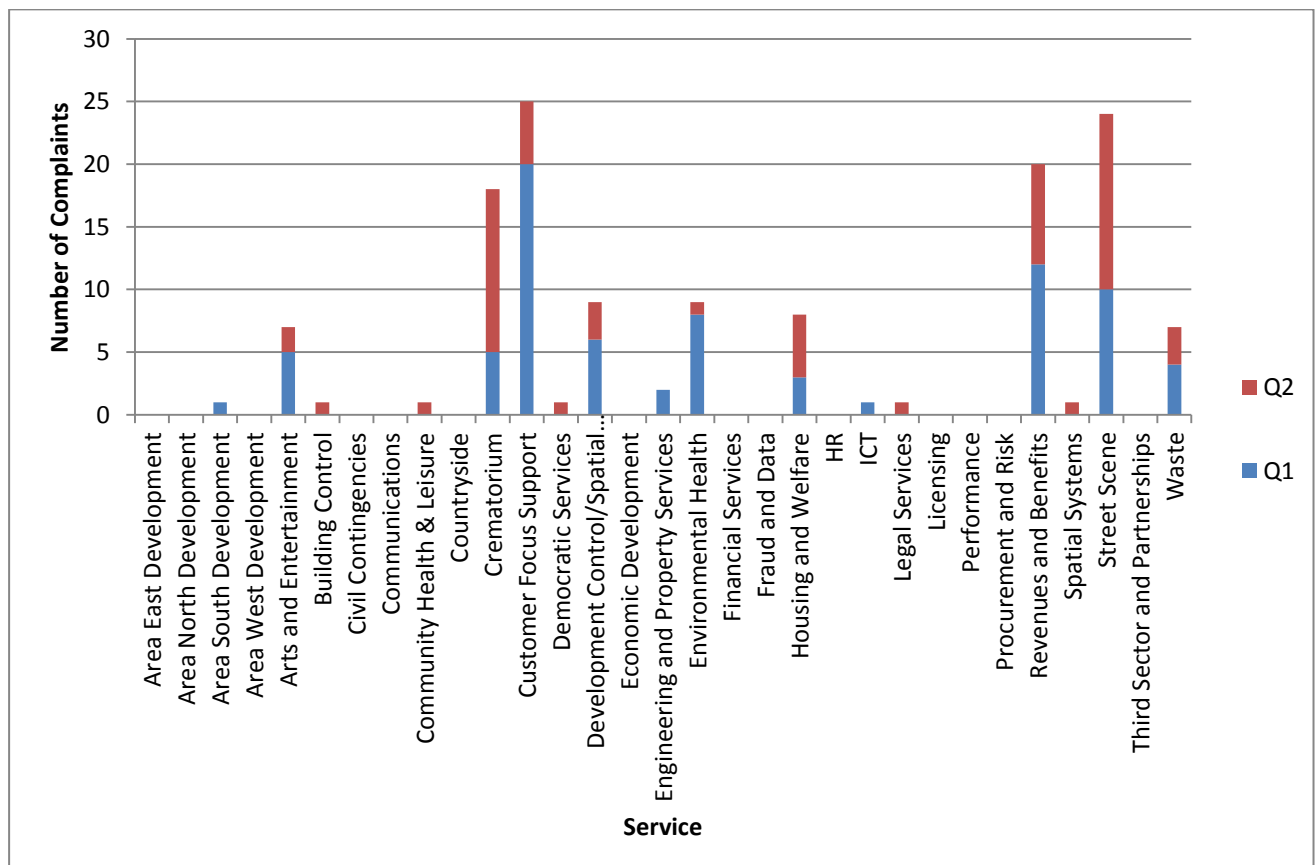
Where appropriate, this information is colour coded, using red, amber, or green to indicate performance against target

Performance Summary:		Quarterly Breakdown:							
		Q1		Q2		Q3		Q4	
		1	8%	0	0%	0	0%	0	0%
		2	17%	1	9%	0	0%	0	0%
		9	75%	10	91%	0	0%	0	0%
Commentary:									
12 performance indicators can be compared against target for Q2. As data is not available for PI031 this summary only includes 11 of the corporate indicators. Percentages are rounded to the nearest whole number.									
>10% Below Target	0								
Within 10% of Target	1								
On or Above Target	10								

Complaints

During the period 1st July – 30th September 2015, SSSC received 59 complaints, which is a 190% increase compared to the quarter 2 2014/15 figure of 31.

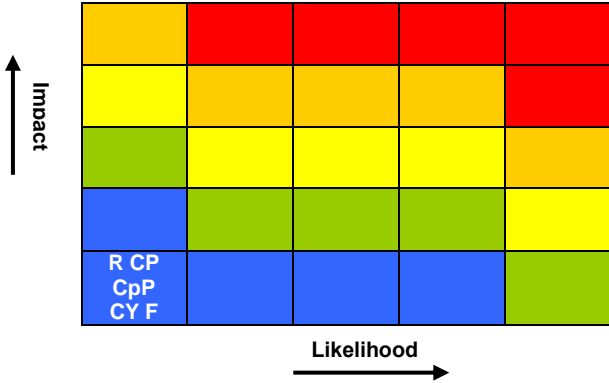
The chart and table below provide a summary of complaints received, with a detailed breakdown by service at Appendix B.



Financial Implications

There are no direct financial implications related to this report. However, financial implications may need to be considered for possible actions necessary to address performance in failing areas.

Risk Matrix



Key

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

Council Plan Implications

Performance Management contributes towards the delivery of the SSDC Council Plan through effective monitoring and smart target setting that help to deliver a continuous improvement.

Carbon Emissions and Climate Change Implications

None

Equality and Diversity Implications

None

Privacy Impact Assessment

No issues.

Background Papers

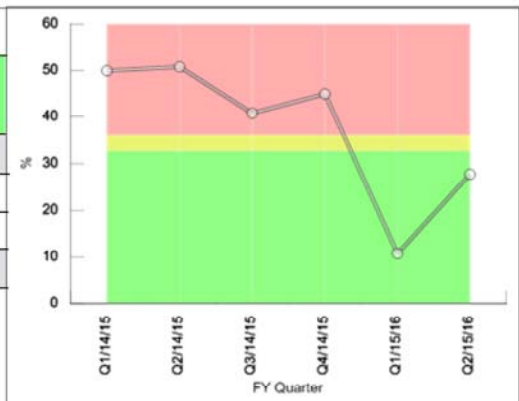
- Refreshed Council Plan 2012-15
(<http://www.southsomerset.gov.uk/about-us/our-vision/council-plan-2012---2015/>)
- SSDC Complaints Procedure
([http://www.southsomerset.gov.uk/contact-us/making-a-complaint-\(1\)/](http://www.southsomerset.gov.uk/contact-us/making-a-complaint-(1)/))
- DX report- refresh of corporate Indicators – DX May 2012
- Annual Performance Report 2014/15 – DX July 2015

Appendix A - Quarterly Performance Monitoring Report

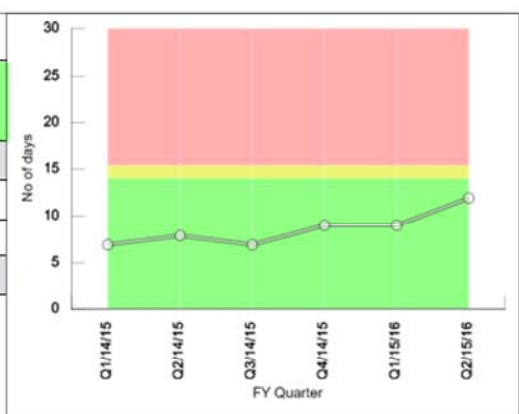
Key:	Red (More than 10% below target)	Amber (Within 10% of target)	Green (On or above target)
-------------	--	--	--------------------------------------

Performance Measures with Targets:

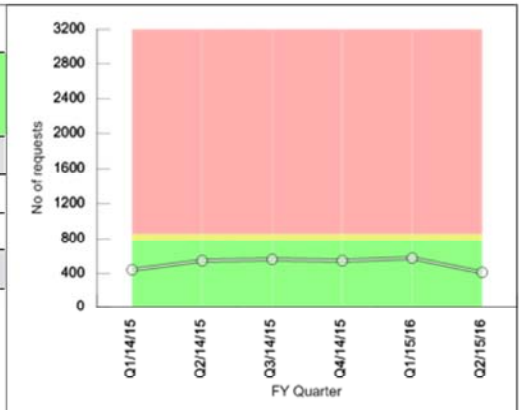
Indicator:	PI 003 - % of planning appeal decisions allowed against the authority's decision to refuse							
Quarter Target:	33.0%				Perf to Date:			
Annual Target:	33.0%							
2014/15:				2015/16:				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
50.0% ●	51.0% ●	41.0% ●	45.0% ●	11.0% ●	28.0% ●			
Latest Comments including any necessary action:								
During the period 1st July 2015 – 30th September 2015, 7 appeal decisions against refusal were received and 2 have been allowed which equates to 28% against a former BVPI target (BV204) of 33%.								



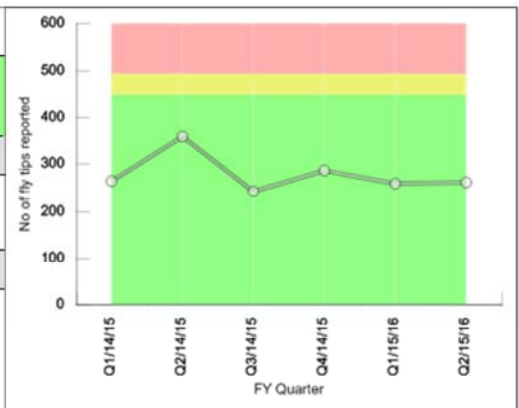
Indicator:	PI 004 - Number of days taken to process Housing Benefit/ Council Tax Benefit new claims and change events							
Quarter Target:	14.00				Perf to Date:			
Annual Target:	14.00							
2014/15:				2015/16:				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
7.00 ●	8.00 ●	7.00 ●	9.00 ●	9.00 ●	12.00 ●			
Latest Comments including any necessary action:								
The average time taken to process a new claim or change of circumstances during this quarter has increased due to clearing part of a back log of work. The service currently has two staff vacancies. Steps have been taken to address performance and it is anticipated that Q3 performance will show some improvement on Q2 and further improvement in Q4.								



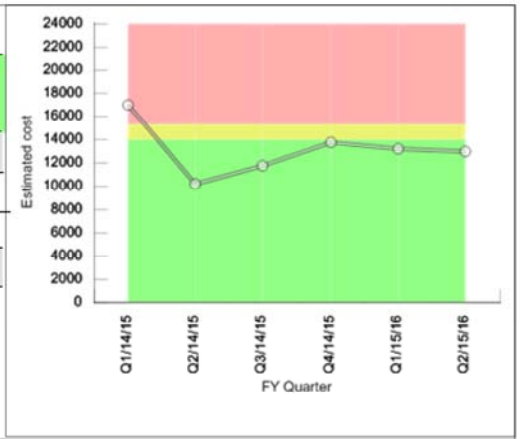
Indicator:	PI 008 - Requests for action from the Streetscene team							
Quarter Target:	775				Perf to Date:			
Annual Target:	3100							
2014/15:				2015/16:				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
445 ●	549 ●	556 ●	550 ●	568 ●	415 ●			
Latest Comments including any necessary action:								



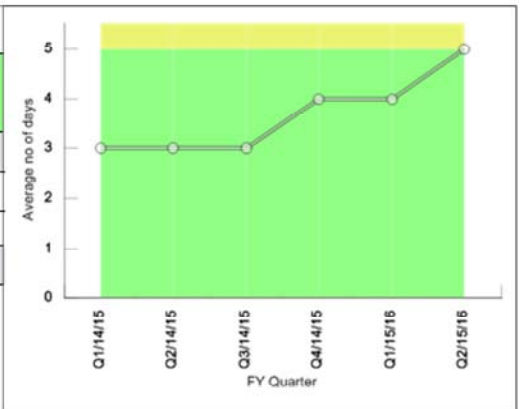
Indicator:	PI 010 - Total number of fly tips reported							
Quarter Target:					Perf to Date:			
Annual Target:	1800							
2014/15:				2015/16:				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
266 ●	358 ●	244 ●	287 ●	259 ●	263 ●			
Latest Comments including any necessary action:								



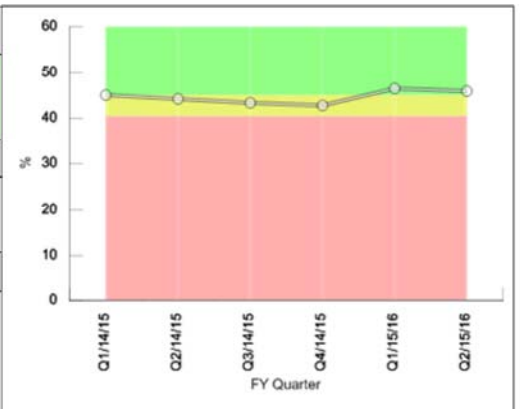
Indicator:	PI 011 - Total estimated cost of clearing reported fly tips						
Quarter Target:	13,965			Perf to Date:			
Annual Target:	55,860						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
16,942 ●	10,225 ●	11,779 ●	13,787 ●	13,263 ●	12,982 ●		
Latest Comments including any necessary action:							



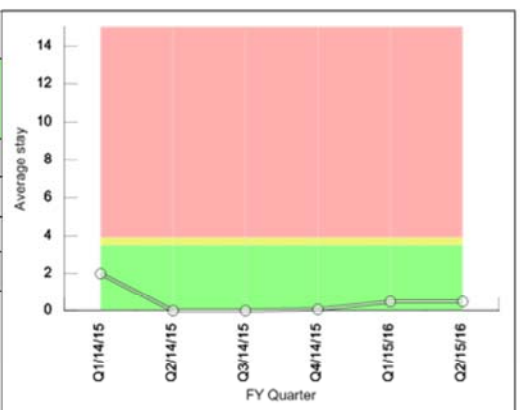
Indicator:	PI 012 - Average number of days to respond to a reported fly tip						
Quarter Target:				Perf to Date:			
Annual Target:							
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.0 ●	3.0 ●	3.0 ●	4.0 ●	4.0 ●	5.0 ●		
Latest Comments including any necessary action:							
This year we have focussed our resources towards other aspects of the service such as weed control and litter clearance of major roads & main road sweeping. We have delivered within the set timescales in the vast majority of cases, clearance has only gone over our target in cases where we had to investigate and clarify the incident (such as potential asbestos tipped, or land ownership type issues).							



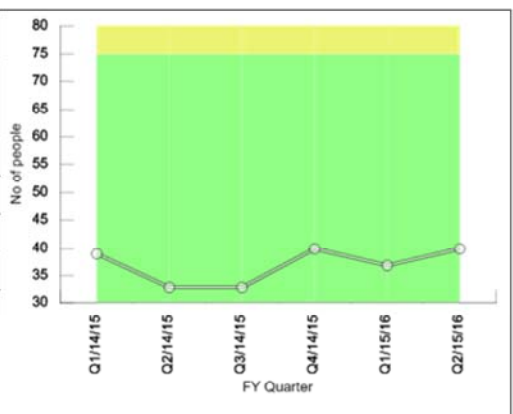
Indicator:	PI 013 - % of household waste sent for reuse, recycling and composting						
Quarter Target:	45.0%			Perf to Date:			
Annual Target:	45.0%						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
45.2% ●	44.4% ●	43.4% ●	43.0% ●	46.5% ●	46.0% ●		
Latest Comments including any necessary action:							
0.0%							



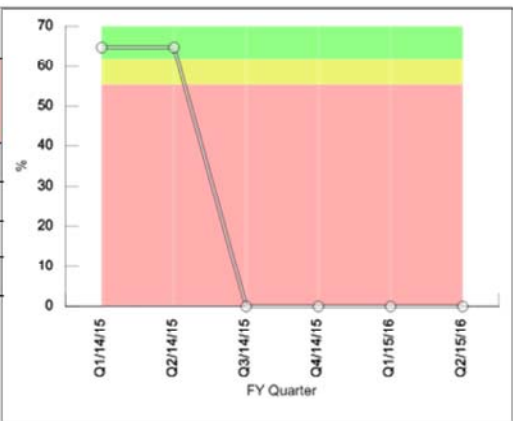
Indicator:	PI 019 - Average number of days in Temporary Accommodation (Bed & Breakfast)						
Quarter Target:	3.5			Perf to Date:			
Annual Target:	4.5						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.0 ●	0.0 ●	0.0 ●	0.1 ●	0.5 ●	0.5 ●		
Latest Comments including any necessary action:							



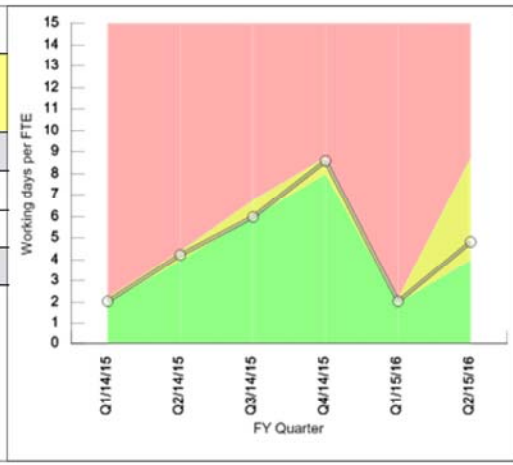
Indicator:	PI 020 - Total number of people in Temporary Accommodation (all types)						
Quarter Target:	75			Perf to Date:	[Green]		
Annual Target:	75						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
39 G	33 G	33 G	40 G	37 G	40 G		
Latest Comments including any necessary action:							



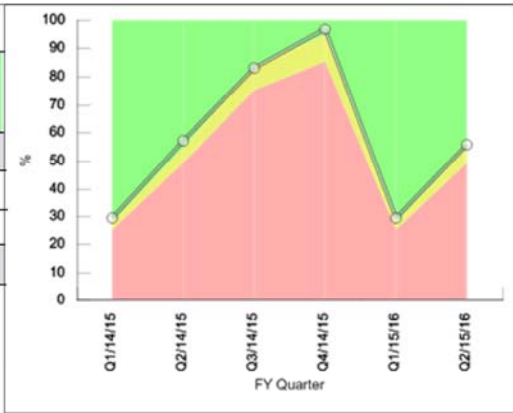
Indicator:	PI 031 - % of calls to contact centre resolved in the contact centre						
Quarter Target:	62.0%			Perf to Date:	0		
Annual Target:	62.0%						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
65.0% G	65.0% G	0.0% R	0.0% R	0.0% R	0.0% R		
Latest Comments including any necessary action:							
Due to problems with integration between new Lync system and the Contact Centre telephony system no performance data is available. The Contact Centre Management System has been tested and is ready to install as soon as the telephony firmware is compatible. The next release of the firmware is due at the end of November. A pre-release version has been tested which identified some stability issues that have now been logged with the suppliers to fix before installation can be completed.							



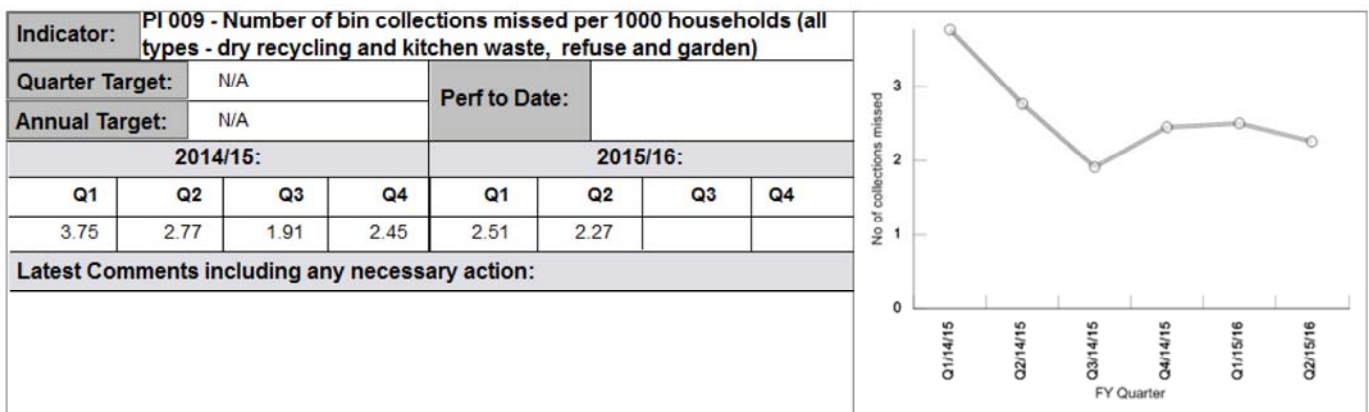
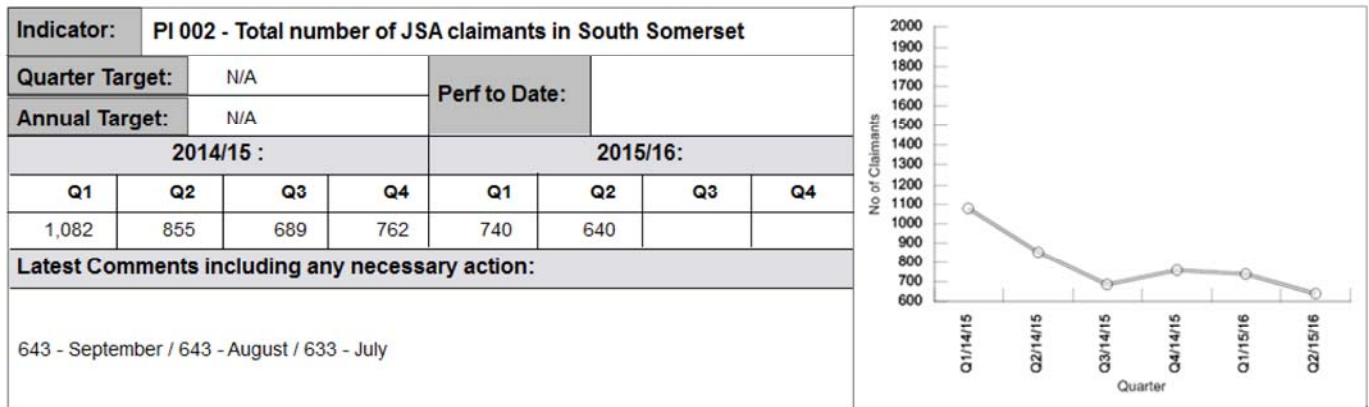
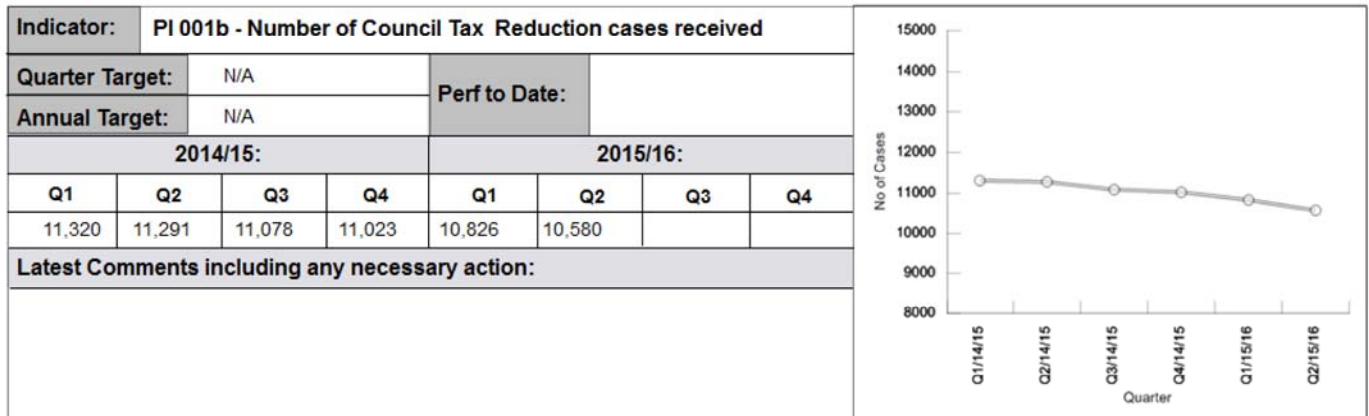
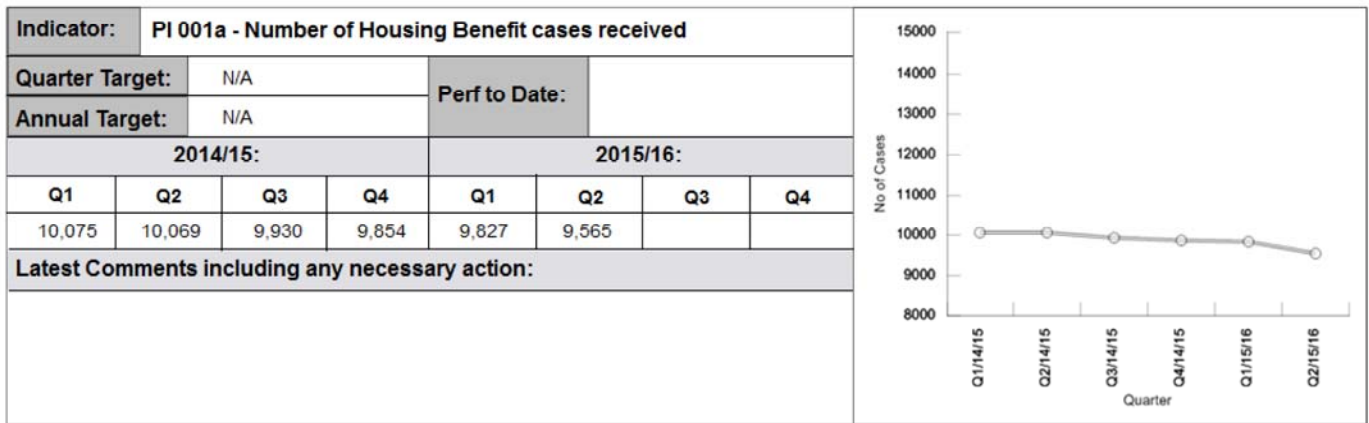
Indicator:	PI 032 - Working days lost due to sickness absence per Full Time Employee (FTE)						
Quarter Target:	4.00			Perf to Date:	4.8		
Annual Target:	8.00						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.03 A	4.23 A	6.00 G	8.57 A	2.01 A	4.80 A		
Latest Comments including any necessary action:							
71% of sickness absence in the year to date (YTD) has been classified as long term sickness and there are a number of long term absences where possible ill health retirements are being progressed. 59% of staff have had no sickness absence in the YTD. Absence management training has been scheduled for managers to ensure good practice and consistency throughout the organisation. This will help ensure that short term absence is dealt with fairly and effectively.							



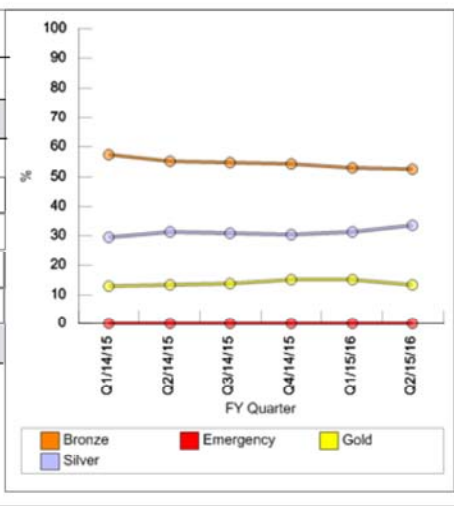
Indicator:	PI 035 - Percentage of Council Tax Collected						
Quarter Target:	55.0%			Perf to Date:	[Green]		
Annual Target:	97%						
2014/15:				2015/16:			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
29.6% G	57.4% G	83.2% A	97.0% G	29.6% G	55.9% G		
Latest Comments including any necessary action:							



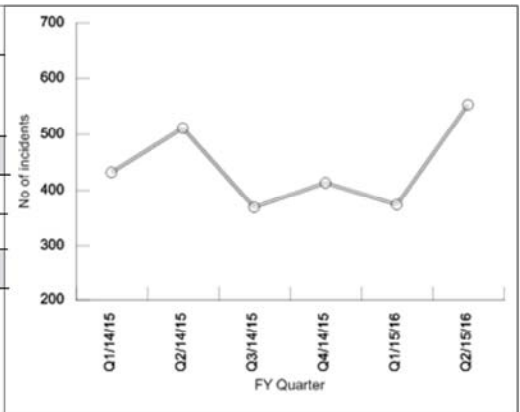
Performance Measures of Trend (no targets set as SSDC do not directly influence):



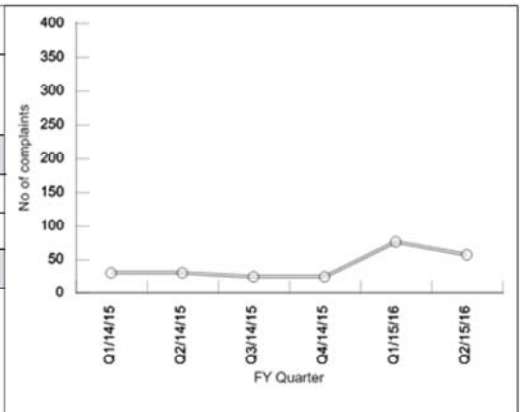
Indicator:	PI 015 - % of households on the Choice Based Letting waiting list (all categories)							
Quarter Target:	N/A				Annual Target:	N/A		
	2014/15:				2015/16:			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bronze	57.3%	55.4%	54.9%	54.2%	53.3%	52.7%		
Silver	29.8%	31.3%	31.0%	30.4%	31.5%	33.5%		
Gold	12.9%	13.3%	14.0%	15.3%	15.1%	13.6%		
Emergency	0.0%	0.0%	0.1%	0.1%	0.1%	0.2%		
Latest Comments including any necessary action:								
Q1 2015-16				Q2 2015-16				
Bronze	1,093			Bronze	1,096			
Emergency	3			Emergency	4			
Gold	309			Gold	283			
Silver	647			Silver	697			



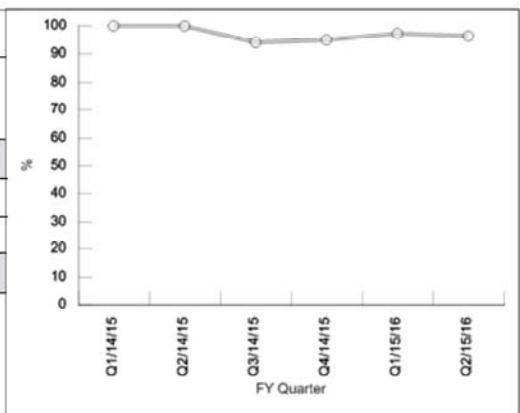
Indicator:	PI029 - Number of incidents of antisocial behaviour reported to SDC (excluding flytipping and dead animals)							
Quarter Target:	N/A				Perf to Date:	927		
Annual Target:	N/A							
	2014/15:				2015/16:			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	433	511	369	414	373	554		
Latest Comments including any necessary action:								
Slight overall increase from last year of 8%. Most notable increases is that of reported abandoned vehicles that have increased this year by 110% to a total of 97 from 46 last year. Reports of noisy neighbours have seen an increase from 45 last year to 61 this, showing a 35% increase on the year and an increase of 154% from quarter 1.								



Indicator:	PI 033 - Total number of complaints received							
Quarter Target:	N/A				Perf to Date:			
Annual Target:	N/A							
	2014/15:				2015/16:			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	31	31	26	25	77	59		
Latest Comments including any necessary action:								
The overall increase of complaints is largely due to the addition of two services, which are now included in the complaints monitoring system.								



Indicator:	PI 034 - % of complaints resolved at stage 1 of complaints procedure							
Quarter Target:	N/A				Perf to Date:			
Annual Target:	N/A							
	2014/15:				2015/16:			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	100.0%	100.0%	94.0%	95.3%	97.4%	96.6%		
Latest Comments including any necessary action:								
Stage 1: 57 Stage 2: 2 Stage 3: 0								



Appendix B Q2
Complaints Monitoring 1st July 2015 - 30th September 2015

Key:
No Complaints

Service	Previous years totals					2015/16 complaints total	Q2 (1st of July 2015 - 30th September 2015)	Access Method							Type							Stage			Compensation Issued? Y/N	Compensation Amount (£)	Action by SSSC								
	2010/11	2011/12	2012/13	2013/14	2014/15			Email	In Person	Letter	Online	Other	Phone	Via CS	Equality	Failure to deliver	Issue with content/publication	Issue with Policy/Decision	Not SSSC Responsibility	Other Type	Poor Communication	Staff Handling	Stage One (Service Manager)	Stage Two (Assistant Director)			Stage Three (Ombudsman)	NO ACTION REQUIRED	Changes in working practice/procedure	Improved Communication	Improved Monitoring of Service Delivery	Improved Partnership Working	Problem Rectified	Staff Training	
Area East Development	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0		
Area North Development	2	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Area South Development	1	3	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0		
Area West Development	2	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Arts and Entertainment	31	15	19	13	21	7	2	1	0	0	0	0	0	0	0	1	1	0	0	0	2	0	0	N	0	2	0	0	0	0	0	0	0		
Building Control	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Civil Contingencies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Communications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Community Health & Leisure	4	4	1	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0		
Countryside	9	10	1	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0		
Crematorium	0	0	0	0	0	18	13	2	9	1	0	0	0	0	0	0	10	3	0	0	12	1	0	N	0	7	0	0	0	0	6	0	0		
Customer Focus Support	4	4	0	0	0	25	5	1	1	0	2	0	1	0	2	1	0	0	0	5	0	0	N	0	0	1	0	3	0	1	0	0	0		
Democratic Services	0	0	1	1	0	1	1	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	N	0	0	1	0	0	0	0	0	0	0		
Development Control/Spatial Policy	50	41	21	14	4	9	3	2	0	1	0	0	0	0	0	1	0	0	1	1	2	1	0	N	0	3	0	0	0	0	0	0	0		
Economic Development	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0	0	
Engineering and Property	7	7	2	1	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	£0	0	0	0	0	0	0	0	0	0	
Environmental Health	14	15	10	17	19	9	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	N	0	0	0	0	0	0	0	1	0	0	
Financial Services	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fraud and Data	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Housing and Welfare	5	7	13	8	13	8	5	2	0	1	0	0	2	0	1	0	0	3	1	0	5	0	0	N	0	4	0	0	0	0	0	1	0	0	
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ICT	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	8	3	0	0	1	1	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	N	0	0	0	0	1	0	0	0	0	0	0	
Licensing	4	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0	0	0
Performance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N	0	0	0	0	0	0	0	0	0	0	0
Procurement and Risk	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenues and Benefits	12	20	20	17	45	20	8	8	0	0	0	0	0	2	0	2	0	1	1	2	8	0	0	N	0	4	0	1	0	0	0	2	1	0	1
Spatial Systems	0	9	0	0	0	1	1	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	N	0	1	0	0	0	0	0	0	0	0	0	0
Street Scene	52	60	59	23	25	24	14	1	0	1	11	0	1	0	1	2	0	1	3	14	0	0	N	0	4	0	1	0	0	0	8	1	0	1	
Partnerships	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	45	20	19	20	12	7	3	0	0	2	0	0	0	1	0	2	0	0	0	3	0	0	N	0	2	0	0	0	0	0	1	0	1	0	0
Totals =	242	236	177	119	148	136	57	19	11	6	14	0	6	1	0	12	1	8	4	16	10	6	55	2	0	Yes	0	27	2	3	3	0	20	2	

Note: A single complaint:

- May be reported using more than one access method.
- May cover more than one type.
- May not always require action or may require more than one action to be taken.

Agenda Item 9

Report of the Licensing Task and Finish Group

Portfolio Holder: Sue Steele, Chairman of the Scrutiny Committee
Assistant Director: Laurence Willis, Environment
Service Manager: Nigel Marston, Licensing Manager
Lead Officer: Emily McGuinness, Scrutiny Manager
Contact Details: Emily.mcguinness@southsomerset.gov.uk or 01935 462566

1. Purpose of the Report

To present to District Executive the findings of the Scrutiny Task and Finish Group established to investigate various aspects of South Somerset District Council's Licensing Service.

2. Forward Plan

This report appeared on the District Executive Forward Plan with an anticipated Committee date of 3rd December 2015.

3. Public Interest

Scrutiny Task and Finish Groups are a way of allowing elected members of South Somerset District Council to consider policy matters in depth, gathering information and evidence, before making recommendations to District Executive. This report sets out the work carried out by such a group of members who looked at two aspects of the Council's Licensing function. Firstly, adopting a principle of total cost recovery where possible within the service and secondly, reviewing the current delegation arrangements with Town Councils.

4. Recommendations

That District Executive:

- (1) Recommend to Council that 6 months' notice be given to both Yeovil and Wincanton Town Councils, in accordance with the Delegation Agreement, to terminate all delegated Licensing functions. Upon the expiry of the 6 month period, the relevant Licensing functions will be carried out by the Licensing team of SSDC.
- (2) Note the findings of the Task and Finish Group in relation to the over or under recovery of fees and charges within the Licensing Service and in particular endorse the principle of total cost recovery where possible.
- (3) Recommend to Council that members lobby via the LGA for Government to reassess all Statutory fees in relation to Licensing Act 2003 and Gambling Act 2005.
- (4) Note that further work will be carried out by the Licensing Manager and the Financial Services Team to present an amended set of fees and charges to be recommended via the budget setting process, prior to inclusion in the budget proposals for 2016/17.

5. Background

A Scrutiny Task and Finish Group was established by South Somerset Council's Scrutiny Committee and consisted of the following elect Members:

Councillors Martin Wale (Chair),
Jason Baker
Mike Beech
Gye Dibben

Val Keitch
Tony Lock
David Norris

The Task and Finish Group was commissioned to look into 2 specific elements of the authority's Licensing Service, namely:

- the potential of introducing a principle of total cost recovery where possible and to propose amendments to the current fee structure to reflect this ; and
- reviewing the current delegation arrangements that exist between South Somerset District Council (SSDC), Wincanton Town Council (WTC) and Yeovil Town Council (YTC).

This report outlines the recommendations of the Task and Finish Group and the evidence members considered in reaching their recommendations.

In the current financial climate for local authorities, all avenues to maximise income in order to maintain service standards must be explored – reviewing Licensing fees and charges with a view to establishing total cost recovery is an important part of this ongoing work.

6. Review methodology

As with all Scrutiny Task and Finish work, members first agreed their Terms of Reference, in this case, that they would:

- conduct the review as commissioned by the Scrutiny Committee;
- submit regular update reports to the Scrutiny Committee
- Conduct detailed research and analysis in order to make well-evidenced recommendations to the Executive, Licensing Committee and Council as appropriate;
- To engage members, officers, members of the community and external witnesses in the review as appropriate.

In addition to these more general Terms of Reference, members agreed the following specific review Aims and Objectives:

- To fully understand the proposals of the Licensing Service operating on a total cost recovery basis, to include the legislative framework and ethical implications.
- If the principle of total cost recovery is accepted, then this Task and Finish Group will aim to make evidence based recommendations to the relevant decision making bodies, outlining a schedule of fees for the Licensing Service that allows for total cost recovery, where possible. Members must ensure that the authority has robust evidence to show the exact cost and the correlation between service costs and the fees charged.
- To better understand the national picture in relation to setting fees for Licensing Services, such as government guidance and legislation, and to address any issues that may improve the experience of local authorities through bodies such as the LGA.

- To look at other areas of potential income generation such as introducing charges for pre-application advice and providing a 'check and send' service.
- The review will also look to address the recommendations of an Internal Audit report of the Licensing Service which indicated that the practice of delegating some licensing functions to Yeovil and Wincanton Town Councils should be reviewed. The review of this particular element should look to assess if this practice meets the needs and expectations of South Somerset District Council as well as those of our customers

Members were clear that this review did NOT include looking at the setting of Taxi Fares – this is an entirely separate issue.

Members of the Task and Finish Group decided to conduct the review in two phases – the first of which would consider the issue of Licensing fees and charges, the second would investigate the issue of licensing functions delegated to Town Councils.

Phase One: Establishing a Principle of total cost recovery where possible within the Licensing Service.

7. Service Context

The cost to the Council of the Licensing Service last financial year is £89.5k and about 21% of costs within the service are not covered by fees – the ambition of the Service Manager is to reduce this to between 5 and 10% and how to achieve this is one of the main objectives of this Task and Finish Group.

Some fees are statutory and were set in 2005 – these fees don't cover the costs of administering the service but at present, they can't be changed – Local Authorities have been consulted on these fee levels, but there was a poor response nationally to the consultation and the Government took this to mean that there was no call to amend the statutory fee levels. The Local Government Association (LGA) are currently doing some work in this area and a recommendation of this Task and Finish review is that their findings are reported to the LGA to support the ongoing lobbying of central government for a more realistic fee structure.

Where fees are not set by a statutory framework, there is some local discretion. However, fees must only cover costs and there must be no profit or surplus generated. Each regime needs clear separation.

Members were reminded of the need to be aware of the possibility of legal challenge to any proposed changes to Licensing fees and charges – any fees generated must accurately reflect the actual cost of delivering the service, fees should not be set to generate a surplus but if a surplus is generated, it must be used for service enhancement and not used to cross-subsidise other services. Consistent generation of a surplus should be reflected in reduced fees and charges to the customer.

To allow members to make sound evidenced based proposals for an amended fee structure, the Licensing Manager, working with finance officers have produced a spreadsheet for every

licence to show the time taken to process, this data has been collated along with the number of licences processed. This then shows an hourly rate that can be reflected in the schedule of fees and charges. The collation of this data formed a vital part of the evidence considered by the Task and Finish Group and will enable the authority to defend any potential challenges.

8. Total Cost Recovery

Members of the Task and Finish Group were supported by the Licensing Manager in this element of their work. The first meeting of the process set out the statutory context within which Licensing Fees and Charges are set.

At the first Task and Finish Group meeting, members established their support for a more rigorous approach to operating Total Cost Recovery where possible. Based on this, officers have developed a robust method for the setting of fees.

Across the Licensing regimes, the power to levy a fee is given to the Council by the relevant legislation. With the exception of the Licensing and Gambling Acts, the Council has discretion as to the maximum level of fee it may charge, but in all cases, fees must be reasonable and proportionate to the cost of the processes associated with a licensing scheme. As already mentioned elsewhere in this report, under no circumstances can the Council use fees to make a profit or act as an economic deterrent to deter certain business types from operating within its area.

In its interpretation of the relevant legislation the Council has had regard to the Provision of Services Regulations 2009 (PSR 2009) and established case law such as R(Hemming and others) v Westminster Council.

Where locally set fees are not covered by the PSR 2009 (e.g. Taxi licensing) the principles of the Regulations have still been applied to the fee construction.

9. Method of fee construction

A rational system of apportionment of costs to calculate the fee level for each individual type of application received and authorisation issued is proposed by the Task and Finish Group. This system of fee calculation is to be kept under constant review and amended whenever changes in procedures or processes occur.

The fee construction system contains a combination of four elements:

- Application Processing,
- Consumables,
- Administration,
- Monitoring Compliance.

10. Application Processing

Broadly this element of the fee construction is the time taken to process an application from initial enquiry to issue of the decision. It includes the time taken to complete the administration tasks of receiving correspondence, updating the records database with application details and officer actions, processing of payments, production and dispatch of documents including the notice of the final determination of the application.

The time allocated to the consideration (including any inspections and/or consultations/negotiations that may be required) and determination of the application by one of the officers is also reflected in the total cost.

At present no additional cost is allocated to any application that requires determination by a Committee. This cost element is included within the fee every time there is the physical submission of an application.

11. Consumables

The cost allocated to this element of the fee represents any specialist materials or equipment that may be required such as the identification plates for Hackney Carriage & Private Hire Vehicles.

Not all fees carry a consumables cost as they may not require any specialist materials and all normal stationary items are already included within the on costs described earlier.

As with Application processing above this cost element makes up part of the fee every time an application is submitted

12. Administration

This element represents the time and costs allocated year on year to maintenance of the regime rather than those activities specific to the processing of an application. It is made up of allocations of time and costs for generic activities as well as the more detailed provision of advice & guidance to and the processing of complaints from, service users and the public/partner agencies.

Also included within this element is the time allocated to the review and maintenance of Council Policies and Officer Guidance (including relevant training for Officers and Members). Regime wide administration tasks such as fee calculation, website maintenance, servicing regime specific forums and quality control measures are also taken into account. Where an authorisation is issued for a period in excess of one year the annual administration element will be included with the fee levied.

13. Monitoring Compliance

This element comprises of the activities allocated to the monitoring of compliance with any authorisation issued. It is levied against any valid Licence on an annual basis. It includes dealing with complaints, pro-active monitoring (including inspections) and joint operations with partner agencies.

In accordance with case law and the Provision of Services Regulations no fee is levied in respect of enforcement action against unauthorised activities as the Council considers that the costs of defending appeals in the magistrate's court or via judicial review can be recovered through the courts.

With all of the above elements continual training of officers and reviews of processes are undertaken to ensure that the necessary procedures are completed in as quick a time as possible without reducing the professionalism and legality of the service

14. Review of fee levels

The Task and Finish Group recommend that the Licensing Manager will review in detail fees and charges annually to ensure that they remain reasonable and proportionate. All proposed fee levels are scrutinised by Members through the democratic process before adoption.

15. Over or Under Recovery

In all cases where the Council has discretion over fee levels the Council seeks to set fees to achieve full cost recovery. Should an over or under recovery be identified the Council will redress the imbalance through future fee setting. Timescales for introducing alterations to fee levels in such circumstances will be set, where possible to minimise impact upon businesses and or local taxpayers.

16. SSDC Statutory Fees.

Type of Application	Current Statutory Fee	Cost to SSDC	Shortfall per application
Premise Licence Grant	190.00	497.25	-307.25
Premise Licence Variation	190.00	425.04	-235.04
Minor Variation	89.00	200.11	-111.11
Replacement Licence	10.50	25.41	-14.91
Change of Name/Address	10.50	29.74	-19.24
Vary DPS	23.00	84.50	-61.50
Transfer	23.00	84.50	-61.50
Personal Licence Grant	37.00	58.28	-21.28
Change of Address	10.50	24.09	-13.59
Temporary Event Notice	21.00	66.03	-45.03
Gambling Grant	1275.00	563.34	711.66
Gambling Variation	1275.00	301.20	973.80
Gambling Transfer	1020.00	61.94	958.06
Gambling Reinstatement	1020.00	61.94	958.06
Machine Notification	50.00	119.73	-69.73
Gambling Permit	150.00	262.14	-112.14

Type of Application	Current Statutory Fee	Cost to SSDC	Shortfall per application
Society Lottery	40.00	119.73	-79.73

17. SSDC Discretionary Fees

Type of Application	Current Fee	Cost to SSDC	Shortfall per application
Taxi Driver 1 Year	58.00	160.00	-102.00
Taxi Driver 3 Year	80.00	258.00	-178.00
HC Vehicle	225.00	245.00	-25.00
Private Hire Vehicle	225.00	220.00	5.00
PH Operator (3 yr) (now 5yr)	85.00	820.00	-735.00
Animal Boarding	110.00	170.00	-60.00
Home Boarding	75.00	170.00	-95.00
Pet Shops	110.00	200.00	-90.00
Dangerous Wild Animals	110.00	245.00	-135.00
Street Trading Casual	13.00	57.00	-44.00
Street Trading Permanent	1600.00	1357.00	243.00
Road Closure	55.00	211.92	-156.92
Scrap Metal Dealer	800.00	700.00	100.00
Scrap Metal Collector	660.00	660.00	0.00
Skin Piercing - Premise	95.00	120.00	-25.00
Skin Piercing - Personal	95.00	120.00	-25.00

18. Conclusions on current fee levels

The Statutory Fees (those set by Government) are not adequate to cover the Council's costs in dealing with those applications and members should be recommended to lobby, through the LGA, to request a reassessment of all Statutory Fees in relation to Licensing.

Phase Two – Licensing Functions Delegated to Town Councils.

19. Delegated Arrangements

The existing delegation arrangements with Wincanton and Yeovil Town Councils were last reviewed in 2005. Currently Wincanton and Yeovil Town Councils have delegated Licensing Arrangements – Wincanton have a delegated Taxi Licensing function whilst Yeovil Town Council have delegated authority for Taxis, Street Collections, house to house collections and Street Trading.

In April 2014 an Internal Audit report was produced by the South West Audit Partnership into Town Council Licensing – that review recommended that the agreement of delegation be reviewed to ensure that it is fit for purpose and cost effective to still delegate licensing functions. The Task and Finish Group used this as the basis for their work.

South Somerset District Council is the only authority in the country to delegate Licensing functions to Town Councils. When these arrangements were introduced, the Local Government landscape was very different to today and whilst members remain committed to the principles of empowered local communities, they are ever mindful of the need to deliver the best value for money to all residents.

Members of the Task and Finish Group wanted to hear the views of the two Town Councils before making any recommendations and so meetings were arranged with the Clerks of both authorities. Each Clerk was asked to provide the same information and full notes of the meetings can be found at Appendix 2 to this report. Members of the Task and Finish Group were very grateful to the Clerks for sparing the time to support this review.

Based on the information gathered members of the Task and Finish Group made the following conclusions:

20. Yeovil Town Council

Last financial year, their income figure for Taxi Licensing was £5,902.50 with a stated expenditure of £1,251. Street Trading income was £14,500. The interim Town Clerk was unable to provide further detail on expenditure for Street Trading.

Staff time administering the Licensing function at was estimated to be 500 hours p.a. – 50-60% of time. SSDC's Licensing Manager's view is that a figure of 10 hours a week for the number of licenses processed seemed a little high.

The Yeovil Town Council Clerk expressed no concerns about ceasing the delegated Taxi Licensing arrangements but expressed a preference to retain the Street Trading function citing potential impact on the budget. Members of the Task and Finish Group noted this, but were mindful of the fact that there should be no budgetary impact in ceasing the delegation arrangements as there can be no surplus generated through Licensing or cross subsidising.

21. Wincanton Town Council

Currently there are 34 drivers licensed by Wincanton Town Council (2 of which will not be renewing in 2016), there are 20 Hackney Carriage vehicles and 10 Private Hire vehicles. For the period April 2014 – March 2015 income was stated as being £10,167.50 with an expenditure of £1,977. The Deputy Town Clerk, who has responsibility for Licensing, spends on average 4.38 hours per week on Licensing matters – 23% of her time.

22. Issues

Members were informed that there would be no staffing implications to either of the Town Councils should the delegated Licensing arrangements cease – this was confirmed by both Clerks when asked.

Wincanton Town Council expressed a strong preference for retaining the current delegation arrangements, citing high levels of customer satisfaction and the significant distance taxi drivers would be expected to travel from Wincanton to Yeovil should the arrangements end. The Task and Finish group noted that SSDC's Area East office at Churchfields in Wincanton is open on weekdays from 9.00 a.m. to 1.00 p.m. Informal discussions with the largest private hire firm based in Wincanton indicated no serious concerns about dealing directly with SSDC via the Churchfields office or in Yeovil – all Taxi inspections are carried out in Yeovil anyway.

Members of the Task and Finish Group felt very strongly that any concerns about potential loss of income could not be taken into consideration as Licensing income can only be spent on administering the licensing function.

Members of the Task and Finish Group also considered the implications for any amendments to the delegation arrangements on South Somerset District Council's own Licensing Function, such considerations focused mainly on enforcement.

Fees taken by both Yeovil Town Council and Wincanton Town Council include an element for enforcement and compliance. YTC undertake some enforcement, however they no longer have a delegated enforcement officer, so SSDC pick up enforcement work on their behalf. There is currently no recharge made for this provision. WTC undertake no enforcement, all WTC enforcement is picked up by SSDC. No recharge is made for this provision.

If delegation arrangements ceased, the additional income returned to SSDC would be estimated to be approx. £27,000 which could be used to part fund a much needed additional Enforcement Officer post at a cost of approx. £35,000 (to include on-costs)

23. Conclusions regarding delegated arrangements

Members appreciated the points raised by both Town Councils relating to retaining some or all elements of the current delegation arrangements, especially around providing services within local communities. However, based on the financial evidence considered and the indication given by customers that there would be limited, if any, change to customer satisfaction, members of the Task and Finish Group agreed to recommend **that ALL delegated licensing functions should cease, with both Town Councils being given the required notice period of 6 months as soon as a final decision has been taken by full Council.**

Members of the Task and Finish Group felt that this was the most appropriate decision for the future provision of a consistent and compliant licensing service for all residents of South Somerset.

Members of the Task and Finish Group wish to thank Nigel Marston for the support, advice and guidance he has provided members with during this review.

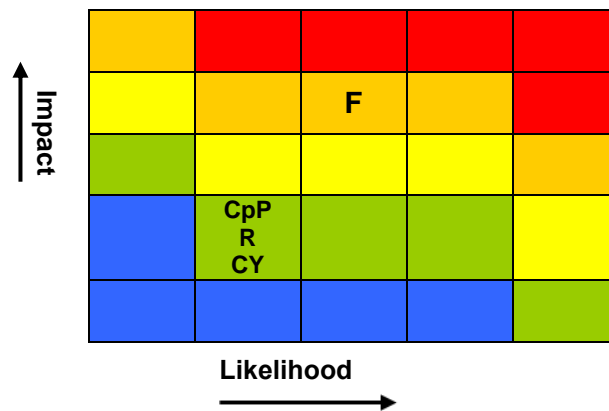
24. Financial Implications

The proposed amendments to the fees and charges applied within the Licensing Service will be included in the budget papers for 2016/17 where all financial implications will be fully explored. The Fees and Charges Register will need to be amended (if approved) to incorporate the appropriate Licence charges.

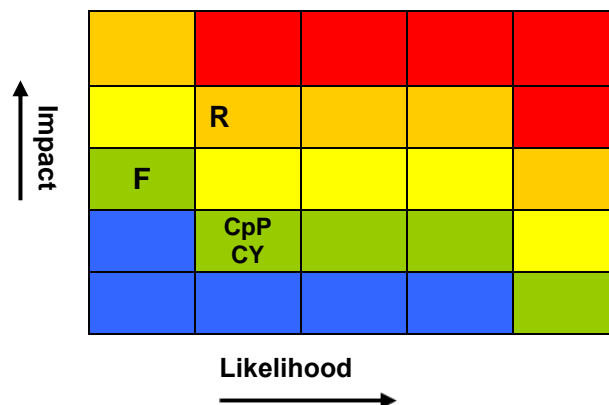
In relation to the matter of ceasing the current delegation arrangements with Wincanton and Yeovil Town Councils, it is estimated this will generate approximately £27,000 of additional income for SSDC, if realised, this will be contribute to additional enforcement capacity within the team. Any proposals for additional staff will be considered through the appropriate channels, with due regard to the principles of avoiding cross subsidisation or achieving a surplus.

25. Risk Matrix

Risk Profile before officer recommendations



Risk Profile after officer recommendations



Key

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

26. Council Plan Implications

Protect community health with regular safety inspections of food outlets, licensed premises, taxis and other commercial businesses.

27. Carbon Emissions and Climate Change Implications

None

28. Equality and Diversity Implications

None – Assessment completed

29. Privacy Impact Assessment

None required

30. Background Papers

Notes of meetings with Yeovil and Wincanton Town Clerks (attached).

Notes of Meeting with John Furze, Locum Town Clerk, Yeovil Town Council re: Delegation of Taxi Licensing to Town Councils

Wednesday 23rd September 2015 – 12.00 p.m.

Present: John Furze – Town Clerk
Nigel Marston – Licensing Manager, SSDC
Emily McGuinness – Scrutiny Manager SSDC

- Emily McGuinness explained the purpose of the meeting – in 2014 South West Audit Partnership conducted an audit of Town Council Licensing – one of the recommendations from this report was that the current delegation arrangements with Yeovil and Wincanton Town Councils be reviewed by SSDC to ensure the arrangements remain fit for purpose for all parties involved. Consequently, Officers of Wincanton Town Council had been asked for an informal meeting to provide factual information to support such a review.
- A Scrutiny Task and Finish Group looking at the wider issue of Licensing Fees would be looking at this matter and would make recommendations to the appropriate member level decision making body in due course. It was stressed that at this stage, SSDC were on a 'fact finding' exercise – looking to ensure that members are in possession of all relevant facts before taking any decisions about future service delivery options.
- It was stressed that no complaints had been received about current service provision but that the arrangements were last reviewed in 2005 and we had to be sure that arrangements represent the best value for taxpayers' money.
- In advance of the meeting, Yeovil Town Council had been asked to provide some additional information relating to income and expenditure figures – this information was tabled at the meeting as is as follows:
 - o In the last financial year Yeovil Town Council Renewed 13 Taxi Driver Licences, 18 Taxi Vehicle Licenses, 1 Private Hire Vehicle Licence, 95 Street Trading Licenses, 53 Charitable Collections (Street Collections) and 8 Charitable Collections (door to door)
 - o Income from Driver licensing was £1,300
 - o Income from vehicle licensing was £400
 - o Staff time administering the Licensing function at YTC is estimated to be 500 hours p.a. which equates to about 50-60% of an officer's time.
- The office opening hours at Yeovil Town Council are Monday – Thursday 8.30 a.m. – 4.30 p.m. and Friday 8.40 a.m. – 4.00 p.m.
- Taxi Drivers are able to apply on-line for all Licenses.

- The Clerk was of the opinion that if Taxi Licensing was centralised and the current delegation arrangements ended there would be little or no impact – the staff currently working on Licensing duties could easily be redeployed – due to physical office spaces, it's difficult to expand team numbers but there were plenty of other tasks to do. He went on to say that it seemed sensible to him to centralise Taxi Licensing as it was a generic service that was applied in the same way across the whole district with no scope for local flavour – he could see no logical reason for the Town Council retaining the function.
- However, he did feel there was a strong case for the Town Council to retain responsibility for Licensing of Street Trading as this was a service particular to Yeovil and could have a very visible impact on the Town Centre (as well as generating income) delegating this function to the Town Council could be seen as 'localism in action'.

At the end of the meeting, an undertaking was given to keep the Clerk updated on the progress of the review and that as the Delegation agreement stated that 6 months notice was required by either party to end the agreement, every effort would be made to have concluded this work in time for the 2016/17 budget setting process.

It was explained that any final decision on future arrangements would be made by SSSC elected members in line with the Constitution (clarification was sought on whether any final decision would be taken by Council or District Executive).

Notes of Meeting with Wincanton Town Council re: Delegation of Taxi Licensing to Town Councils

Wednesday 23rd September 2015 – 9.30 a.m. to 10.00 a.m.

Present: Sam Atherton – Town Clerk
Muriel Cairns - Deputy Town Clerk
Councillor Colin Winder – Town Councillor
Councillor Howard Ellard – Town Councillor
Nigel Marston – Licensing Manager, SSDC
Emily McGuinness – Scrutiny Manager SSDC

- Emily McGuinness explained the purpose of the meeting – in 2014 South West Audit Partnership conducted an audit of Town Council Licensing – one of the recommendations from this report was that the current delegation arrangements with Yeovil and Wincanton Town Councils be reviewed by SSDC to ensure the arrangements remain fit for purpose for all parties involved. Consequently, Officers of Wincanton Town Council had been asked for an informal meeting to provide factual information to support such a review.
- A Scrutiny Task and Finish Group looking at the wider issue of Licensing Fees would be looking at this matter and would make recommendations to the appropriate member level decision making body in due course. It was stressed that at this stage, SSDC were on a 'fact finding' exercise – looking to ensure that members are in possession of all relevant facts before taking any decisions about future service delivery options.
- It was stressed that no complaints had been received about current service provision but that the arrangements were last reviewed in 2005 and we had to be sure that arrangements represent the best value for taxpayers' money.
- In advance of the meeting, Wincanton Town Council had been asked to provide some additional information relating to income and expenditure figures – this information was tabled at the meeting as is attached to these notes.
- Clarification was sought as to how Wincanton Town Council could demonstrate that the Licensing Income they report was used to fund Licensing activities. It was noted that the legislation was very clear that Licensing income cannot be used to cross-subsidise other services or activities. Muriel and Sam stated that no additional staff had been appointed to carry out Licensing work but that Muriel worked additional hours. The amount of her time spent on Licensing work varied from week to week and at present, her time is not accurately recorded. It was agreed that in order to show how Licensing Income was used and to demonstrate the impact should the

current delegation arrangements cease, it would be beneficial for this information to be available.

- The officers and members of Wincanton Town Council felt that they offer a good face to face service for local taxi drivers who would otherwise have to face a 35 mile trip to Yeovil. Muriel offered an 'above and beyond' personal service that was appreciated by service users – to the extent that apparently drivers visit Muriel at home to collect plates outside of office hours.
- Wincanton Town Council do not have a dedicated Licensing back office system for handling Licensing administration, but they do have separate spreadsheets and databases with all information securely stored.
- When asked what the impact on Wincanton Town Council would be if the delegation arrangements were ended, Colin Winder said it would represent a loss of £8,000 pa in income for the Town Council. Due to the issues of recording the Deputy Clerk's licensing duties, it was not clear what the impact on staffing would be.
- There was currently no facility for the on-line completion of the Licensing applications at Wincanton Town Council – but this was not a service which has been requested by Taxi Drivers. There was a link to the SSDC website and on-line forms on the Wincanton Town Council Website. The Clerk did say this was something they could look into if there was a demand.
- Cllr Ellard asked what the view of SSDC would be if proposals to delegate additional licensing functions to the Town Council came forward. It was explained that SSDC were operating in a very different financial climate to 10 years ago when the current delegation arrangements were introduced, and that whilst SSDC remained committed to empowering local communities where possible, the onus is now very much more on sound business cases and the best use of public money. Reassurance was given though that any full costed proposal would be given due consideration.

At the end of the meeting, an undertaking was given to keep the Clerk updated on the progress of the review. It was explained that any final decision on future arrangements would be made by SSDC elected members in line with the Constitution (clarification was sought on whether any final decision would be taken by Council or District Executive).

Representatives of Wincanton Town Council were thanked for their time.

Agenda Item 10

Yeovil Innovation Centre – Business Plan and Update Report

Executive Portfolio Holder: Jo Roundell Greene, Environment and Economic Development
Strategic Director: Rina Singh, Place and Performance
Assistant Director: Martin Woods, Economy
Lead Officer: David Julian Economic Development Manager
Contact Details: david.julian@southsomerset.gov.uk or (01935) 462279

1. Purpose of the Report

This report seeks the approval of the District Executive Committee for SSDC to formally adopt the new Yeovil Innovation Centre (YIC) Business Plan 2015- 2020 and seeks approval for SSDC to continue as Operator at the Centre. The report also provides an update on the performance of YIC.

2. Public Interest

YIC is run by South Somerset District Council on behalf of the three funding partners. The partners are: the Homes and Communities Agency (HCA) (who inherited the contingent assets of the former South West Regional Development Agency in 2011), Somerset County Council and South Somerset District Council.

The Business Plan (that is included as an appendix to this report) sets out the aims and objectives of the Centre and sets targets and outputs against which the future performance of YIC may be measured.

This report seeks three resolutions from the District Executive Committee relating to the operation of YIC and these are:

3. Recommendations

It is recommended that the District Executive resolves to:

1. Note the detail provided on the performance of Yeovil Innovation Centre
2. Approve the Yeovil Innovation Centre (YIC) Business Plan for 2015-20 (attached as Appendix A)
3. Agree a continued period of operation of YIC by SSDC (as described in paragraph 5.2)

4. Background

The SSDC District Executive Report in June 2013 contained a detailed background to the YIC operating arrangements 2008 – 2013 and outlined the future operating arrangements for YIC. Prior to the 2013 report, SSDC had undertaken the role and function of Operator since 2008/09 (as set out in the terms of the YIC Partnering Agreement) following the failure of the Funding Partners to attract and procure a commercial Operator for the project.

In June 2012 the YIC Steering Board had recommended that SSDC remain as the Operator of YIC until March 2016 (in the first instance). The HCA and SCC subsequently agreed not to take their share of profits from the project until SSDC recover their full staff

costs and other service charges that had been incurred in the early years of the operation of YIC.

In June 2013 SSDCs District Executive resolved (subject to SCC and The HCA formally agreeing a deed of variation relating to the treatment of costs at YIC) that:

- The new operating arrangements with SSDC continuing as temporary operator would continue until 31st March 2016 in the first instance. Prior to this date operating arrangements would be formally reviewed and a management options report would be prepared.
- It was also noted that HCA and SCC would allow SSDC to keep any operating financial surplus from the centre to offset any revenues lost in the first four years of the operation.

The formal Deed of Variation was completed and signed by the three funding partners in 2013. The partners did not place any restriction on the length of time that SSDC should remain as the Operator, although clearly the ability to regularly review the position is beneficial to all parties concerned. Effectively the Deed of Variation agreed that *'SSDC be allowed sufficient time as Operator to recover the historic operating costs. It has been agreed by the Funding Partners that SSDC will remain as operator until these costs are recovered'*.

5. Report

5.1 Operational Performance of YIC

Prior to the drafting of the new Business Plan, performance was measured against the projections set out in the original project feasibility studies. It was always recognised that it would take several years for the tenant occupancy levels at YIC to firstly, generate a profit (at around 65% occupancy) and secondly, to reach a stable and higher rate of continued occupancy (of approx. 85%).

Because of the entry and exit criteria for tenants (as set out in the Business Plan) there will always be a churn of tenants at YIC as businesses enter, grow and then move. For budgeting purposes we have never assumed an occupancy rate of greater than 85% at the centre although in reality higher occupancy rates can (and currently are) being achieved.

The table on page 4 of the Business Plan shows the historic uptake of office space. In the first year of operation it was approximately 25%. It reached its break-even goal of approx. 65% in 2012/13 and has progressed to a level of approx. 95% by October 2015. The ongoing churn of tenants created by the entry and exit policies will mean that this unexpected high level is unlikely to be sustained for a long period. The occupancy figures do however give us the confidence that an occupancy rate of 85% is both attainable and sustainable.

The Business Plan at Appendix 1 sets out the objectives agreed by the Funding Partners in 2015. These are set out for the six year period 2014 – 2020 but it is intended that the objectives are revisited and their on-going relevance be ascertained as part of an annual review process.

Of the objectives for 2014/15, all targets were either met or exceeded with the exception of output 7 (jobs created cumulatively at YIC). Our cumulative total for this output is

marginally below target and is partly due to a number of businesses at YIC whose growth is either static or may have reached the limit of their growth potential. Not all businesses can be in continual growth mode. The cumulative number of jobs created at YIC stands at 112 as opposed to the target of 124. Output 7 will remain as a measurable output for the duration of the business plan, but will be reviewed beyond that point if it represents an unrealistic target.

Additionally no tenant satisfaction survey was carried out in 2014/15, but a survey is currently underway (November 2015) for 2015/16 and will be conducted annually from here on. Initial feedback from this survey is indicating a satisfaction level of greater than 65% for the period 2016/17.

In its 7 years of operation YIC has enjoyed notable success extending beyond the strong occupancy rate. The entry criteria has been geared towards attracting businesses from the high-tech and innovative sectors. As of November 2015 the *approximate* breakdown of businesses at YIC by sector include: Aerospace 28%, High Tech 28%, Service Provider 31% Media and Communication 6% Education 6%

Examples of noteworthy success include: Perspicuity, who achieved Microsoft Gold Partner Status and also secured a runner-up Apprentice of the Year in 2013, Invirt Reality who have developed high resolution virtual reality 3 dimensional computer graphics for use in computer programming; AIM Norway who are a Norwegian Aerospace Company trialling the Yeovil Aerospace Market and Geek Central, a local website design company who have gone from being Virtual Tenants at YIC to a larger company now occupying state-of-the-art-anchor tenancy offices. There are many such examples of new companies at YIC who are now making their mark on the high-tech and aerospace sectors.

There are now 150 people working at the centre for 32 different businesses.

5.2 SSDC's continued role as operator at YIC

In 2013 the District Executive Committee asked for an options report for the future operation of the centre to be prepared before 31st March 2016. It should be remembered that at that stage the YIC was just beginning to return a financial profit and the mid and long term futures were viewed with caution.

Since 2013 the level of profit has increased in line with a greater occupancy and these higher levels of return together with greater levels of confidence are now being sustained. The letting of the majority of the Anchor Tenant areas has also helped our financial certainty.

Financial figures for year ending March 2015 showed an operating profit of £38k with projections for the years to 2020 shown within the Business Plan. The financial forecasts within the Business Plan project an 85% occupancy rate so that we maintain a prudent baseline for our forecasting.

In 2013 the Partnering Agreement was varied by the partner's mutual consent in favour of SSDC retaining all operational profits until the revenue losses of the early years were recovered. The recovery rate of the full revenue costs for SSDC shows that the recovery period is likely to extend beyond the timeframe of this Business Plan.

There are two realistic options for the future operation of YIC:

1. SSDC can continue to run the centre and fully recover its early operating losses.
2. The operation can be put out to tender to procure a private operator.

By continuing as Operator SSDC will:

- Be able to recover all earlier revenue losses incurred.
- Ensure that the service standards that have underpinned the success of YIC are continued.

By putting the operation out to tender through a competitive bidding process SSDC would

- Reduce the certainty of recovering all earlier revenue losses.
- Potentially diminish the level of service previously enjoyed.
- Most likely result in diminished profits for the partners. Whilst making a profit was never the paramount aim of YIC, the ability to recover the full costs of the operation in the early years and to re-invest in the local economy remains an important objective.
- Not necessarily be able to guarantee the procurement of a suitable operator. The previous attempts of 2008 and 2010 (the ERDF process) both ultimately failed and proved to have been extremely time-consuming and costly.

The ability to review the position of the Operator remains important and the Business Plan now recommends that an option to review is considered by the Funding Partners by December 2016.

5.3 YIC Business Plan 2015-2020

The Business Plan was prepared jointly by officers of SSDC, SCC and the HCA. The process by which a succinct document was produced and deemed acceptable to each of the funding partners proved to be a lengthy process.

The Business Plan (2015-2020) now forms Appendix 1 of his report. In July 2015 the HCA agreed to leave the final drafting of the plan to SSDC and SCC, particularly as the HCAs interest at YIC is largely limited to their contingent asset (a covenant on the land) rather than the operation of YIC itself. The drafting of the plan was completed by SSDC and SCC in September 2015 and the plan was formally approved by SCC in October 2015.

5.4 The Future

The success of the Innovation Centre and the growing confidence in its ability to deliver against its objectives has resulted in plans for a second phase in the development of YIC. SSDCs Infrastructure Programme has prioritised a significant extension to the current building. This second phase of the YIC project is included in the Somerset Growth Plan and Expressions of Interest for funding have been submitted to both the Growth Deal 2 and Growth Deal 3 LEP funding programmes.

6. Financial Implications

Since 2013 YIC has shown a substantially improving financial situation with profits improving on a year on year basis. Importantly in 2013 our partners agreed that SSDC will recover all outstanding revenue before the project partnership takes shares on excess

profit made. The revenue projection at 6.1 in the Business Plan forecasts the rate of costs recovery for the period to 2020.

In 2014/15 the Centre made a net profit of £38,198 as reported through budget monitoring. Budget forecasts for 2015/16 indicate a likely profit of £28,489 - this lower figure is due to SSDC landlord contributions to alterations to the upper anchor tenancy space. The resulting increased rental level and reduced commitment to business rates on the large empty office dramatically increases the income from 2016 and onwards. For 2016/17 and beyond, YIC forms part of the income generating activities of the District Council.

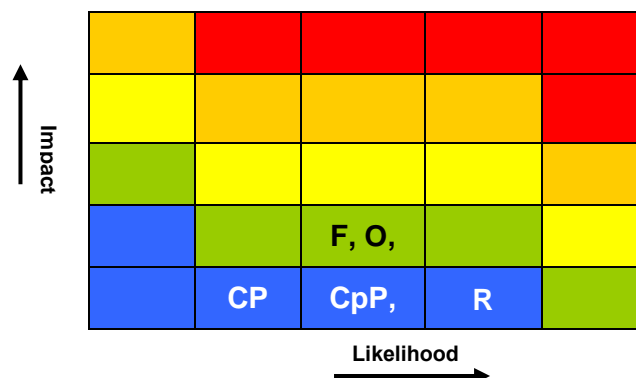
7. Risk

There are five areas of financial risk identified that could affect the viability of this project where potential mitigation could be achieved.

Risk Identified	Level of Risk	Mitigation measures	Residual level of Risk
Management Costs	Low	Adhering to current staffing structure with review at point of Operator Review	Low
Business Rates	Medium	Apply for small business rates relief where and whilst possible. Maintain high occupancy rates of units	Medium/Low
Retaining anchor tenants	Medium	Marketing campaign as necessary with reasonable flexibility around lease negotiations	Medium/ Low
Maintaining and increasing rental levels	Medium	Sliding scale on tenant rentals over duration of occupation. Annual review of market rental levels with adjustments as necessary	Low
Operator default	Low	SSDC to remain as operator with first review recommended at December 2016	Low

Risk Analysis

This risk analysis is based on an assumption that the recommendations made in this report are approved.



Key

Categories	Colours (for further detail please refer to Risk management strategy)
R = Reputation	Red = High impact and high probability
F = Financial	Orange = Major impact and major probability
O = Operational	Yellow = Moderate impact and moderate probability
CpP = Corporate Plan Priorities	Green = Minor impact and minor probability
CP = Community Priorities	Blue = Insignificant impact and insignificant probability

8. Corporate Priority Implications

The operation of YIC offers a mainstay of the Council Plan 2012-15 (Focus 1-Jobs) by helping *'create and support new businesses through the YIC'* and by *'providing targeted support for start-ups and small businesses and those with the aspiration to expand'*.

The Successful operation of YIC is also a priority of the SSDC Economic Development Strategy 2012-15 and the SSDC Economic Development Service Plan 2012-15

9. Carbon Emissions and Climate Change Implications

None directly associated with this report

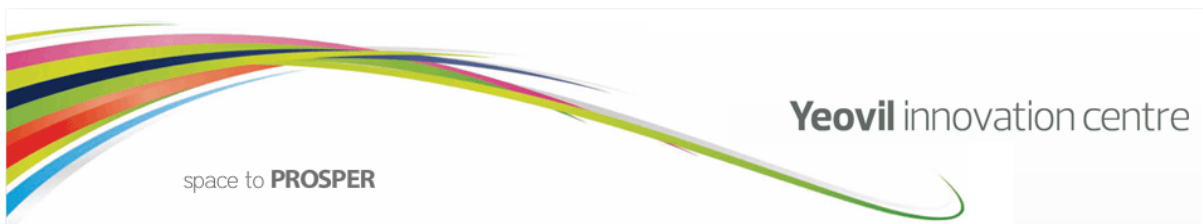
10. Equality and Diversity Implications

None directly associated with this report

11. Background Papers

- *Yeovil Innovation Centre - Future Operating Arrangements – District Executive Report (June 2013)*
- *Council Plan 2012-15*
- *Economic Development Strategy 2012-15*
Appendix: *Yeovil Innovation Centre Business Plan 2015-2020*

Business Plan 2015-2020



A Partnership Project

Contents

	Title	Page
1	Introduction	3
2	Current Position	3
3	Governance	4
3.1	Roles and responsibilities	5
3.1.1	The Funding Partners	5
3.1.2	Advisory Group	5
3.1.3	The Operator	5
3.1.4	Operating Model	6
3.1.5	Business Support	7
4	Next Steps	7
4.1	Financial Stability	7
4.2	Business Support Services	7
4.3	Relationship Development	7
4.4	Removing Barriers to Development	8
4.5	Rental Levels	8
4.6	Entry Criteria	8
4.7	Exit Strategy	9
5	Performance	9
5.1	Outcomes	10
5.2	Outputs	11
5.3	Performance Measures	12
6	Financial Plan	12
6.1	Revenue Projection	12
6.2	Maintenance Schedule	13
6.3	Profit and Loss Sharing	13
6.4	Risk Assessment	13
7	Future Strategy	14
Appendices		
Appendix 1	SWOT Analysis	15

1. Introduction

The funding partners for Yeovil Innovation Centre are Somerset County Council, South Somerset District Council and the Homes and Communities Agency.

Yeovil Innovation Centre was officially opened in the spring of 2009 when South Somerset District Council (SSDC) became the operator by default when the procurement of an independent operator was unsuccessful due to the prevailing national economic climate at that time. The funding partners have agreed that SSDC should continue to operate the Centre until it has recovered the revenue losses occurred in the initial years of operation.

The project has been operational for five years and operates at a profit. In 2013/14 a net profit of £34,017 was generated.

This business plan was informed by the SWOT analysis incorporating the views of operating staff, tenants and the two external audits that have been undertaken to review the practice and processes of the Centre. The key points are recorded in Appendix 1.

The Visionary Statement of the YIC is as follows:

Yeovil Innovation Centre exists to provide a dynamic and supportive incubation environment to accelerate the growth of ambitious, innovative firms in the South West region.

The fundamental principles of the innovation centre are:

- Flexible office space
- On-site support from a trained Centre team
- High speed broadband and excellent telephony
- A range of conference and meeting rooms
- Access to networking and collaboration opportunities

Yeovil Innovation Centre provides early stage companies in high tech, knowledge-based, and aerospace sectors with basic business services and flexible accommodation. In order for us to build on our work with these high-value business sectors, it is our intention to refocus on the appropriate levels of business support that high growth companies need. Yeovil is at the heart of the aerospace cluster and YIC recognises the important and pivotal role that it can play in helping develop emerging businesses both within this and other innovative sectors.

2. Current Position

One of the key components underpinning the financial stability of the project is the number of tenants occupying the Centre. The Centre has seen the level of tenancy expand to approximately 80% in terms of floor-space occupancy and, as predicted in the feasibility study, this level of occupancy has created a profit-making and viable scenario.

The take-up of rented units at the Innovation Centre has been as follows:

Date	Number of Units occupied
2009	9
2010	14
2011	20
2012	25
2013	28
2014	30
2015	34

In this time there has been a natural turn-over of tenants, with those who have left the Centre expanding their companies and choosing to relocate elsewhere. Only three tenants have moved to reduce the scale of their operation. In addition there are 'virtual' tenants who use our front-of-house services whilst establishing their start-up businesses.

The ground floor anchor unit was let in 2010 on a ten year lease with break clauses at 3, 5 and 7 years. This tenancy has given considerable financial security to the Centre's operation and this security will be further enhanced when the second anchor tenancy space is let. The Innovation Centre has approximately 7000 sq. ft. of space designated for Anchor Tenants. Of this approx. 4500 sq. ft. is currently let.

The Centre returns a financial profit at around 65% of floor-space occupancy. In 2015 with one of the anchor tenant areas let and 34 start-up units let, the Centre is operating at around 80 % occupancy thus generating an overall net profit. Greater occupancy levels will generate higher revenue and profit for the Centre.

3. Governance

The Operator will report to the Funding Partners against an evaluation scheme based on the agreed project outputs. The funding partners will agree the financial and operational decisions for the Centre.

Under the terms of the Partnering Agreement, SSDC became Operator by default. The Board and the Funding Partners agreed that SSDC be allowed sufficient time as Operator to recover the historic operating costs. It has been agreed by the Funding Partners that SSDC will remain as operator until these costs are recovered.

The current Board will be replaced and an Advisory Group will be established to provide the funding partners with strategic advice and guidance.

The Operator reports to the funding partners against an agreed monitoring and evaluation schedule.

3.1 Roles and responsibilities

3.1.1 The Funding partners

The existing legal Partnership Agreement between the funding partners sets out the terms, conditions and responsibilities of each of the funding partners.

The funding partners will meet quarterly to review the financial and operational performance against agreed Key Performance Indicators. The Operator will ensure that the funding partners receive operational and financial progress reports at least 1 week in advance of the partnership meetings.

3.1.2 Advisory Group

An Advisory Group will be established to include stakeholder representation, including but not limited to representatives from the Heart of the South West Local Enterprise Partnership ("HotSWLEP), FE/HE institutions, and private sector businesses such as AgustaWestland. The members of the Advisory Group will help to increase the credibility of the Centre; achieve industry buy-in/ownership of the vision, aims and objectives of the Centre; provide strategic advice on the operation of the Centre based on their expertise and experience. A strong Advisory Group will also support funding partners to help influence regional/national and local policies; share knowledge and examples of best practice; and help provide links/tap into intelligence about business support schemes, such as access to finance, funding opportunities, workshops to improve performance, growth hub and supply chain development opportunities. Engaging with stakeholders will also help to raise the profile of the Centre which is not currently as well-known as other innovation Centres in the region and attract high growth, innovative business tenants. A higher profile and credibility will also help to secure funding opportunities for future development of the Centre.

A refreshed Terms of Reference will be produced.

3.1.3 The Operator

The role of the operator is to provide a facility management service for the Centre; market and promote the Centre to attract tenants; maximise the offering for tenants and broker-in business support services to meet the business improvement, development and growth needs of tenants and the wider business community.

The Operator should also make links with other innovation Centres in the South West to exchange best practice; and learn where expertise and opportunities exist in other Centres in Somerset and the region that can be accessed for the benefit of the Yeovil Innovation Centre tenants.

The Operator will:

- Identify ways for the innovation Centre to act as a catalyst for economic development.

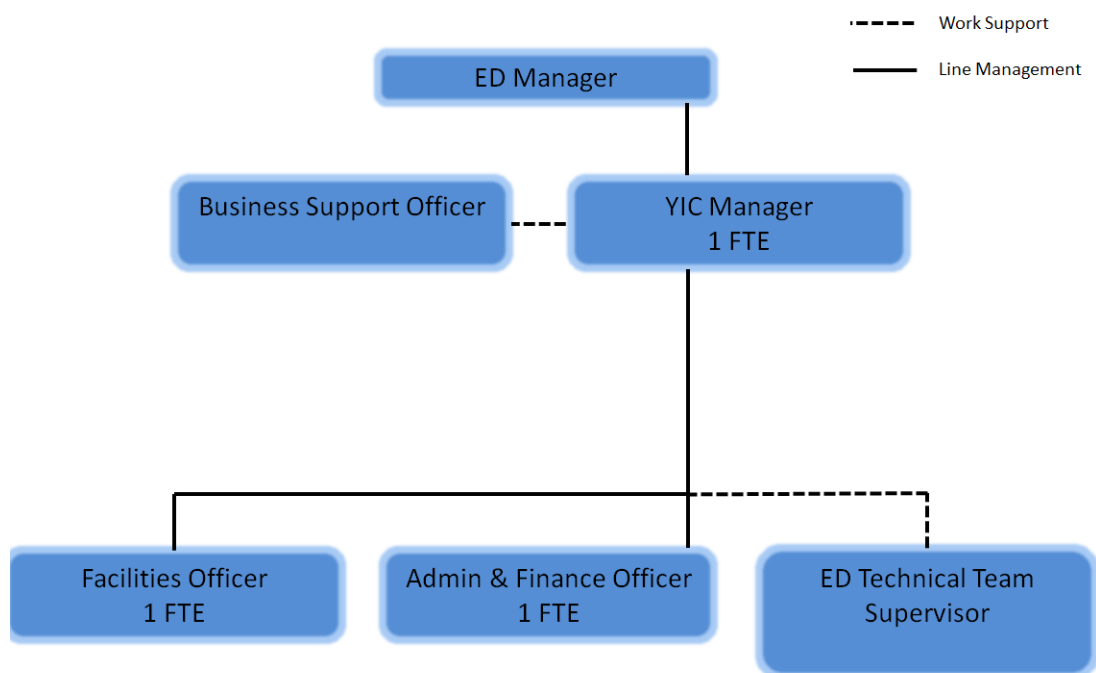
- Market and promote the Centre. An annual marketing plan will be prepared and agreed by the funding partners Provide flexible accommodation to support successive stages of tenants development
- Provide financial reports and other information as requested by the funding partners.
- Act as secretariat to the Advisory Group.
- Identify and secure funding for provision of specialist services where possible.
- Provide an induction to new tenants re the facilities and technical services provided at the Centre.
- The assessment and vetting of prospective tenants.
- On-going administration of tenancies and front of house support services.
- In-house provision of some business advice for the Centre and the wider start-up community.
- Develop linkages with relevant knowledge bases including university and research establishments.
- Provide networking opportunities to enable businesses to learn from and do business with each other.
- Creation of links between finance and investment ready companies

3.1.4 Operating Model

The operator has developed a working model and operating practices for the efficient and effective means of managing the Centre. This deployment of resource is a key factor to the success of the project.

The staffing structure from 2014 is set out below and from SSDCs perspective is viewed as being an optimum level of staffing to enable the project objectives to be met efficiently and effectively. This view is based on the experience gained as operator for the last five years

Economic Development: YIC Staff Structure



3.1.5 Business Support

The Business Support that the Operator will provide shall include:

- Support in preparation of viable business plans.
- On-going support and advice on access to sources of finance and other financial issues.
- Access to expert advice and guidance on legal, patent and intellectual property rights issues.
- Mentoring should include support to overcome the barriers to becoming established in the market, such as introductions to key clients, help in negotiating contracts, or where possible, securing funding for products.
- Develop stronger links with Universities and other Innovation Centres, to learn from their best practice, ensure that there is cross-fertilisation of knowledge of the YIC, access and support to and from academic research facilities and other like-minded IC companies.
- Supporting clients in further opportunities to network with like-minded businesses, entrepreneurs and companies in similar fields.
- Offer a more detailed advisory service on the various streams of grant funding available,

4. Next steps

4.1 Financial stability

There will always be a profit level 'ceiling' associated with the Centre. This is defined largely by the amount of available tenancy space and partly by the additional operations such as conferencing. The maximum occupancy level is never likely to exceed 90% and for forecasting purposes a maximum level of 85% occupancy should be assumed to allow for tenant turnover. On the current growth trajectory, 85% occupancy rates will be achieved by 2015.

The Operator will provide the funding partners with quarterly financial reports that set out the operating costs for the Centre, income generated and repayment to SSDC of early years operating losses,

4.2 Business support services

The Operator will continue to deliver a range of generic business support and to broker more tailored and specialist business support services as outlined above.

4.3 Relationship development

The Operator will develop stronger linkages with higher education establishments, other innovation Centres, and relevant sector specific specialists; and where appropriate the Strategy Board will support the Operator in making linkages and developing relationships. The Funding Partners will produce a Development Plan for the next three years as a separate document.

4.4 Removing barriers to development

Reviewing the Business Plan has highlighted the need to review some of the criteria that currently defines the Centre and its operation. These include a review of:

- the role and composition of the Advisory Group
- the sectors from which prospective tenants can be drawn
- the tenants exit strategy

4.5 Reviewing Rental Levels

Current rental levels and service charges will be reviewed to reflect current market values.

Currently, rental and service charges are packaged together as the 'one-price covers most costs' approach.

The Operator will be empowered to negotiate rental and service charges in exceptional circumstances, such as attracting an anchor tenant.

4.6 Entry Criteria:

Entry criteria had originally been based on the target sectors as previously identified by the South West Regional Development Agency. At this stage the criteria will be widened but will maintain the central tenor of innovation. It is intended that this position will be reviewed again in 2018 at the earliest, or at the latest in the next review of the business plan.

If a tenant's ability to match the entry criteria is in doubt, then the matter will be referred to the Funding Partners for a view. A majority decision then prevails.

These criteria will not apply to approximately 8000 sq. ft. designated as anchor tenancy space within the Centre, although the appropriateness of the anchor tenant should receive full and careful consideration.

4.7 Exit Strategy

Occupation of the Centre is expected to level out and operate at around 85% tenant capacity. It is therefore considered vital that a satisfactory 'churn' of new businesses is maintained to preserve the integrity of the project.

The principle of 'moving-on' after four years in the Centre will be explained at the onset of a tenancy and the license of tenant occupation will make specific reference to the 'exit strategy'.

The structure of the tenant's rental agreement will reflect a gradual move from a low rent position, to market value rent, to an above-market value rent by the third year of occupancy. This principle is applied to prepare a tenant for a move outside the Innovation Centre and to encourage a tenant to seek competitive rented space elsewhere.

It is not in the interest of any party to enforce the exit strategy before a business is capable of surviving outside the Centre. The Operator will establish the robustness of a business to move on before the exit strategy applies.

Where possible, the Operator will support the exiting tenant to relocate within Somerset.

Exceptions to the four-year rule include:

- A company is deemed to be placed at undue risk if an exit is forced upon them.
- A company may be at a critical point of expansion or contraction and the exit is deemed to be inappropriately timed.
- A tenant has affected a move between suites within the Centre to accommodate the growth of a company and the company is deemed to be in a new phase of growth.
- Special consideration should also be given if a business is part of a wider cluster or collaboration within the Centre where the removal of that business will have a negative impact on the remaining tenants.

In the event of a dispute over length of tenancy, the matter will be referred to the funding partners and the majority decision will be final.

A tenant may move to a full standard lease agreement and become an 'anchor tenant' at the Centre provided the amount of anchor tenancy space does not exceed approx. 8000 sq. ft. in total.

In enforcing the exit strategy, the funding partners should not put the Operator in a position where overall financial operating losses may result.

5. Performance

5.1 The overarching objectives of the project are to:

- Increase the number of business start-ups in South Somerset.
- Improve the survival and growth rates of knowledge based business in the county, through access to high-quality business support.
- To create a regenerative effect locally, increase high value employment opportunities and help diversify the local economy.
- To develop a wider network of entrepreneurs in the area and promote collaboration and business development.
- To facilitate the provision of essential business skills and industry awareness among entrepreneur clients.

5.2 The key outcomes of the project will be to:

- Attract new and additional knowledge based businesses.
- Enhance the survival and growth prospects of these businesses through the provision of high quality business support and mentoring.
- Create a wide network of businesses, promoting business collaboration amongst knowledge based businesses.
- Widen employment opportunities in Yeovil and for further afield.
- Increase research and development and collaboration with the knowledge base for the target sectors.
- Strengthen the role of Yeovil in the South West's focus on aerospace and advanced engineering.
- Become self-supporting financially and thereby minimise the future demands on public sector funding.
- It will also have a regenerative effect on surrounding area through physical refurbishment of a prominent building.
- It will provide affordable business accommodation for knowledge based businesses, thus meeting an identified need.
- YIC Phase 1 success will drive demand and need for a potential Phase 2, to expand the service and sectors which could be assisted.

5.3 Performance Measures

These are set out for the six year period 2014 – 2020 but it is intended that the objectives are revisited and their on-going relevance be ascertained as part of an annual review process for YIC.

Project Outputs		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Number of Tenants at YIC	28	32	34	34	34	34
2	Floor space Occupied	75%	80%	85%	85%	85%	85%
3	Businesses Moved On	2	4	7	7	7	7
4	Businesses Created annually	2	2	7	7	7	7
4.b	Ratio of businesses created Indigenous: inward investment						
5	Businesses created cumulative	25	27	34	41	48	55
6	Jobs created annually	4	8	14	14	14	14
7	Jobs created cumulative	124	132	146	160	174	188
8	Jobs safeguarded annually	120	132	135	135	135	135
9	Business supported annually	75	75	75	75	75	75
10	Number of new networks created	2	2	2	2	2	2
11	Recovery of temporary Operator costs	£34k	c£39k	c£45k	c£50k	c£50k	c£50k
12	Tenant Satisfaction Survey Score	65%+	65%+	65%+	65%+	65%+	65%+

Other measures and indicators:

Yeovil Innovation Centre also monitors and measures the following indicators from a more operational angle to improve its service and knowledge wherever possible:

- Use of the Centre's facilities by external organisations, businesses and community groups for activities including meetings, training sessions and exhibitions. This is a measure of the Centre's external reach;
- Tenant satisfaction which is measured using a tenant survey which should be commissioned annually to probe the tenant experience and provide important feedback to the Centre Manager and Strategy Board

- Participation of Centre staff in regional and sub-regional meetings, events and activities as a measure of its involvement with the wider innovation community in the Region.

6. Financial Plan

This consists of two elements - a revenue projection taking into account all the various changes to the scheme as they currently stand and a risk assessment that takes into account the risks identified and potential mitigation of those risks. The following points are noted:

6.1 Revenue Projection

The revenue projection covers the financial years to 2019/20. This projection will be reviewed at each financial year end and adjusted accordingly. This updated position will be provided to the financial partners and to the Strategy Board. The figures include the recovery of revenue losses.

Revenue Projection							
(Including Maintenance Plan & SSDC Costs)							
Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
	Actual	Projected	Projected	Projected	Projected	Projected	
Occupancy %	76	90	85	85	85	85	
Income	429,704	445,000	450,000	460,000	469,200	478,584	
Expenditure							
Non Pay	202,614	225,000	200,000	210,000	220,500	231,525	
Staff Costs	152,408	153,932	155,471	157,026	158,596	160,182	
Support Service Costs	36,484	37,579	38,706	39,867	41,063	42,295	
Total Expenditure	391,506	416,511	394,177	406,893	420,159	434,002	
Net Profit/(Loss)	38,198	28,489	55,823	53,107	49,041	44,582	
Recovery SSDC costs	38,198	28,489	55,823	53,107	49,041	44,582	

Figures as of November 2015

6.2 Maintenance Schedule

The Maintenance Schedule has been prepared and is available separately as an electronic attachment.

The costs within the maintenance schedule include the cost of a replacement roof. Whilst this may not be necessary in the lifetime of this business plan, the funding partners will need to agree as to when this measure will take place.

6.3 Profit and Loss Sharing

SSDC will recover their operating costs as part of an ongoing process. Whilst it is highly unlikely that the project will lapse back into a loss-making situation, the partners should be prepared to assume a proportionate responsibility for any operating losses beyond 2014. Should any operating losses be accrued beyond this date then the losses should be divided and borne by the partners. The apportionment of such loss is yet to be agreed.

Partner	Original Capital Invested	Profit or Loss Share percentages
HCA	2,910,000	60
SSDC	1,200,000	24
SCC	750,000	16
Totals	£ 4,860,000	100

6.4 Risk Assessment

There are five areas of financial risk identified that could affect the viability of this project where potential mitigation could be achieved.

Risk Identified	Level of Risk	Mitigation measures	Residual level of Risk
Management Costs	Low	Adhering to current staffing structure with review at point of Operator Review	Low
Business Rates	Medium	Apply for small business rates relief where and whilst possible. Maintain high occupancy rates of units	Medium/Low
Attracting and retaining anchor tenants	Medium	On-going marketing campaign with reasonable flexibility around lease negotiations	Medium Low
Maintaining and increasing rental levels	Medium	Sliding scale on tenant rentals over duration of occupation. Annual review of market rental levels with adjustments as necessary	Low
Operator default	Low	SSDC to remain as operator with first review at December 2016	Low

7. Future Strategy

The growth of the Centre is finite in terms of the tenancy space available. The key consideration for future growth is how to increase the tenancy space available without increasing the costs of the front of house operation or the business support capabilities. Increasing the size of the building is an option with two possible areas of land that might be available for future expansion.

One possible location for expansion is the land immediately to the west of the existing building. This is a field within the existing industrial park and within the ownership of two of the funding partners. Both partners have agreed that this land may be used for expansion of the existing operation. Acquiring adjacent land (not within the ownership of the partnership) would be the second consideration. Valuations of prospective sites were undertaken in December 2012.

Additional research and consultation will be undertaken during the coming year to establish the demand and need for a Phase 2 YIC.

Full consideration also needs to be given to converting unused anchor tenancy space within the existing Centre to smaller units suitable for business start-up.

Appendix 1

Analysis of Strengths, Weaknesses, Opportunities and Threats

This SWOT incorporates the views of operating staff, tenants and the two external audits that had been undertaken to review the practice and processes of the Centre. The key points raised by the analysis are recorded thus:

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Project is proving a success 2. YIC has moved to a break-even position (or better) 3. SSDC will now recover its earlier revenue investment 4. Excellent feedback from tenants 5. Excellent feedback from external parties 	<ol style="list-style-type: none"> 1. No bespoke financial advice provided at YIC 2. Strategy Board needs to be more strategic with a separate board or sub-board for funding partners to discuss their interests 3. Part of 1st floor empty (anchor tenancy space) 4. High maintenance building (£115k pa business rates) 5. No 'sinking fund' - appropriate amount to be transferred to ring-fenced maintenance budget annually 6. Hands tied on adjacent field, beneficial interest lies with HCA 7. Large suites not attractive to start-ups 8. Need an investment fund 9. Need better university connections
Opportunities	Threats
<ol style="list-style-type: none"> 1. The concept can be transferred elsewhere 2. Review of Innovation Centre 3. Change role of Strategy Board with tenant representatives 4. Better LEP representation on Board 5. 2 tenants within Innovation Centre 6. Purchase of land to the rear of Paragon 7. Rent reviews required 	<ol style="list-style-type: none"> 1. Empty property rates 2. Perception of competition 3. Anchor tenant could move out (10 year lease with 3, 5, 7 year reviews) 4. Sterilization of land by wind turbine 5. No guaranteed cash flow 6. Rent reviews required

An overview of some key issues

- Recovery by SSDC of unmet revenue costs before funding partners are able to take a profit or reinvest the surplus back into the Centre.

- The Centre needs to engage with the LEP and align its strategy with the LEP to maximise opportunities to secure funding.
- The Centre needs to broker financial support to enable clients to raise finance and help clients to become investment ready.
- The Centre must aim for less than 100% occupancy to allow for the movement of clients as space requirements change. This movement will only take place if there is a functioning exist strategy.

Agenda Item 11

Notification of an Urgent Executive Decision: The transfer of two sections of SSDC land needed to conclude the Horsey Roundabout improvements, Yeovil by 30 November 2015

Executive Portfolio Holders: Ric Pallister, Strategy and Policy
Peter Seib, Finance and Legal Services
Interim Chief Executive: Rina Singh, Interim Chief Executive Officer
Assistant Director: Donna Parham, Finance and Corporate Services
Lead Officers: Diane Layzell, Senior Land and Property Officer
Contact Details: Diane.layzell@southsomerset.gov.uk or 01935 462058

Purpose of the Report

The purpose of this report is to note the urgent decision taken under Part 3, section 6(4) and Part 4, paragraph 34.1 of the Council's Constitution (May 2015 version), to agree to the land transfer of two sections of the Council's land, at Brunswick Street Car Park and Hendford Hill in Yeovil, to Somerset County Council in order to enable them to conclude Highways Horsey Roundabout, footpath and cycleway improvement.

Forward Plan

This report has not appeared on the District Executive Forward Plan as the negotiations were not concluded until 19 November 2015 and the urgency is due to the need for contractors to be on site as soon as possible to avoid delays in opening the traffic lane for access to the Town Centre as soon as possible. Delaying the report until the District Executive meeting would mean that work would need to stop on site until the decision was made.

Public Interest

Highways improvements to Horsey Roundabout are currently underway with Hendford Hill and Brunswick Street currently closed. As part of these improvements a section of the District Council's car park at Brunswick Street is needed. This report covers the internal policies and procedures the Council are undertaking in order to aid Highways with their scheme requirements.

Recommendation

To note that, according to the provision of Part 3 Section 6(4) and Part 4, paragraph 34.1 of the Constitution, the Acting Chief Executive, in consultation with the Leader of the Council and the Portfolio Holder for Asset Management agreed to make an urgent decision to authorise the freehold transfer of the areas identified on the plan, coloured red, to Somerset County Council for the consideration payment of £15,000. Somerset County Council will pay the District Council's legal and professional costs incurred as a result of this transaction and that the land to be transferred to Somerset County Council will include the newly constructed boundary wall.

Background to the land requirements.

Since 1 September 2015, Somerset County Council have been conducting roundabout improvements which have resulted in the road closures at Hendford Hill and Brunswick Street. As part of these improvements, two sections of Council land were identified as being

needed to facilitate the works. The majority of SSDC land needed forms part of the Brunswick Street Car Park and is situated on the corner of our Brunswick Street and the entrance road to Goldenstones and the Country Park. The transfer of this land will result in the loss of approximately 2 car parking spaces.

The second section of SSDC land needed is a small section amenity land at our access out onto Hendford Hill. Both areas of land have been coloured red on the attached plans, an additional plan giving a more detailed representation of the works on the Brunswick Street Car Park has also been included.

The Councils "in principal" decision to this land transfer was obtained via the Land and Property internal consultation process in July 2015. Officers have been in discussions with Somerset County Council since with the District Valuer being instructed in August 2015 to conclude the land value negotiations. The consideration payment was agreed on 19 November 2015 at £15,000 and Somerset County Council will also pay the District Councils legal and professional costs incurred during these negotiations.

Unfortunately, to conclude the works within the road closure timeframe and to avoid any further disruption to motorists using this route, Somerset County Council need immediate access and it is proposed to allow this to happen before the legal works have been concluded.

As part of the land transfer, the newly constructed Boundary Wall will be included in the land transfer to Somerset County Council, passing any future maintenance liabilities to them in the future.

Financial Implications

By approving this land transfer, the Council would receive a net capital receipt of £15,000, which will be released for other capital projects. If the sum were invested it would earn an average of £525.00 per annum over the longer term.

The District Councils' legal and professional costs will be recovered from Somerset County Council.

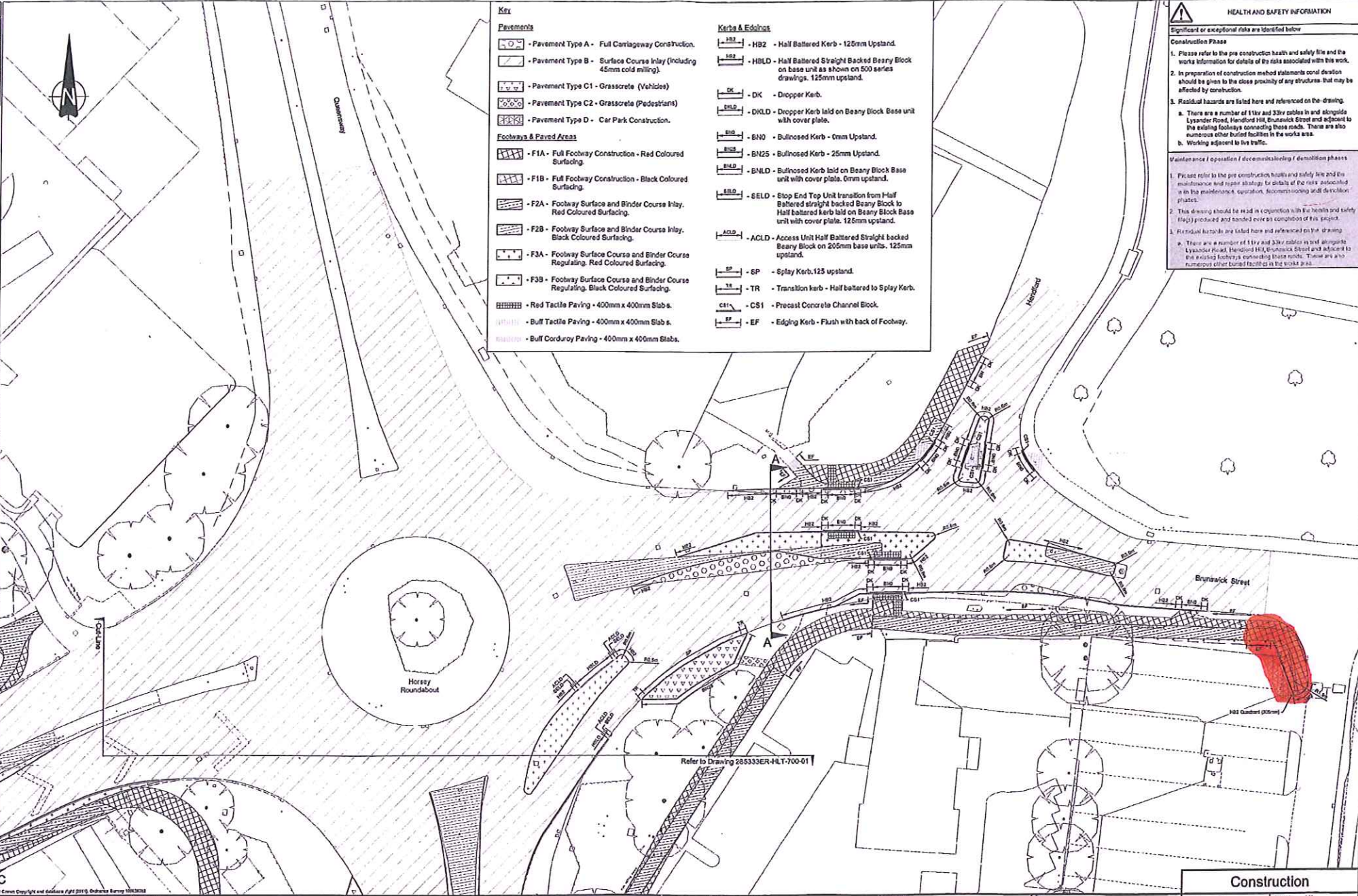
Reason for urgency

The Horsey Roundabout improvements are scheduled to finish and the road reopened on Monday 30 November 2015. Due to the length of time it has taken to conclude the negotiations, in order to meet this deadline Somerset County Highways need to commence work on site this week (week beginning 23 November 2015). Any delays will result in the road closures extending and additional future disruption in the lead up to the Christmas shopping period. Once concluded, the works should result in significant improvement in traffic management as well as provide improvement pedestrian and cycle routes in this area of the town

285333ER-HLT-700-02 B

File Name: W:\A\Projects\285333\285333ER-HLT_V02.dwg; Drawn: D:\Users\jbrinckerhoff; Checked: D:\Users\jbrinckerhoff; Date: 11/03/2014 14:37:00

User: jbrinckerhoff; Date: 11/03/2014 14:37:00



Key	
	- Pavement Type A - Full Carriageway Construction.
	- Pavement Type B - Surface Course Inlay (including 45mm cold milling).
	- Pavement Type C1 - Grasscrete (Vehicles)
	- Pavement Type C2 - Grasscrete (Pedestrians)
	- Pavement Type D - Car Park Construction.
Footways & Paved Areas	
	- F1A - Full Footway Construction - Red Coloured Surfacing.
	- F1B - Full Footway Construction - Black Coloured Surfacing.
	- F2A - Footway Surface and Binder Course Inlay, Red Coloured Surfacing.
	- F2B - Footway Surface and Binder Course Inlay, Black Coloured Surfacing.
	- F3A - Footway Surface Course and Binder Course Regulating, Red Coloured Surfacing.
	- F3B - Footway Surface Course and Binder Course Regulating, Black Coloured Surfacing.
	- Red Tactile Paving - 400mm x 400mm Slabs.
	- Buff Tactile Paving - 400mm x 400mm Slabs.
	- Buff Corduroy Paving - 400mm x 400mm Slabs.
Kerbs & Edgings	
	- HBZ - Half Battered Kerb - 125mm Upstand.
	- HBLD - Half Battered Straight Backed Beany Block on base unit as shown on 500 series drawings. 125mm upstand.
	- DK - Dropper Kerb.
	- DKLD - Dropper Kerb laid on Beany Block Base unit with cover plate.
	- BN0 - Bullnosed Kerb - 6mm Upstand.
	- BN25 - Bullnosed Kerb - 25mm Upstand.
	- BNLD - Bullnosed Kerb laid on Beany Block Base unit with cover plate. 6mm upstand.
	- BNLD25 - Bullnosed Kerb laid on Beany Block Base unit with cover plate. 25mm upstand.
	- SEL0 - Stop End Top Unit transition from Half Battered straight backed Beany Block to Half battered kerb laid on Beany Block Base unit with cover plate. 125mm upstand.
	- ACLD - Access Unit Half Battered Straight backed Beany Block on 200mm base units. 125mm upstand.
	- SP - Splay Kerb. 125 upstand.
	- TR - Transition kerb - Half battered to Splay Kerb.
	- CS1 - Precast Concrete Channel Block.
	- EF - Edging Kerb - Flush with back of Footway.

HEALTH AND SAFETY INFORMATION	
Significant or exceptional risks are identified below	
Construction Phase	
1. Please refer to the pre construction health and safety file and the works information for details of the risks associated with the work. 2. In preparation of construction method statements careful attention should be given to the close proximity of any structures that may be affected by construction. 3. Residual hazards are listed here and referenced on the drawing. a. There are a number of 11kv and 33kv cables in and alongside Lyander Road, Handford Hill, Brunsvick Street and adjacent to the existing footways connecting these roads. There are also numerous other buried facilities in the works area. b. Working adjacent to live traffic.	
Maintenance / operation / decommissioning / demolition phases	
1. Please refer to the pre construction health and safety file and the maintenance and repair strategy for details of the risks associated with the maintenance, operation, decommissioning and demolition phases. 2. This drawing should be read in conjunction with the health and safety file(s) produced and handed over on completion of the project. 3. Residual hazards are listed here and referenced on the drawing. a. There are a number of 11kv and 33kv cables in and alongside Lyander Road, Handford Hill, Brunsvick Street and adjacent to the existing footways connecting these roads. There are also numerous other buried facilities in the works area.	

Rev	Date	Description	By	Chk	App
1	11/03/2014	Construction of Horsey Roundabout	JL	MA	MA
2	11/03/2014	Construction of Brunsvick Street	JL	MA	MA

- For all construction details and requirements refer to drawing 285333ER-HLT-700-11
- For details of combined kerb drainage, kerb type and edging refer to drawing 285333ER-HLT-100-01
- For typical cross-sections, A-A, B-B & C-C refer to drawing No. 285333ER-HLT-100-01

PARSONS BRINCKERHOFF

Ruralis Cheshire, Oak Bank, Tattenhall, Wirral, Merseyside, L31 6GP

Tel: 44(0)1512331100

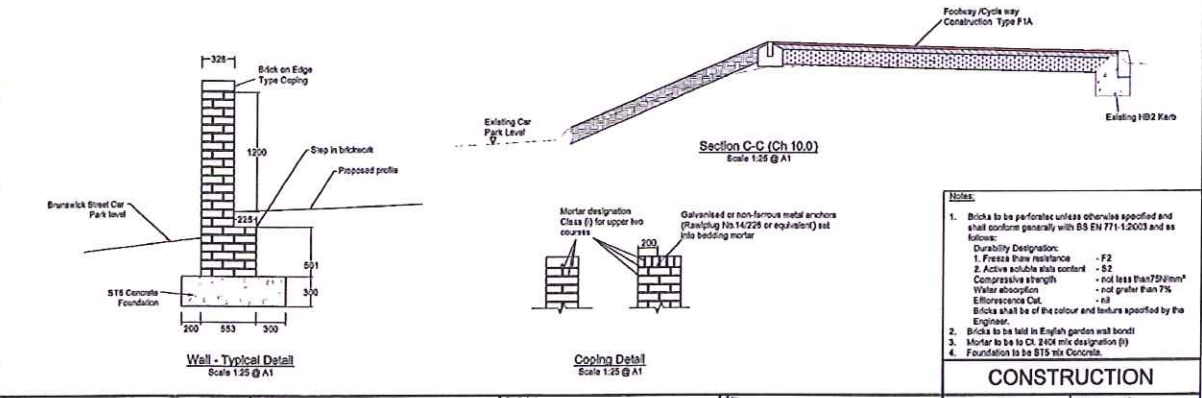
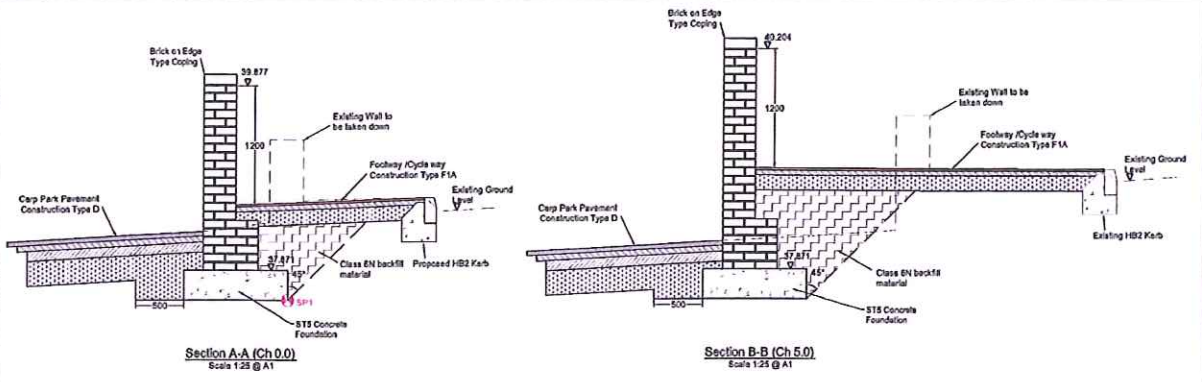
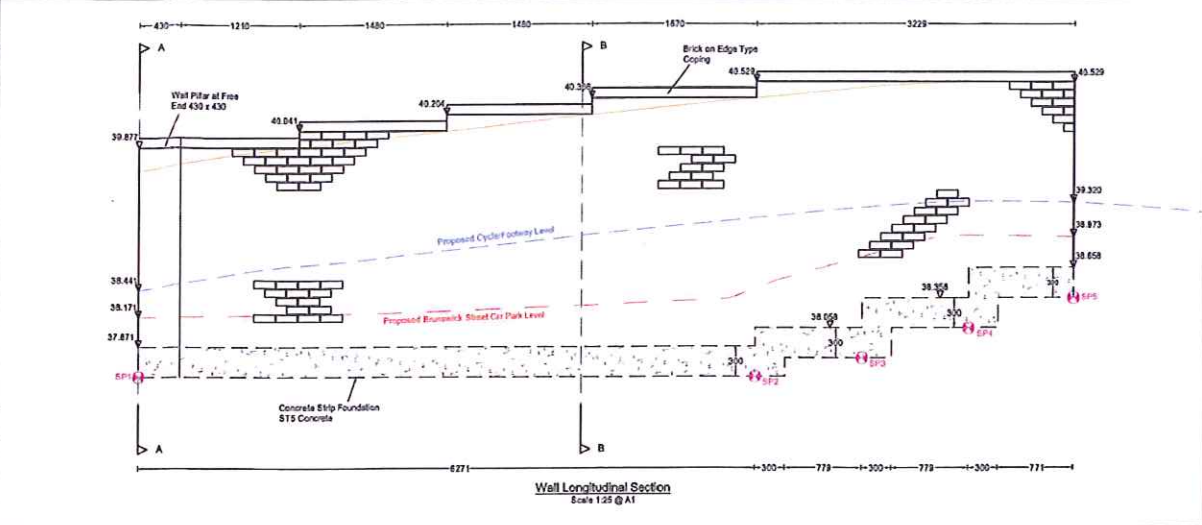
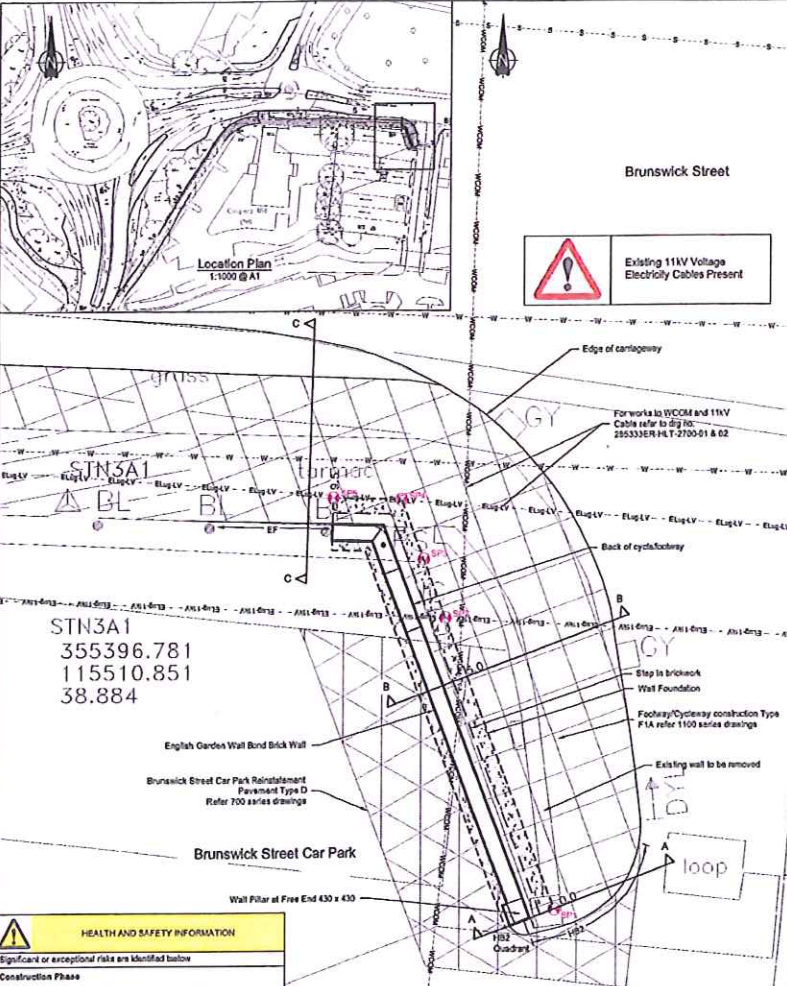
SOMERSET

Somerset County Council

County Hall, Taunton, Somerset, TA1 4DY

Tel: (0145) 3450155
Fax: (01823) 305064
www.somerset.gov.uk

A30 Yeovil Eastern Corridor Horsey Roundabout		Road Pavements, Kerbs Footways and Paved Areas	
Drawn: JL	Checked: MA	Project: 285333ER-HLT-700-02	
Design: JL	Approved: MA	Revision: B	
Date: 04/03/2014	Scale: 1:250	Sheet: 2 of 2	
© Copyright Parsons Brinckerhoff			



- Notes:**
- Bricks to be perforic unless otherwise specified and shall conform generally with BS EN 771-1:2003 and as follows:
 Durability Designation: - F2
 Active salts control: - S2
 Compressive strength: - not less than 75N/mm²
 Water absorption: - not greater than 7%
 Efflorescence Cat: - n1
 Bricks shall be of the colour and texture specified by the Engineer.
 - Bricks to be laid in English garden wall bond
 - Mortar to be to BS 569:1999 designation (F)
 - Foundation to be STS mix Concrete.

CONSTRUCTION

Drawn: JRP	Checked: JE
Designed: JRP	Approved: JE
Date: 04/03/2014	Scale: 1:50
Sheet: A1	Total: 1 of 1
285333ER-HLT-2400-01	
A	

© Copyright Parsons Brinckerhoff

Rev: 14.11.14

Rev	Date	Description	By	Chk	App
A	18.02.14	Construction Issue	JRP	JE	JE

PARSONS BRINCKERHOFF

BRUNSWICK STREET, TA1 4DY

Tel: 01202 381100

SOMERSET COUNTY COUNCIL

County Hall, Taunton, Somerset, TA1 4DY

Tel: (0845) 3451155
Fax: (01823) 350264
www.somerset.gov.uk

A30 Yeovil Eastern Corridor
Horsely Roundabout

Brunwick Street Car Park
Retaining Wall

Agenda Item 12

District Executive Forward Plan

Executive Portfolio Holder: Ric Pallister, Leader, Strategy and Policy
Assistant Director: Ian Clarke, Legal and Corporate Services
Lead Officer: Ian Clarke, Legal and Corporate Services
Contact Details: ian.clarke@southsomerset.gov.uk or (01935) 462184

1. Purpose of the Report

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

2. Public Interest

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

3. Recommendations

3.1 The District Executive is asked to:-

- I. approve the updated Executive Forward Plan for publication as attached at Appendix A;
- II. note the contents of the Consultation Database as shown at Appendix B.

4. Executive Forward Plan

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

5. Consultation Database

5.1 The Council has agreed a protocol for processing consultation documents received by the Council. This requires consultation documents received to be logged and the current consultation documents are attached at Appendix B.

6. Background Papers

6.1 None.

SSDC Executive Forward Plan

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
January 2016	Investment in Market Housing	Portfolio Holder for Strategy and Policy	Strategic Director (Place & Performance)	Colin McDonald, Corporate Strategic Housing Manager	District Executive
January 2016 January 2016	Adoption of the Revised County Wide Tenancy Strategy	Portfolio Holder for Strategy and Policy	Assistant Director (Economy)	Colin McDonald, Corporate Strategic Housing Manager	District Executive South Somerset District Council
January 2016 February 2016	Proposed Capital Schemes for 2016/17	Portfolio Holder for Finance and Legal Services	Assistant Director (Finance and Corporate Services)	Donna Parham, Assistant Director (Finance & Corporate Services)	District Executive South Somerset District Council
January 2016 January 2016	Approval of the 2016/17 Council Tax Reduction Scheme	Portfolio Holder for Finance and Legal Services	Assistant Director (Finance and Corporate Services)	Donna Parham, Assistant Director (Finance & Corporate Services)	District Executive South Somerset District Council
January 2016	Update on Medium Term Financial Plan and Capital Programme	Portfolio Holder for Finance and Legal Services	Assistant Director (Finance and Corporate Services)	Donna Parham, Assistant Director (Finance & Corporate Services)	District Executive

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
January 2016	Community Right to Bid Quarterly Update Report	Portfolio Holder for Strategic Planning (Place Making)	Assistant Directors (Communities)	Helen Rutter, Assistant Director (Communities)	District Executive
February 2016 February 2016	South Somerset District Council - Future Management Options	Portfolio Holder for Strategy and Policy	Interim Chief Executives	Vega Sturgess / Rina Singh Interim Chief Executives	District Executive South Somerset District Council
February 2016 February 2016	Budget for 2016/17 and Capital Programme	Portfolio Holder for Finance and Legal Services	Assistant Director (Finance and Corporate Services)	Donna Parham, Assistant Director (Finance & Corporate Services)	District Executive South Somerset District Council
February 2016	Capital & Revenue Budget monitoring reports for Quarter 3	Portfolio Holder for Finance and Legal Services	Assistant Director (Finance and Corporate Services)	Donna Parham, Assistant Director (Finance & Corporate Services)	District Executive
March 2016	Districtwide Grants - approval of funding for SSVCA and SSCAB	Portfolio Holder for Strategy and Policy	Assistant Directors (Communities)	Assistant Directors (Communities)	District Executive
March 2016	Quarterly Performance and Complaints Monitoring Report	Portfolio Holder for Strategy and Policy	Strategic Director (Place & Performance)	Charlotte Jones / Andrew Gillespie Performance Managers	District Executive

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
April 2016	Community Right to Bid Quarterly Update Report	Portfolio Holder for Strategic Planning (Place Making)	Assistant Directors (Communities)	Helen Rutter, Assistant Director (Communities)	District Executive
April 2016	South Somerset Together Annual Update	Portfolio Holder for Strategy and Policy	Assistant Directors (Communities)	Chereen Scott, South Somerset Together Co-ordinator	District Executive

APPENDIX B - Current Consultations – December 2015

Purpose of Document	Portfolio	Director	Response to be agreed by	Contact	Deadline for response
<p>Extending mandatory licensing of Houses in Multiple Occupation (HMOs) and related reforms A technical discussion document This paper sets out options for extending the scope of mandatory licensing of Houses of Multiple Occupation (HMO). It also sets out our proposals to streamline the HMO licensing process to reduce red tape.</p> <p>https://www.surveymonkey.com/r/HMO_Licensing</p>	Area West	Assistant Director (Environment)	Portfolio Holder in consultation with officers	Alasdair Bell	18 th December 2015
<p>Have your say on the future of Somerset bus services and bus pass use Somerset County Council is asking for views on proposed changes to bus routes and to its Discretionary Bus Pass Policy. There are two separate consultations and further details of each consultation can be found at:-</p> <p>www.somerset.gov.uk/concessionaryfareconsultation www.somerset.gov.uk/bussubsidysurvey</p>	Property & Climate Change	Assistant Director (Economy)	Portfolio Holder in consultation with officers	Nigel Collins	11 th January 2016

Agenda Item 13

Date of Next Meeting

Members are asked to note that the next scheduled meeting of the District Executive will take place on **Thursday, 7th January 2016** in the Council Chamber, Council Offices, Brympton Way, Yeovil commencing at 9.30 a.m.