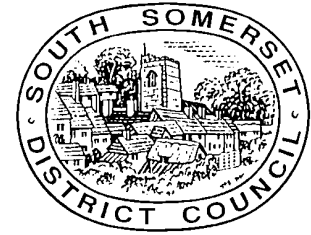


South Somerset District Council

Notice of Meeting



Scrutiny Committee

Making a difference where it counts

Tuesday 5th July 2016

10.00 am

**Main Committee Room
Council Offices
Brympton Way
Yeovil
BA20 2HT**

(disabled access and a hearing loop are 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, **Becky Sanders, Democratic Services Officer 01935 462596**, website: www.southsomerset.gov.uk

This Agenda was issued on Monday 27 June 2016.

Ian Clarke, Assistant Director (Legal & Corporate Services)

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



INVESTORS IN PEOPLE

Scrutiny Committee Membership

The following members are requested to attend the meeting:

Chairman: Sue Steele
Vice-chairmen: Dave Bulmer and John Clark

Jason Baker
Mike Beech
Amanda Broom
Val Keitch

Tony Lock
Sue Osborne
Tiffany Osborne
Garry Shortland

Rob Stickland
Martin Wale

Information for the Public

What is Scrutiny?

The Local Government Act 2000 requires all councils in England and Wales to introduce new political structures which provide a clear role for the Council, the Executive and non-executive councillors.

One of the key roles for non-executive councillors is to undertake an overview and scrutiny role for the council. In this Council the overview and scrutiny role involves reviewing and developing, scrutinising organisations external to the council and holding the executive to account

Scrutiny also has an important role to play in organisational performance management.

The Scrutiny Committee is made up of 14 non-executive members and meets monthly to consider items where executive decisions need to be reviewed before or after their implementation, and to commission reviews of policy or other public interest.

Members of the public are able to:

- attend meetings of the Scrutiny Committee except where, for example, personal or confidential matters are being discussed;
- speak at Scrutiny Committee meetings; and
- see agenda reports.

Meetings of the Scrutiny Committee are held monthly on the Tuesday prior to meetings of the District Executive at 10.00am in the Council Offices, Brympton Way, Yeovil.

Agendas and minutes of these meetings are published on the Council's website www.southsomerset.gov.uk.

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

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

South Somerset District Council – Council Aims

South Somerset will be a confident, resilient and flexible organisation, protecting and improving core services, delivering public priorities and acting in the best long-term interests of the district. We will:

- Protect core services to the public by reducing costs and seeking income generation.
- Increase the focus on Jobs and Economic Development.
- Protect and enhance the quality of our environment.
- Enable housing to meet all needs.
- Improve health and reduce health inequalities.

Recording and photography at council meetings

Recording of council meetings is permitted, however anyone wishing to do so should let the Chairperson of the meeting know prior to the start of the meeting. The recording should be overt and clearly visible to anyone at the meeting, but non-disruptive. If someone is recording the meeting, the Chairman will make an announcement at the beginning of the meeting.

Any member of the public has the right not to be recorded. If anyone making public representation does not wish to be recorded they must let the Chairperson know.

The full 'Policy on Audio/Visual Recording and Photography at Council Meetings' can be viewed online at:

<http://modgov.southsomerset.gov.uk/documents/s3327/Policy%20on%20the%20recording%20of%20council%20meetings.pdf>

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Scrutiny Committee

Tuesday 5 July 2016

Agenda

Preliminary Items

1. Minutes (Pages 7 - 12)

To approve as a correct record the minutes of the previous meeting held on 31 May 2016.

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. In the interests of complete transparency, Members of the County Council, who are not also members of this committee, are encouraged to declare any interests they may have in any matters being discussed even though they may not be under any obligation to do so under any relevant code of conduct.

4. Public question time

5. Issues arising from previous meetings

This is an opportunity for Members to question the progress on issues arising from previous meetings. However, this does not allow for the re-opening of a debate on any item not forming part of this agenda.

6. Chairman's Announcements

Items for Discussion

7. Verbal update on reports considered by District Executive on 2 June 2016 (Page 13)

8. Reports to be considered by District Executive on 7 July 2016 (Page 14)

9. Scrutiny Committee Report - Request For Further Information On Newly Created Boards (Pages 15 - 29)

10. Rural District Council Network - Scrutiny of Rural Access to Health. (Pages 30 - 32)

11. **Verbal update on Task and Finish reviews** (Page 33)
12. **Update on matters of interest** (Page 34)
13. **Scrutiny Work Programme** (Pages 35 - 36)
14. **Date of next meeting** (Page 37)

Agenda Item 1

South Somerset District Council

Draft Minutes of a meeting of the **Scrutiny Committee** held at the **Main Committee Room, Council Offices, Brympton Way, Yeovil BA20 2HT on Tuesday 31 May 2016.**

(10.00 am - 11.50 am)

Present:

Members: Councillor Sue Steele (Chairman)

Jason Baker	Sue Osborne
Mike Beech	David Recardo
Dave Bulmer	Rob Stickland
Val Keitch	Martin Wales
Tony Lock	

Also Present:

Jo Roundell Greene	Sylvia Seal
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Officers

Rina Singh	Interim Chief Executive
Alasdair Bell	Environmental Health Manager
Andrew Gillespie	Area Development Manager (West) / Performance Manager
Anna-Maria Lenz	Performance Officer
Jo Gale	Scrutiny Manager

1. Minutes (Agenda Item 1)

The minutes of the meeting held on 10 May 2016 were approved as a correct record and signed by the Chairman.

2. Apologies for absence (Agenda Item 2)

Apologies for absence were received from Councillors John Clark, Tiffany Osborne and Garry Shortland.

3. Declarations of Interest (Agenda Item 3)

There were no declarations of interest.

4. Public question time (Agenda Item 4)

There were no members of public at the meeting.

5. Issues arising from previous meetings (Agenda Item 5)

There were no issues raised from previous meeting.

6. Chairman's Announcements (Agenda Item 6)

Councillor Sue Steele welcomed Councillor Amanda Broom to Scrutiny Committee. She stated there was no update from the Transformation Board as it had not met since the last Scrutiny Committee meeting, the next Transformation Board meeting is scheduled for 6 July 2016.

7. Verbal update on reports considered by District Executive on 12 May 2016 (Agenda Item 7)

Members noted the update given by the Chairman of Scrutiny Committee.

8. Reports to be considered by District Executive on 2 June 2016 (Agenda Item 8)

The Scrutiny Committee considered the reports contained in the District Executive Agenda for the 2 June 2016 and made the following comments:

SSDC Annual Performance Report 2015/16 (Agenda item 7)

Having reviewed the Council Plan 2012-2015 final monitoring report members' sought an update on the action being taken to progress Action C1.12 – regenerate the former ACI site and the Boden Mill site by 2013 and asked for clarification of the risks if the Development Agreement expires.

The interim Chief Executive and Cllr Jo Roundell Greene Deputy Leader and Portfolio holder for Economic Development explained:

- The agreement is still in place and that they hope to see a planning application come forward in the autumn.
- Henry Boot has been commissioned to undertake this piece of work; we are in regular contact with them.
- This is a very difficult climate to be working in
- The funding from the HCA was used to purchase the site
- There is no danger of losing funding.

Members spoke of their concern for Economic Development, given there are numerous Council Plan actions that are at partially completed. Whilst members appreciate that the actions are impacted on by external influences such as the financial climate recognising the priority of Economic Development in both the last Council Plan and the new one, Scrutiny Committee members felt it would be beneficial for the Economic Development Team to attend Scrutiny Committee to outline the issues they face. The committee want to work with the team to identify any obstacles and potential solutions and make sure there are adequate resources within the team to deliver on these high priority actions.

The committee understand there are already a number of reporting mechanisms such as Regeneration Boards and Portfolio Holder Briefings and do not wish to cause officers to duplicate work but felt these other boards and meetings are not an alternative to Scrutiny and the role it has to play.

In response to members' concerns regarding the performance monitoring data for PI031 – percentage of calls to the contact centre resolved in contact centre not being able to be provided the Performance Manager advised:

- The data regarding call monitoring was not available using the new telephone management system, an alternative solution has been found.

Scrutiny Committee members voiced their concerns with regard to the time it has taken to resolve the issues with the telephones and the reputational issues it could cause, members sought re-assurance with regard to:

- The lack of data and the issues this causes the management.
- How the authority will manage the technical challenge of implementing entire new technical solutions as part of transformation – We must ensure we have the appropriate skills and resource in place?

Members requested a definite list of all the issues and the scheduled fix date.

In response to members' questions regarding PI032- Working days lost due to sickness absence per Full Time Employee the following information was provided:

- The target for working days lost due to sickness per full time employee is 8 days, for last year the total was 10.58 days
- Sickness is categorised as long-term once someone has been off continuously for 10 working days or more.
- The majority of cases shown in the report have been off for a significantly longer period than 10 days.
- If long term cases of sick are excluded the total is only 3.39 days
- This area is the subject of further attention; further training is being provided to all managers regarding sickness management this includes identifying any underlying causes.

Revised Homefinder Somerset Policy (Agenda item 8)

The Scrutiny Chair reminded the committee a one off members group was set up to review the draft consultation, so considerable Scrutiny input has already been given and taken into account

The Scrutiny manager confirmed a full Equalities Analysis of the policy had been completed and was available for consideration.

Members commented the consultation responses did not add up to a 100% and questioned if the remaining percentage would be representative of those who disagree. The committee felt presenting the results in this way was not clear.

Scrutiny Committee agreed they would be willing to review the draft Plain English policy and contribute towards the final version.

Fixed penalty Notices for Fly Tipping (Agenda item 9)

Alasdair Bell – Environmental Health Manager introduced the report and explained the provision of the fixed penalty was another tool to help to deter fly-tipping.

Following members questions the officer explained the process for determining when an offence is appropriate for a fine or a prosecution.

Members of the committee questioned if it is cost effective to proceed directly to court for second offences or more and suggested that perhaps a different approach is taken to reflect the costs to the Council.

Local Strategic Partnership South Somerset Together Annual Review (Agenda item 10)

Rina Singh - Interim Chief Executive introduced the report and explained:

The partnership had achieved many outcomes since it was formed. The five funding partners had been reviewing reducing overheads for a considerable period of time and now felt this was the right time to take this next step, simplifying governance arrangements and each partner taking responsibility for chairing on a rotating basis.

Members sought reassurance that the work will continue, the projects will progress and there will be no duplication of work with the other partnerships SSDC are in.

The committee questioned how members will be kept aware of the work of the partnership and asked how future projects will be funded.

The following information was provided:

- There were only five members contributing funding towards the partnership before and all are committed to the partnership.
- The South Somerset Together website will remain, so all information will be accessible for members.
- Some project money remains which the partners can bid for based on the existing process, once this money has been allocated a new system will come into effect where Multi Agency Business Cases will be completed and considered by the partners.

Corporate Grants Report 2015 – 2016 (Agenda item 11)

The Committee sought confirmation that SSDC always adopts an approach that is encouraging organisations and groups to become more self-sufficient and not reliant on SSDC funding when providing a grant.

Councillor Sylvia Seal – portfolio Holder for Leisure and Culture reassured members and gave examples of the work that is done with grant recipients.

Increase in Councillors on Brympton Parish Council – Community Governance Review (Agenda item 12)

No comments

Monthly News Snapshot (Agenda item 13)

No Comments

District Executive Forward Plan (Agenda item 14)

No comments

9. Verbal update on Task and Finish reviews (Agenda Item 9)

Members were updated as follows on the progress of the Task and Finish Groups currently underway:

Council Tax Reduction Review 2017

The Scrutiny Manager explained that this Task and Finish group had met again and are going to review:

- The impact of the changes to Council Tax Support for working age people that have been amended for pensioner age and for those in receipt of Housing Benefit.
- The costs of collection.
- Analyse those cases that are in arrears.
- Review case law surrounding Council Tax Support.
- Revisit all aspects of the scheme to ensure the scheme is working as members intended.
- Look at Council Tax Support schemes across the Country.
- Consider external evidence regarding Welfare benefits, low income households.

Discretionary Housing Payments

This group has now met for the first time and Cllr Cathy Bakewell has been appointed Chair. The group will be looking to develop a comprehensive SSDC DHP Policy to ensure the best use of resources and a consistent, equitable approach to administering payments. The group will be meeting with SHELTER and CAB as part of their research and will also be ensuring their work feeds into the ongoing work of the CTR Task and Finish Group.

Consent to Dispose of Housing Stock / Local Connections Allocation Policy

The Scrutiny Manager explained a joint evidence session was held in mid-May and was attended by senior Directors of our 5 largest Housing Providers. The meeting was a valuable opportunity for members to discuss their concerns directly with the Housing Providers and identify possible solutions for further investigation. The groups will now meet separately to consider their recommendations.

NNDR

NNDR discretionary relief policy review – the changes from the revised policy have taken affect from 1st of April, this has resulted in some more feedback from ratepayers, the Task and Finish group will review this and changes in legislation regarding mandatory relief to ensure the policy still achieves what it set out to do and that the impact of the changes to mandatory relief are taken into account. This group has yet to be formed invitations to all members will go out shortly.

10. Update on matters of interest (Agenda Item 10)

The Scrutiny Manager explained that Scrutiny Training had been arranged for the afternoon of 5th July with a trainer from the Centre for Public Scrutiny. There was discussion regarding the training scope to ensure the training would aid the committee and in particular their work for the forthcoming year with regard to major change in terms of Transformation, Strategic Alliance and Income Generation.

11. Scrutiny Work Programme (Agenda Item 11)

Members discussed how and when the committee could effectively contribute to the Transformation, Regeneration, Strategic Alliance and Income Generation Boards. It was agreed that the committee would request a report or presentation to come to the next meeting explaining:

- The terms of reference and governance for each board.
 - The approach/process each board is planning to adopt.
 - How the work programme and progress of the boards will be shared with Scrutiny Committee and all members.
 - How priorities and the allocation of resource will be agreed across the boards? Is Social Return on investment going to be used as a measure to help make decisions, if not what method will be used with regard to Social Value?
-

12. Date of next meeting (Agenda Item 12)

Members noted the next meeting of the Scrutiny Committee would be held on 5 July 2016, in the Main Committee Room, Brympton Way.

.....
Chairman

Agenda Item 7

Verbal update on reports considered by District Executive on 2 June 2016

The Chairman will update members on the issues raised by Scrutiny members at the District Executive meeting held on 2 June 2016.

The draft minutes from the District Executive meeting held on 2 June 2016 have been circulated with the District Executive agenda.

Agenda Item 8

Reports to be considered by District Executive on 7 July 2016

Lead Officer: Emily McGuinness, Scrutiny Manager
Contact Details: emily.mcguinness@southsomerset.gov.uk or (01935) 462566

Scrutiny Committee members will receive a copy of the District Executive agenda containing the reports to be considered at the meeting on 7 July 2016.

Members are asked to read the reports and bring any concerns/issues from the reports to be discussed at the Scrutiny Committee meeting on 5 July 2016.

The Chairman will take forward any views raised by Scrutiny members to the District Executive meeting on 7 July 2016.

Please note:

The Press and Public will be excluded from the meeting when a report or appendix on the District Executive agenda has been classed as confidential, Scrutiny Committee will consider this in Closed Session by virtue of the Local Government Act 1972, Schedule 12A under paragraph 3 (or for any other reason as stated in the District Executive agenda):

“Information relating to the financial or business affairs of any particular person (including the authority holding that information).”

It is considered that the public interest in maintaining the exemption from the Access to Information Rules outweighs the public interest in disclosing the information.

Agenda Item 9

Scrutiny Committee Report – Request For Further Information On Newly Created Boards

Lead Officers: Jo Gale & Emily McGuinness, Scrutiny Manager
Contact Details: joanna.gale@southsomerset.gov.uk or 01935 462077
emily.McGuinness@southsomerset.gov.uk or 01935 462566

Purpose of report

At the June Scrutiny Committee meeting, members discussed how the committee can effectively engage with and contribute to the work of the boards to aid the change process. Members agreed to request a report or presentation from the Interim Chief Executive and the Leader of the Council explaining:

- The terms of reference and governance for each board
- The approach/process each board is planning to adopt
- How the work programme and progress of the boards will be shared with Scrutiny Committee and all members
- How processes enable 'critical friend' challenge
- How priorities and the allocation of resource will be agreed across the boards
- If social return on investment is going to be used as a measure to help make decisions, if not what method will be used with regard to Social Value?

Unfortunately the Interim Chief Executive and Leader of the Council are unable to attend this meeting. Recognising the value of the debate, the Leader requested this item is deferred until August when he and the other portfolio holders can participate.

Cllr Ric Pallister – Leader, has prepared a statement explaining the make-up of the boards.

The governance, terms of reference and communication programme are attached in the appendices.

Action Required

- That Scrutiny Committee considers:
 - The Transformation Programme Governance included in the Transformation Programme Full Council report 17 March 2016
 - The terms of reference for each of the boards as published internally for staff
 - The statement from the Leader with regard to the make-up of the boards
 - Transformation Communication Programme
- Prepares questions for the Interim Chief Executive, Leader and Portfolio Holders for August.

Detailed response

Set out below is the statement received from the Leader of the Council:

"In constructing the Boards in the way I did, I deliberately put non-executive members at the heart of Transformation and Income Generation, as the first step. I wanted to ensure that we had a cross section of members meaningfully engaged in shaping SSDC's future so that

they really felt part of it and not just commenting from the outside. At the same time I sought an element of political balance as far as I was able. In pressing ahead with this model I was conscious from observing other Authorities who had gone or are going down a similar route, that our new arrangement looked somewhat unwieldy and that we were in danger of perhaps creating too many seats at the table. Swift decision making will be a critical factor in moving at the right pace and the larger the Board the more chance there is of slowing down the process unnecessarily. Nevertheless I felt we should at least try this approach of greater direct member involvement. If we are to achieve our financial targets we will need to be much more fleet of foot and change our practices to align with the new approach that Full Council endorsed. That needs members to also play their part in streamlining the way we function and avoiding duplication.

As far as the other two arrangements are concerned, the Joint Leaders Advisory Group with Sedgemoor and the Regeneration Board, I see these as being different. The JLAG is what it says on the tin; an advisory group made up of an agreed cross section of members from each Authority drawn from across the political groups. Progress and outcomes will be reported back to the Executive and thus Scrutiny can comment on any report coming forward. The new Regeneration Board arrangements are designed to achieve greater integration with our Area Committees and enable an easy route for pushing issues down to the areas and up from the areas to a new strategic level. By having all 4 Area Chairs on the new arrangement I have tried to ensure a consistency of approach in exactly the same way as the LDS Board also brings all 4 Area Chairs to a higher level strategic table. I am unclear as to where Scrutiny might fit into this arrangement any more than say the Area Committees but happy to have a discussion.

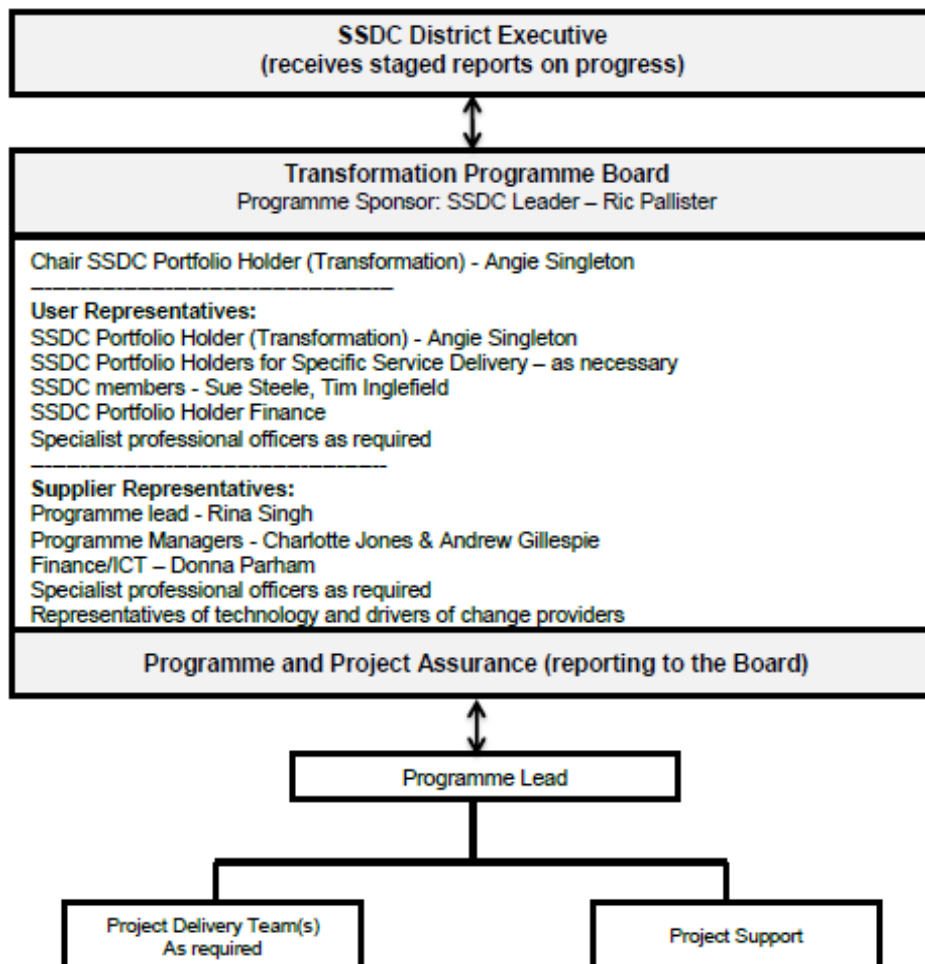
We have always prided ourselves on the way in which, through effective Scrutiny, members are engaged at South Somerset when compared to other Councils. We really do get our heads around the issues but equally we cannot afford to find ourselves being hamstrung by "process overload" through adding extra layers of examination that buy up valuable specialist officer time with reports and presentations. Somehow or another we have to find the right balance and I had hoped I was achieving that with the Boards. The alternative in achieving meaningful member engagement is to disestablish the Boards and use Scrutiny as the route to member engagement. I don't believe that is the right way. In my simple mind I had thought that by involving non-executive members in the way I had, that I was building Scrutiny into the process and in a way that would not then require yet further routine Scrutiny.

In trying to get meaningful and informed debate I have quite deliberately brought items to Full Council where that was not technically necessary (Broadband) and brought some Full Council items via the Executive so that members could have some time to consider issues through Scrutiny before a decision was taken in Full Council. Again, our constitution did not require such a route but it felt more inclusive and ensured that at least a core of members would have gained greater understanding of key issues.

These are early days and the new arrangements need to be given time to properly bed in, however a debate about the role of Scrutiny seems sensible with the key Portfolio Holders present if that can be achieved."

Appendix A

Transformation Programme (TP) Governance



It is proposed that the TP Governance should use the following structures. The Transformation Programme Board will:

- provide a high-level strategic steer
- champion the programme to internal/external stakeholders
- create an environment in which the programme can thrive
- monitor the overall direction of the programme
- monitor the risk log for the programme and agree mitigation
- authorise financial commitments within the existing financial procedures

The Programme Lead will:

- create and monitor the delivery plan for the programme
- ensure that the required resources are available resolve any conflicts escalated by the project delivery teams
- manage risks

- measure the delivery against the benefits and
- be responsible for the communication plan

The programme will require in-house resources, with a number of project work streams running simultaneously to deliver the change programme. These will include:

- Organisational Design and HR
- Technology
- Transition
- Support Services

It is envisaged that there will be a core programme team from officers within the Council. The make-up of this will change as required by the programme stages. Union involvement will be through a designated representative. Each Assistant Director will also nominate officers for their services. These officers will fulfil both the 'user' and 'supplier' representative roles within the TP and act as their main point of contact.

As services go through the programme, work relating to Business Process Reengineering (BPR) will be carried out by project teams. Experience indicates this element of the work can take up to 4 months depending on the degree of complexity involved. BPR is already undertaken by managers and work teams as part of "continuous improvement" therefore it is assumed that in most cases additional resources may not be required. However, some back filling may be needed and this will be discussed with the appropriate Assistant Director on a case by case basis. A provision of £360,000 for back filling has been included in the headline programme budget.

Transformation Programme Board: Terms of Reference

1. Vision and Purpose

The Board will be responsible for the delivery of the Transformation Programme (TP) as approved at the Full Council meeting held on 17 March 2016.

The proposed “Future Model” Transformation Programme will deliver a radical redesign of the way the whole council operates, so that we will be able to:

- Provide 24/7 access to services in digital formats that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded and
- Ensure that customers receive face to face help if they need it, whether for complex needs or assistance at a place and time convenient to them
- Promote take up of existing and new digital services
- Reduce handling in the back offices through automation
- Reduce avoidable contact and manage customer demand
- Draw on expert skills and knowledge only when required, not by default, so that processing and delivery costs of meeting customer demand will be substantially reduced.

2. Membership of the Transformation Programme Board

Programme Sponsor: SSDC Leader – Ric Pallister

Chair: SSDC Portfolio Holder (Transformation) - Angie Singleton

User Representatives:

SSDC Portfolio Holder Finance – Peter Seib

SSDC Portfolio Holders for Specific Service Delivery – as necessary

SSDC members –

Sue Steele, Tim Inglefield, Andrew Turpin, John Clark, Sarah Dyke-Bracher

Specialist professional officers as required

Supplier Representatives:

Programme Lead - Rina Singh

Programme Managers - Charlotte Jones & Andrew Gillespie

Finance/ICT – Donna Parham

Specialist professional officers as required

Representatives of technology and drivers of change providers

3. Roles and Responsibilities

Programme Sponsor will:

- be ultimately responsible for the Transformation Programme

- ensure the Transformation Programme remains focused on achieving its objectives and realising the benefits

Transformation Programme Board will:

- monitor the progress of the overall programme
- monitor the risk log for the programme and agree mitigation
- authorise financial commitments within the existing financial procedures
- escalate any conflicts with other corporate programmes to the Sponsor
- facilitate change and champion the programme to internal/external stakeholders
- monitor the savings against delivery

User representatives represent the interests of the users / beneficiaries of the programme.

Supplier representatives need to achieve the results required by the users.

Programme Lead will:

- track progress and monitor the delivery plan for the programme
- ensure that the required resources are available
- resolve any conflicts escalated by the project delivery teams
- manage risks
- be responsible for the communication plan

4. Resourcing

A programme budget has been agreed by Full Council and delegated to the TP Board.

The programme will also require in-house resources, with a number of project work streams running simultaneously to deliver the change programme.

It is envisaged that there will be a core programme team from officers within the Council. The make-up of this will change as required by the programme stages. Union involvement will be through a designated representative. Each Assistant Director will also nominate officers for their services. These officers will fulfil both the ‘user’ and ‘supplier’ representative roles within the TP and act as their main point of contact.

As services go through the programme, work relating to Business Process Re-engineering (BPR) will be carried out by project teams. Experience indicates this element of the work can take up to 4 months depending on the degree of complexity involved. BPR is already undertaken by managers and work teams as part of “continuous improvement” therefore it is assumed that in most cases additional resources may not be required. However, some back filling may be needed and this will be discussed with the appropriate Assistant Director on a case by case basis. A provision of £360,000 for back filling has been included in the headline programme budget.

5. Decision Making

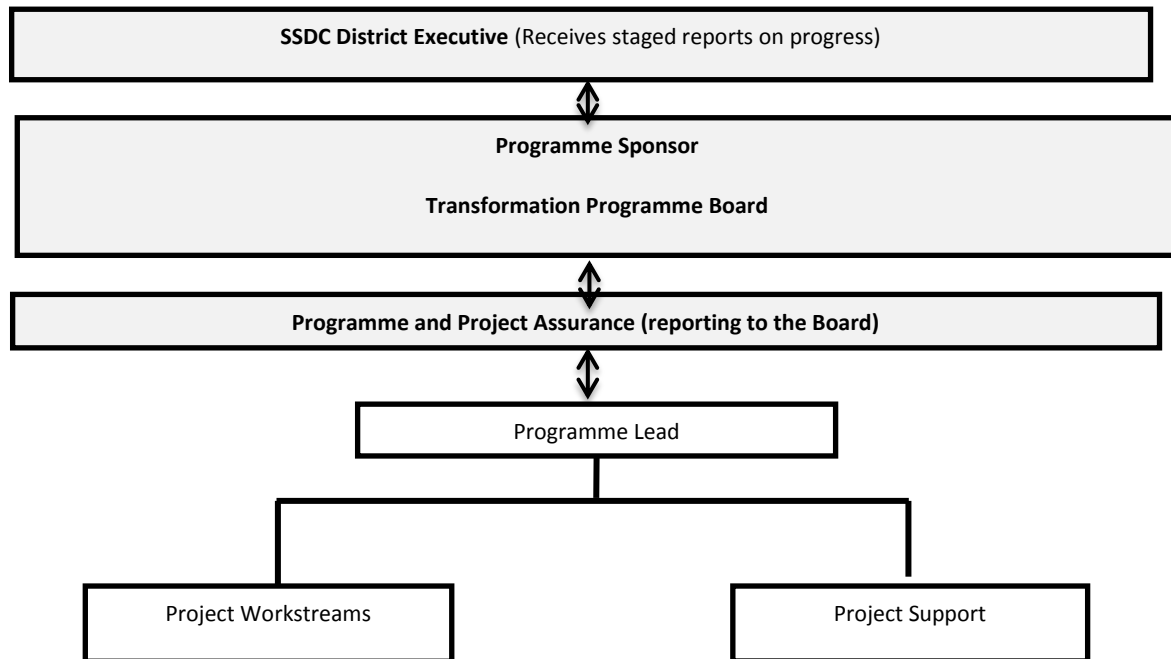
All decisions will be made by a simple majority of the elected members serving attending the TP board and the quorum for decisions will be 4 voting members. The Programme Sponsor

is a non-voting member. Officers and other advisors will not be entitled to vote. In the event of a tied vote the Chair will have a casting vote.

6. Meetings

Meetings will be arranged to take place on an eight week cycle. Special meetings may be called at any time at the discretion of the Chair.

7. Governance



The TP Board will sit within, and be subject to, the Council's democratic structures and procedures.

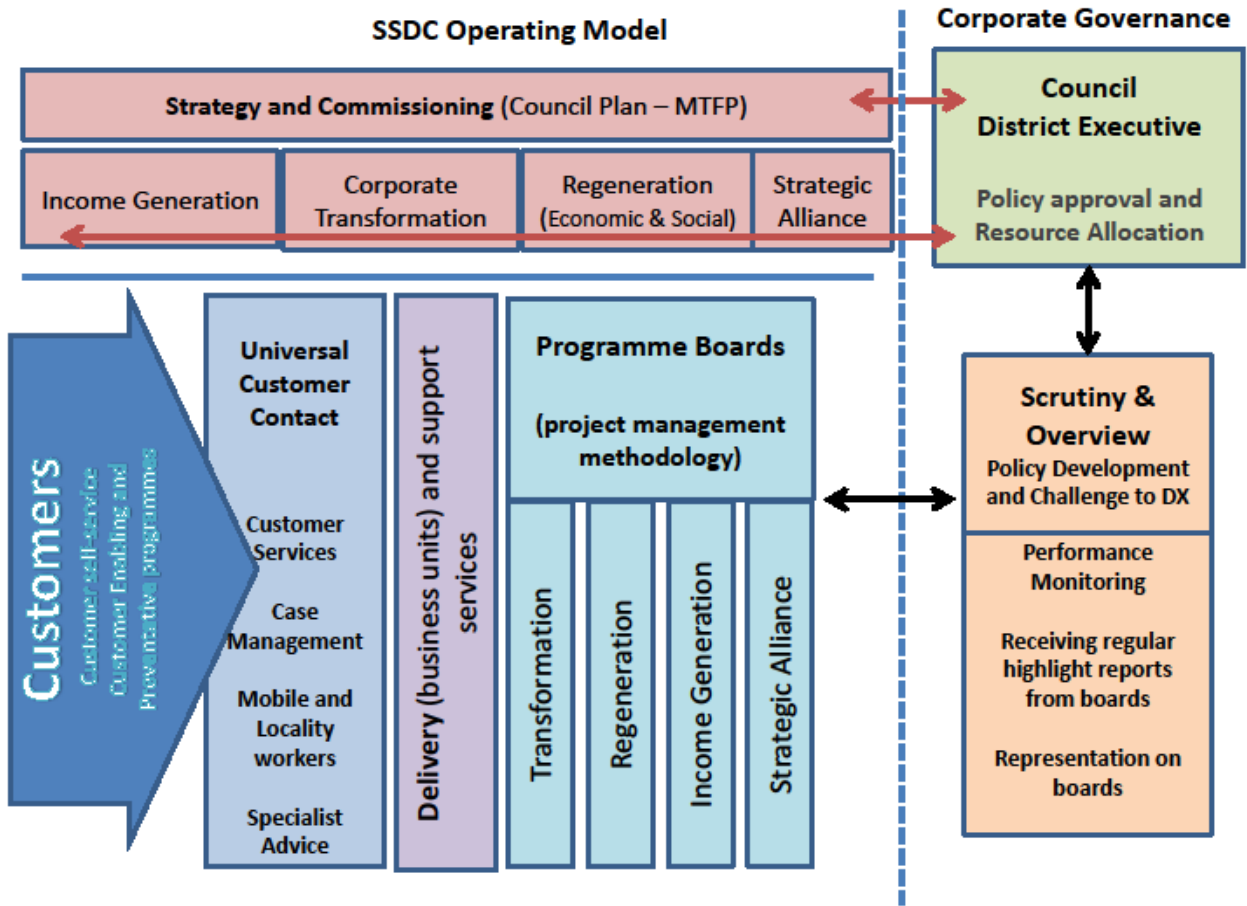
It will be required to make staged progress reports to the District Executive committee and to work with other SSDC Programme Boards to ensure that all corporate delivery programmes are coordinated and any conflicts resolved.

8. Review of Terms of Reference

It is anticipated that the TP Board will meet for a minimum of 18 months. The ToR will be kept under review and amended as necessary.

9. Relationship with Corporate Boards

Key programmes are to be delivered through Corporate Boards. The diagram below shows how these Boards will fit into a Future Operating Model. All boards will report to District Executive.



date	Version	author	owner	Approving body	status
16 th April 2016	Draft v5	RS AG CJ	Angie Singleton	Transformation Board	Circulated to board 20 th April
20 April	V6	RS AG CJ	Angie Singleton	Transformation Board	Approved with amendments by board.

SSDC Income Generation Board

Draft Terms of Reference

1. Aim

The Board aims to facilitate the delivery of up to £0.8m of new income by 2020. This may be a mix of capital and revenue, but will have a strong bias towards revenue.

2. Purpose

The SSDC Income Generation Board (IGB) will provide the primary focus for projects that raise income through strategic and service based initiatives and the commercialisation of some existing council activities.

The purpose of the IGB is to stimulate income generation activity across the council, prepare recommendations to steer the future income generating activities of the Council, and monitor the achievement of targets for income generation. The intended effect of this activity is to increase the contribution of income generation to the council's revenue budget.

The IGB will be responsible for ensuring that the Council's income generation targets are met and that income generation activities are developed to meet best practice standards, to optimise the amount and impact of the funds raised.

3. Focus

The primary focus of the IGB will be to maximise income generation and the greater commercialisation of council activities by identifying and prioritising projects with business plans that indicate the highest rate of return for any investment.

Having identified suitable projects, and gained approval for their implementation, the IGB will keep a watching brief to ensure that projects are commenced and progressed as indicated in the relevant business plan. It is recognised that some projects will only need a 'light touch' and others a greater involvement.

Once the project(s) is underway, the IGB will be the reporting body identified in the Governance arrangements for the project, and provide the steer for the successful delivery of the project and review under the direction of the SSDC District Executive.

4. Decision Making

The IGB is one of four strategic groups set up by the Council to deliver economic regeneration, savings, increase income generation and improve efficiency and

effectiveness of council operations. The IGB will work with Corporate Transformation, the Regeneration Board, and the Strategic Alliance Board to ensure that overlaps in work plans are minimised and that work identified does not unduly affect the progress of any of the other work streams.

The Executive Board is recognised as the key advisory group for the IGB, and regular reports on progress will be prepared.

The IGB will work with other advisory groups within the council on specific specialist topics. These include the Strategic Asset Steering Group, Carbon Management Board, Management Board, Unions and Staff Forums.

The main reporting mechanism for projects sponsored by the IGB will be the District Executive and Full Council (for decisions that have a major impact on the Medium Term Financial Plan.)

5. Income Generation Targets

The IGB will monitor progress against the targets set as follows:

2017/18 £200K (includes £50K for lottery scheme)
2018/19 £150K
2019/20 £300K (includes £150K for lettings agency)
2020/21 £150K

Total over four years £800K

6. Membership of the IGB

The permanent members of the Board will be as follows:-

Member representatives

Chair: Henry Hobhouse, SSDC Portfolio Holder for Property and Climate Change
Cllr Shane Pledger, Portfolio Holder
Cllr Dean Ruddle
Cllr Mike Beech
Cllr Val Keitch
Cllr Crispin Raikes
Cllr Dave Bulmer

Reserves: Cllr Jason Baker, and Cllr Clare Aparicio Paul

Officer Representatives

Vega Sturgess, Interim Chief Executive & Strategic Director

Laurence Willis, Assistant Director (Environment)
Donna Parham, Assistant Director (Finance)
Gary Russ, Procurement Manager
Garry Green, Property and Engineering Services Manager
VAT officer (advisory capacity)

Additional officers and members with specific expertise (for example VAT, marketing, conservation) will be asked to attend meetings on an ad hoc basis, as and when their input is required. External experts and advisors may also be consulted to provide external validation of proposals when required.

7. Meeting Frequency

The IGB will aim to meet in eight week cycles, and will publish a meeting schedule for at least three meetings (following 6 months) in advance.

Sub groups set up at main Board meetings to progress individual projects will meet as and when required.

Laurence Willis
Assistant Director (Environment)

April 2016

Other headings for consideration:

Roles and Responsibilities
Review

SSDC Strategic Regeneration Board – Terms of Reference

1. Purpose

The Strategic Regeneration Board will fulfil South Somerset District Council's aim to deliver Infrastructure projects that require corporate and/or major public sector involvement, investment and resource.

The Board will ensure that projects are progressed as per individual project recommendations and will ensure that all the required negotiations with third parties and the preparation of full project appraisals (including costs and indicative timetables) and other preliminaries are completed prior to the commencement of a project.

The Board will steer the delivery of strategic regeneration projects in South Somerset under the authority of the SSDC District Executive.

The Board will provide the main link between SSDC's Strategic Regeneration programme, the LEP and the Growth Board

2. Membership of the Strategic Regeneration Board

- The Chair: SSDC Portfolio Holder (Economic Development & Environment) – *delegated when necessary*
- SSDC Leader
- Area Chairs
- SSDC Portfolio Holder (Spatial Planning)
- Strategic Director (Place & Performance)
- Assistant Director (Economy)
- Economic Development Manager
- Specialist professional officers – as and when required

3. Aims & Objectives

To prioritise, review and oversee the progress and delivery of:

- a) Projects included in the SSDC Infrastructure Programme
- b) Additional projects that may need adding to the Infrastructure Programme

4. Roles & Responsibilities

- Retain decision-making power, referring to the District Executive Committee as required.
- Project manage and steer project delivery against agreed timescales
- Assign individual project leads as necessary
- Ensure community engagement via Area Development Managers
- Provide regular updates to partners and stakeholders
- Read all relevant reports and attend regular meetings
- Ensure a regular flow of relevant information to/from the Somerset Growth Board.

5. Meetings

The Board should aim to meet every eight weeks - or more frequently where required – and will be held at SSDC offices unless decided otherwise. The exact dates will be agreed by the Board, ideally designed to feed into the Somerset Growth Board. Agendas will be prepared and reports will be circulated.

6. Decision-making

The elected member representatives on the Board will vote on key decisions by an open show of hands. A simple majority is required to ratify a decision; however, the Chair will have the casting vote if required.

The Board will be empowered to make decisions but will refer to the District Executive where major decisions or SSDC constitutional protocol deems it to be necessary.

7. Review

The Terms of Reference will be reviewed annually, but may be amended in the interim to suit changing priorities and/or resources.

DRAFT

Transformation Programme (TP) – Communications Plan – April – December 2016 [published on Insite]

Note -

- (1) Development of the detailed design proposals (blueprinting) will require the involvement of many of the above stakeholders and throughout implementation. As well as informing the detailed design of the programme, this presents considerable opportunities for communicating the vision and leadership for the programme as a whole.
- (2) Approved with amendments by TB 20th April 2016
- (3) This version 3.3 with dates added 06-06-16.**

Group / Stakeholder	Type	Timescales	who	Update / Comments
TP Board (TB)	Programme reports as scheduled	bi-monthly	CJ/AG	First Meeting – 20 th April Future meetings 6 th July; 6 th September
All councillors	Programme update via Inform (plus reports as scheduled).	Inform issued for Full Council mtgs	CJ/AG	Inform deadline (issue date): 12 (21) July, 6 (15) September; 7 (17) November; 10 (19) January; 6 (16) March; 8 (18) May.
DX Scrutiny	Programme reports including budget updates	Quarterly (Finance) or as scheduled	RS	Capital and Revenue budgets monitored quarterly. Meetings 4 th August, 3 rd November.
PH (Angie Singleton)	Use of DX reports or as scheduled	As DX	RS	As DX, Tuesday preceding DX.
Leader / Group leaders	Briefing / discussion	Monthly (or as required).	RS	31 st May, 24 th June, 9 th August and 30 th August
Management team (ADs)	Briefing / discussion	Following TB	PH (AS)	brief at monthly meetings
HR Manager and Union reps	Briefing / discussion	Following TB	RS	Meetings 3 rd May, 11 th July, 19 th September
CPT (Managers Forum)	121 briefing / discussion	Following TB [plus regular CEO mtgs]	AG	Meetings 19 th May, 14 th June (blueprinting), 7 th July, 7 th September
All staff	Programme update for team brief; briefings / discussions & feedback.	Six weekly	RS CJ/AG	Meetings 19 th May; 20 th July; 22 nd Sept; 23 rd November
	Briefings / forums for Q&A (eg drop-ins) / information sharing via Insite [NB service based workshops for detailed	Via managers / team brief; Insite page; scheduled drop ins or corporate staff awareness sessions.	RS/ CJ/AG	Two 'all staff' briefings held on the 21 st and 30 th March and two full day drop-ins on the 7 th and 12 th April. Insite page includes business case, one-page summary, Q&A and briefing presentation. Staff awareness – 17 th May; 4 th July; 11 th August; 27 th Sept;

	design work to be scheduled separately]			24 th Oct; 23 rd Nov; 12 th Dec. Team brief deadlines 31 May; 15 Aug; 21 Sept: 21 Nov
General public	Access to public programme reports. Use of South Somerset News and corporate media channels	As DX SSN – twice yearly	CJ/AG	South Somerset News deadline: 3 June
Equalities Steering Group	Programme update reports / consultation	November / March (ESG meet 4 x per year)	RS CJ/AG	First update at 15 th March mtg. 2 nd report to Nov 16 mtg, further tbc as programme develops.

RS = Rina Singh CJ/AG = Charlotte Jones / Andrew Gillespie

Agenda Item 10

Rural District Council Network – Scrutiny of Rural Access to Health.

Lead Officer: Emily McGuinness, Scrutiny Manager

Contact Details: Emily.mcguinness@southsomerset.gov.uk or 01935 462566

Purpose of report

The Rural Services Network aims to support its member authorities by making representations on issues affecting rural services and communities. They promote active networking between service providers, establish and broadcast best rural practice and promote debate and interaction between agencies and sectors across many areas of joint interest for example rural crime, rural housing and rural health.

In the past, the main focus of their work has been on Fairer Funding for Rural Areas and they have campaigned strongly in this arena on behalf of rural authorities. They are currently looking to develop their work to support rural local authorities and their scrutiny function, particularly in the area of health in rural areas.

They have approached all member district Councils in England to join in a project looking at rural access to health. If members of South Somerset District Council agree to participate in the project, it is proposed that the project is conducted jointly with other interested District Councils within Somerset.

Action Required

1. That members of the Scrutiny Committee agree to participate in the Rural Services Network Access to Health Scrutiny project jointly with other Somerset District Councils.
2. That members consider the questions provided by the Rural Services Network, as attached at Appendix A to this report, and submit any additional suggestions to Emily McGuinness – Scrutiny Manager.

Outline of project

This project will aim to encourage rural Councils to scrutinise issues surrounding rural health and rural access to health services using a set list of questions. Councils are to be encouraged to further this study by using their own questions which are appropriate to their local area.

By coordinating the standard questions used which are then collated centrally by the Rural Services Network, it is anticipated that the resulting report will be able to make comparisons and contrasts between rural areas in England and produce an overall picture of Access to Health services in rural areas.

Feedback from Local Authorities has suggested that they may not be able to call in external bodies given the timescales and current agenda schedules. It will be permissible therefore for Local Authorities to issue questions to Clinical Commissioning Groups and to receive written responses. Participating local authorities are asked to provide some commentary on the responses, giving local context and perspective.

Outcome of project:

The project aims to produce a report which can be used to campaign on behalf of rural communities and can also be presented to the All Party Parliamentary Group on Rural Services. It will also be shared at the Rural Assembly meeting of the Rural Services Network.

Project Timeline:

Invite to local authorities:	End of May
Questions to Local Authorities:	Early June
Scrutiny period by Local Authorities –	Summer 2016
Final responses to be received by the Rural Services Network:	End October 2016
Report produced:	End November 2016

SSDC Next Steps

If members of South Somerset District Council's Scrutiny Committee agree to participate in the project, a joint Somerset approach will be drawn up to comply with the project outline above.

It is suggested that 4 members for each participating authority form the project group and an invite to SSDC Members will be issued in the normal way.

For further information on this project please contact Emily McGuinness.

Access to Rural Health Services Scrutiny Questions

Below are the questions to be asked of relevant bodies on the subject of Access to Rural Health Services.

Local Authorities are encouraged to ask their own questions relevant to their local area in addition to the questions below.

Set questions:

- What % of the Local Authority residents have to travel more than 5 miles to access their local GP?
- What % of the Local Authority residents have to travel more than 10 miles to access their local GP?
- Are you aware of any GP Practices that have vacant posts (Doctors or Nurses) within your area?
- Have any of your GP practices had posts that have been vacant for more than 2 months / 4 months / 6 months+?
- Have recruitment or retention difficulties been experienced in rural GP Practices in the last 1 or 2 years?
- How do you support your residents to access more specialised healthcare which may only be available outside your local authority area?
- Are there community transport schemes which are specifically available for accessing healthcare services, and is it envisaged that these will continue in future years?
- Are the ambulance response time targets set greater for rural areas than urban and if so what are those targets? Also what percentage of actual response times to rural areas are within the set target?
- Have any GP practices closed in your local area in the last year?
- Are you aware of any GP practices due to close within the next year in your local area? Do you know the reason for closure and the impact on patients?
- Have you had any difficulty in recruiting clinical pharmacists to GP practices in rural areas?
- If so, how are you dealing with the issue of recruitment?

Agenda Item 11

Verbal update on Task and Finish reviews

The Task and Finish Review Chairs or Scrutiny Manager will give a brief verbal update on progress made.

Current Task & Finish Reviews

- Business Rates - Discretionary Rate Relief
- Council Tax Reduction Review 2017
- Discretionary Housing Payments
- Consent to Dispose of Housing Stock / Local Connections Allocation Policy

Agenda Item 12

Update on matters of interest

Lead Officers: *Emily McGuinness, Scrutiny Manager*
Contact Details: *emily.mcguinness@southsomerset.gov.uk or (01935) 462566*

Action Required

That members of the Scrutiny Committee note the verbal updates as presented by the Scrutiny Manager.

Purpose of Report

This report is submitted for information to update members of the committee on any recent information regarding matters of interest to the Scrutiny Committee, and for the Scrutiny Manager to verbally update members on any ongoing matters.

Scrutiny Work Programme

Meeting Date	Agenda Item	Issue for Main Scrutiny Cttee	Budget	Background/Description	Lead Officer/ Lead Member
2 Aug '16	Transformation and the role of Scrutiny	✓		Scrutiny members requested a report or presentation in June to understand how the committee can effectively engage with and contribute to the work of the boards to aid the change process	
TBC	How THE Community Council for Somerset and South Somerset District Council could work better together to achieve more and better outcomes for the community.			Committee members have invited Community Council for Somerset to work with them to identify areas where closer working could be of benefit to each organisation.	
TBC	Review of Economic Development Strategy	✓		This Strategy is due for review and Scrutiny members have previously been involved in the review and development of this Policy. The Lead Officer has agreed that Scrutiny involvement will be factored in to the review process and we will be kept informed regarding the most appropriate point for effective Scrutiny engagement.	David Julian / Cllr Jo Roundell Greene.
TBC	Review of Performance Indicators	✓		Officers previously indicated to the Scrutiny Committee that work was planned to review the current suite of performance indicators. This work is dependent on the revision of the Council Plan and assurance has been given that provision will be made for effective Scrutiny engagement in this process.	Andrew Gillespie Charlotte Jones Cllr Ric Pallister

The Somerset Waste Board and Somerset Waste Partnership Forward Plan of key decisions can be viewed at:
<http://www.somerset.gov.uk/policies-and-plans/plans/cabinet-forward-plan/>

Current Task & Finish Reviews

Date Commenced	Title	Members
January 2016	Consent for disposal of housing stock	Cllr Sue Steele (Chair) Cllrs Jason Baker, Val Keitch and Sue Osborne
25 Feb 2016.	Homefinder Somerset Allocations Policy	Sue Steele, John Clark, Val Keitch, Jason Baker, Dave Bulmer, Sue Osborne, Nick Colbert, Gina Seaton
29 th April	CTR Review 2016/17	Sue Steele, Sue Osborne, Amanda Broom, Rob Stickland, David Norris, Carol Goodall
13 th May 2016	Discretionary Housing Payment Policy (DHP)	TBC – to be commenced only upon completion of the Journey of Exploration Task and Finish.
June 2016	Review of Street Trading Policy	Requested by Service Manager to look at reviewing current Street Trading Policy with a view to producing a report for November 2016 Council.

Agenda Item 14

Date of next meeting

Members are requested to note that the next meeting of the Scrutiny Committee will be held on Tuesday 2 August at 10.00am in the Main Committee Room, Brympton Way, Yeovil.
