South Somerset District Council

Notice of Meeting

District Executive

Making a difference where it counts

Thursday 6th July 2017

9.30 am

Council Chamber
Council Offices
Brympton Way
Yeovil, Somerset 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 contact the Democratic Services Manager on 01935 462148 or democracy@southsomerset.gov.uk

This Agenda was issued on Wednesday 28 June 2017.

Ian Clarke, Director (Support Services)

This information is also available on our website
www.southsomerset.gov.uk and via the mod.gov app
District Executive Membership

Ric Pallister
Peter Gubbins
Henry Hobhouse
Val Keitch
Jo Roundell Greene
Sylvia Seal
Peter Seib
Angie Singleton
Nick Weeks
Derek Yeomans

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.

Questions, statements or comments from members of the public are welcome at the beginning of each meeting of the Council. 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. Each individual speaker shall be restricted to a total of three minutes. 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 Committee at that meeting.

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

Thursday 6 July 2017

Agenda

1. Minutes of Previous Meeting
   To approve as a correct record the minutes of the District Executive meeting held on 1st June 2017.

2. Apologies for Absence

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

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

4. Public Question Time

5. Chairman's Announcements

   Items for Discussion

6. Westlands Leisure Complex (Pages 5 - 9)

7. SSDC Corporate Peer Challenge and Review (Pages 10 - 37)

8. SSDC Transformation Programme - Progress Report (Pages 38 - 42)

9. Affordable Housing Development Programme (Pages 43 - 68)

10. 2016/17 Capital Budget Outturn Report (Pages 69 - 89)

11. 2016/17 Revenue Budget Outturn Report (Pages 90 - 119)

12. Prevention Charter for Somerset (Pages 120 - 125)

13. District Executive Forward Plan (Pages 126 - 130)

14. Date of Next Meeting (Page 131)
15. Exclusion of Press and Public (Page 132)

16. Property Investment Acquisition for Income Generation (Confidential) (Pages 133 - 139)
**Westlands Leisure Complex**

*Executive Portfolio Holder:* Cllr Sylvia Seal, Leisure, Culture & Wellbeing  
*Assistant Director:* Steve Joel, Assistant Director – Health and Well-Being  
*Lead Officer:* Steve Joel, Assistant Director – Health and Well-Being  
*Contact Details:* Steve.joel@southsomerset.gov.uk or (01935) 462278

**Purpose of the Report**

1. This report seeks to provide the District Executive with a summary of the progress in delivering the Westlands Leisure Complex Project as approved by the District Executive.

**Forward Plan**

2. This report has been part of the District Executive Forward Plan following the District Executive decision in October 2015 to enter into an agreement with Leonardo Helicopters (LH) to take over the management and operation of the Complex for a 30 year term.

**Public Interest**

3. The Complex has been a locally important and long standing venue regularly hosting a vast array of sporting activities and different events ranging from functions, conferences, meetings, training events, to weddings, ballroom dances, award ceremonies, festivals and live music events.

4. The Complex was wholly owned by LH, and had been traditionally operated as a proprietors club for the benefit of LH employees, their families and associate community members under a formal constitution. Following the announcement by LH to close the Complex at the end of September 2015, the Council decided to seek to negotiate and secure satisfactory terms with LH and other funding partners to take over its operation.

5. The Council approved an internal loan of £1,865,046 towards the costs of extensively refurbishing the Complex, and reached agreement with LH to lease the site from 27th May 2016.

6. Refurbishment works have progressed in four initial phases, namely 1) Sport and Fitness Centre, 2) Conference and Entertainment Centre, 3) Pavilion and 4) Car Parking and Site Illumination. A Project Board was formed to oversee the project and to take stage decisions.

7. The Project Board has monitored stage and project progress, and resolves emerging project problems areas or opportunities.

8. As part of the project governance arrangements, members requested progress update reports. This report seeks to provide the District Executive with a progress summary.

**Recommendation**

9. The District Executive are asked to note progress achieved to date.

**Progress**

10. The Practical Completion stage has been reached for the first three phases covering the Sport and Fitness Centre, Conference and Entertainment Centre, and Pavilion.
11. In terms of timescales actual practical completion dates have slipped in comparison with target dates:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Forecast Practical Completion Date</th>
<th>Actual Practical Completion Date</th>
<th>Slippage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sport and Fitness Centre</td>
<td>16/12/2016</td>
<td>30/12/2016</td>
<td>2wks</td>
</tr>
<tr>
<td>Conference and Entertainment Centre</td>
<td>03/03/2017</td>
<td>Phase 1: 24/03/2017</td>
<td>9wks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase 2: 21/04/2017</td>
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<tr>
<td></td>
<td></td>
<td>Phase 3: 5/05/2017</td>
<td></td>
</tr>
<tr>
<td>Pavilion</td>
<td>14/04/2017</td>
<td>23/06/2017</td>
<td>10wks</td>
</tr>
</tbody>
</table>

12. Car parking and illumination works have been delivered in-house outside of the main contract. These works are 90% complete having been partially impacted by slippage in the main contract. They are expected to be complete in July 2017.

13. Construction snagging issues are being currently being progressed by the build contractors EBC Building and Construction. The majority of snags and issues have been completed and it is expected that the snagging phase will be completed during July.

14. As the operation develops a small number of other operational snags are emerging which are not EBC / build contract related. These issues are being progressed internally via Property Services.

15. Financially the final project cost is expected to exceed budget. The Project Team and Project Board have continued to tightly monitor project spend and all risks are being actively managed and are under control. Subject to the outcome of the final account negotiations with EBC, it is expected that any shortfall will be met through a combination of additional banked S106 sums, revenue previously set aside by the Project Board, usable capital receipts to manage this risk. Cost risks stem from:

15.1. Security incidents
15.2. Site power
15.3. Asbestos removal
15.4. Structural improvements
15.5. Design change
15.6. Fire risk mitigation
15.7. Building Regulation
15.8. Fixture, fitting and equipment replacement
15.9. Fitness Centre improvements
15.10. Rental related improvements

16. The Pavilion has only recently reached practical completion we would expect to receive and negotiate the financial account with EBC by the end of Q3 this year.

**Operations**

**Conference and Entertainment Centre**

17. Westlands Conference and Entertainment Centre held its first event on Wednesday 29th March with an Encore Screening from the Royal Opera House of ‘The Sleeping Beauty’. The phased approach to opening the building required a temporary entrance and limited the space and time available for the team to mobilise operations. This slippage and the failure of BT to deliver the new fibre install to site despite having the 9 month lead time, presented considerable challenges to the operational team. Nonetheless the staff have responded outstandingly both working around the clock and finding numerous ways to working around issues.
18. The response from customers has been overwhelmingly positive from previous users of the complex to new visitors to the site. As with any new venue there have and are ‘teething problems’ to work through and improvements to the building, service and procedures being made every day.

19. Our first few months of operation have seen a host of events with over 10,000 tickets purchased for events in the first three months and an estimated further 10,000 visitors at non-ticketed events. Further key highlights include:

- Sold out events include comedians Joel Dommett and Henning Wehn and popular events with Brian Conley.
- CBeebies star Justin Fletcher, who brought two sold out performances, required the larger capacity of Westlands and would not have come to the County without the venue.
- The ‘themed party nights’ have proven popular with live performances a great atmosphere.
- Yeovil Beer Fest proved a hugely popular and successful event
- The Funtasia Charity Ball and Western Gazette Business Awards were functions for 300 guests and a four course meal. Both events went well and as The Western Gazette Awards were the second function and we made a number of improvements that led to a much quicker service and better experience for guests and very positive feedback.
- The Official Opening took place on Tuesday 27th June with Darcey Bussell CBE re-opening the venue in a special afternoon ceremony and an evening ‘Audience with’ event with BBC Somerset’s Claire Carter.
- We have hosted a number of conferences and meetings from large scale events up to 400 to smaller intimate meetings. Justine Parton, Events Manager, has been constantly busy with requests for weddings, parties, wakes, trade fairs and much more. Events are proving successful and we are building up regular clients.
- Full On Sport have taken up tenancy in one of the offices on the first floor.
- A ‘Residents Forum’ has been setup to meet twice a year for those properties adjoining the site.
- A ‘Users Forum’ has been setup for groups and clubs who use the site and will meet on a quarterly basis.
- Weekly classes from LeRoc and Westlands Ballroom and Latin Group.
- Our Westlands Social Media accounts are growing quickly with 2,439 likes on Facebook, 405 followers on Twitter and 103 followers on Instagram.

20. We are just beginning to see the potential for Westlands and all the many different events the site can host and bring to the area. As we develop our relationships with hirers, agents, promoters and our reputation for delivering events well the number of events will increase. The forthcoming season sees a host of exciting events including:

- Somerset Gin Festival
- A busy screening schedule with Encore Live Screening including Helen Mirren in ‘The Audience’ and the best of independent and British film.
- Live music from Heather Small, Joe Brown, Ricky Ross and Dr Hook.
- Themed Party Nights and a busy Christmas Party Period.
- BBC Somerset bringing their ‘Christmas Celebration’ to South Somerset for the first time with a concert at Westlands broadcast on Christmas Day.
21. The team are currently working on making further improvements including:

- More ‘Brown’ visitor signs directing people to the site are being installed shortly.
- Daytime Lunge Bar service is now operational for facility users and members of the public with a ‘café and bar menu’ available through the day, with free parking, good Wi-Fi, outside terrace area and a fine selection of drinks, sandwiches and cakes. We are actively marketing to groups to meet in the space.
- Issues with heating system, alarm faults and a gypsy incursion have all been dealt with by staff in what has certainly been a steep learning curve. But ‘the show must go on’ and in many cases our customers would not have been aware of the challenges staff have faced.
- Continue to build the staff team including the appointment of two part-time Box Office roles to complete the team. The new team are passionate, dedicated and are settling in well and quickly developing service standards to ensure we consistently provide outstanding service the Octagon has become renowned for.

Sport and Fitness Centre

22. The centre has now been operating for 6 months.

23. Evenings in the main hall are fully booked Mon – Fri from 6pm onwards, the programme is still developing during the day and that is what is being progressed alongside the build the health and fitness membership.

24. It has built a good steady block booking programme for badminton, table tennis and 5 a-side football throughout the week in the evenings, with U3A block booking morning sessions and the occasional martial arts booking throughout the evening.

25. Of the block bookings, Yeovil Badminton Club and Yeovil Table Tennis Club have both developed weekly Junior and Adult coaching sessions alongside their club sessions. There are new In It Together ‘girls’ badminton coaching sessions and further sessions are planned to extend this national initiative across other sports. Saturday mornings and some Sundays are also booked for match play and training.

26. U3A book courts for badminton and table tennis and work is being undertaken with them to help grow their programme and from September, further Recreational will be added where adults can come in and play various sports and activities as part of a social group.

27. Yeovil Squash Club offer adult and junior coaching sessions alongside their club sessions. Further squash coaching sessions are being added to the late afternoon and weekend part of the programme, once a coach has been recruited. Casual squash bookings are performing better than expected given the online booking, court refurbishment and ease of car parking.

28. Among the main sports bookings above, we also have a few martial arts and 5 aside bookings in the main hall and have a couple of classes that take place.

29. Exercise classes are running at 78% capacity and excellent feedback is being received regarding the class programme and studios.

30. The health and fitness gym is building its membership base steadily; with quite a bit of work currently being carried out with the staff to ensure that it continues to grow. Peak use
periods are early morning and early evening with quiet periods in between. There are plans to open up the gym to target groups during the quiet times including teen gym sessions early afternoon and 50+ late mornings.

31. Financially the Sport and Fitness Centre is performing ahead of expectation, and is on track to deliver a surplus in Q4.

Financial Implications

32. Financially the final project cost is expected to exceed budget. The Project Team and Project Board have continued to tightly monitor project spend and all risks are being actively managed and are under control.

33. The final project cost will be subject to the outcome of the final account negotiations with EBC.

34. In order to avoid compromising the Council’s ability to secure best value through the subsequent final account negotiations, a confidential copy of the forecast project cost will be presented at the meeting.

35. It is expected that any shortfall will be met through a combination of additional banked S106 sums, revenue previously set aside by the Project Board, and usable capital receipts to manage this risk.

Risks

36. There are no new implications.

Corporate Priority Implications

37. There are no new implications.

Carbon Emissions and Climate Change Implications

38. There are no new implications.

Equality and Diversity Implications

39. There are no new implications.

Background Papers

District Executive:
- Westlands Leisure Complex (Executive Decision) – September 2015
- Westlands Leisure Complex (Executive Decision) – October 2015
- Westlands Leisure Complex – Lease Report – May 2016

Full Council:
- Westlands Leisure Complex (Executive Decision) – October 2015
SSDC Corporate Peer Challenge and Review

Executive Portfolio Holders: Cllr. Ric Pallister, Leader, Strategy & Policy  
Cllr Jo Roundell Greene, Transformation  
Cllr Henry Hobhouse, Income Generation

Chief Executive: Alex Parmley  
Lead Officer: Andrew Gillespie  
Contact Details: andrew.gillespie@southsomerset.gov.uk

Purpose of the Report

This report updates Members on the Corporate Peer Review that took place in March 2017. The report sets out the findings of the Peer Review Team and seeks Member approval for the high level action plan to address the findings of the review.

Forward Plan


Public Interest

This report updates on the findings of the Corporate Peer Review of South Somerset District Council. Peer Review is a core element of the Local Government Association’s sector-led improvement offer to local authorities. Peer reviews are managed and delivered by the local government sector for the sector. They are improvement focused, recognising that all councils, no matter how good they are, always have scope for improvement. The scope of a Peer Review is agreed with the council and tailored to its local needs and specific requirements.

The Council will consider the findings of the Peer Review and decide on what action it needs to take to improve what it delivers for the communities it serves.

Recommendations

That District Executive:

I. Note the findings of the Peer Review Team set out in their report attached as Appendix A

II. Note the recommendations of the Peer Review Team set out in section two of their report attached as Appendix A and summarised in section 3 of this report

III. Agree the high level action plan set out in Appendix B, in response to the Peer Review findings

IV. Request the Transformation Programme Board monitors progress with delivery of the action plan and updates on progress be provided to District Executive through the regular reporting on Transformation.

V. Invite a follow-up visit by the Peer Review Team within the period of the next 12 to 18 months, to help the Council monitor progress with delivery of our plans and ambitions.
Summary

In March 2017, the Council underwent a Peer Challenge and Review. Peer Review is a core element of the Local Government Association’s sector-led improvement offer to local authorities. Peer reviews are managed and delivered by the local government sector for the sector. They are improvement focused; the scope having been agreed with the council and tailored to its local needs and specific requirements.

The peer team involved serving peers (Officers and Members) from across the sector. Their aim is to help the council respond to its local priorities and issues in its own way to greatest effect. The make-up of the peer team reflected this Council’s requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the Council.

It is important to understand that the peer review is not an inspection. It is a tool aimed at improving, not judging, the council.

The Peer Review process involved reviewing a range of documents and information in order to ensure the team were familiar with the Council and the challenges it is facing. The team then spent four days on site at South Somerset, during which they spoke to more than 100 people including a range of council staff together with councillors and external partners and stakeholders.

Since being on site the Peer Team have reviewed their findings and have now produced a report setting out their analysis of the organisation and their key recommendations. The Council will need to consider the Team’s findings and recommendations and where appropriate, take action or address the findings in our plans for the future. This report sets out an initial, high level action plan.

1 Background

1.1 The Local Government Association (LGA) is a national membership organisation that works on behalf of councils and other public bodies. The LGA has a range of priorities that it works on from year to year, and amongst these priorities is a ‘sector-led improvement’ programme, which is provided to member councils free of charge. The programme was introduced following the abolition of previous national performance frameworks and associated inspections, and is a tool to help councils improve their own performance by inviting in, and learning from, others within the sector.

1.2 The LGA Peer Challenge or Review is an element of the sector-led improvement programme that involves a four day on-site assessment of how well a council is performing across five key areas:

   - Understanding of the local place and priority setting
   - Leadership of place
   - Financial planning and viability
   - Organisational leadership and governance
   - Capacity to deliver

1.3 In addition, given the Council’s plans and priorities, the Peer Team were asked by the Council to also look at our approach and progress with:

   - The Transformation Programme and associated benefits
• Income generation / commercialisation ambitions and targets
• Cultural change in the organisation to ensure one team focused on the customer and the council’s goals for its communities, with a more commercial, business-like approach.

2 LGA Peer Review for SSDC

2.1 In the March 2017, the Council hosted a Peer Review Team organised by the LGA. This was to gain an external perspective of how well the Council was performing generally, and to provide input in shaping our plans for the future as we embark on our Transformation Programme.

2.2 The Peer team was headed-up by Colin Carmichael, Chief Executive, Canterbury City Council, and contained Members and officers from other councils with a range of experiences including technology enabled transformation, cultural change and commercialisation & income generation. The full team are set out in section three of their report in Appendix A.

2.3 Following a review of key documents the Peer team held a series of meetings and discussions with staff, Members, key stakeholders and partners, as well as undertaking a tour of the district. Through this process which involved meeting over one hundred people, they developed key lines of enquiry which resulted in their initial findings and recommendations. Following the on-site work, the LGA Peer team have produced a written report of their findings, including recommendations for the Council to consider. This report is set out in Appendix A.

3 LGA Peer Challenge Report – Overview

3.1 The Council is extremely pleased to have received an overall positive assessment and report which will help us in meeting our ambitions for the organisation and the communities we serve. The report recognises the Council’s strengths in understanding and meeting the needs of its local communities and the District as a whole and that this is assisted by the area system. This understanding is translated in to a clear set of priorities and we engage well with local partners to deliver for and with our communities, making things happen on the ground.

3.2 The strength of political leadership in challenging times and the consensus formed on the priorities and direction of the Council are also recognised by the Peer team, as is the collaborative working relationship between Members and officers. The Council is recognised as having had a prudent approach to financial management that has helped deal with the financial challenges and provide a resource to help the council progress its plans for the future. In addition, the Council is regarded as having enthusiastic and committed staff and managers which are an asset in moving forward with significant change.

3.3 As well as recognising the Council’s strengths, the report also highlights some areas the Council will need to have regard to and address, in particular, to ensure it is successful in its Transformation and Income Generation ambitions. The Peer Team have made a number of recommendations which are set out in section two of their report in Appendix A. These are in summary:

1) Articulate the transformation vision simply and clearly.
2) Invest in further capacity as soon as possible.
3) Develop a detailed implementation plan for the transformation programme as soon as possible.
4) Ensure the Chief Executive and SLT have appropriate personal authority and visibility to see through the changes required.
5) Make sure our Transformation Implementation Plan is adaptable, and explicitly includes how we will undertake strategic workforce development and our desired cultural change.
6) Create a co-ordinated commercialisation approach that has a clear focus on what areas we will and will not pursue.
7) Ensure a more structured rigorous and timely process to the assessment of capital investments.
8) Take action to see if there are any ‘quick wins’ to help the Council’s financial position.

4 Responding to the Peer Review findings

4.1 The Council will need to take some time to fully consider the Peer team’s findings and how it responds. To commence this process a High Level Response and Action Plan has been developed and is set out in Appendix B. This does not list all the detailed actions to be taken and will need to be added to over the course of the coming months. The District Executive is recommended to agree the High Level Response and Action Plan.

4.2 Much of the findings and recommendations fall within the remit of Transformation and should be considered in taking forward our programme. Therefore it is recommended that the Transformation Programme Board take overall responsibility for the Peer Review findings, ensuring that actions are developed and delivered. It is important in doing this that they are integrated in to our Transformation Plans and do not form a separate piece of work that competes for resources. Further, that in reporting on progress with Transformation to the District Executive, that such reports also include updates on the response to the Peer Review and any associated actions.

4.3 Recognising that the Peer Review is aimed at assisting Councils with improvement and to help the Council keep a check on progress with its plans, it is recommended that the Peer Review Team are invited back to undertake a follow-up review in the future. It is suggested that a period of twelve to eighteen months’ time would be appropriate ensuring time to make progress but also coming before the planned end date of the Transformation Programme.

5 Financial Implications

There are no direct financial implications arising from this report. Any actions in response to the Peer Review findings that have financial implications will be reported separately to District Executive.
Risk Matrix

Risk Profile before officer recommendations

Risk Profile after officer recommendations

Key

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

Council Plan Implications

The Peer Review aims at supporting the Council in better meeting its ambitions as set out in the Council Plan.

Carbon Emissions and Climate Change Implications

None from this report.

Equality and Diversity Implications

None from this report.

Privacy Impact Assessment

None from this report.

Background Papers

Corporate Peer Challenge Feedback Report
Peer Review High Level Action Plan
Corporate Peer Challenge

South Somerset District Council

13th – 16th March 2017

Feedback Report
1. Executive Summary

South Somerset District Council (SSDC) has in previous years been regarded as being at the leading edge of local government. The Council has good self-awareness, acknowledging that it has been through some difficult times, including a period with no Chief Executive, and that it has in recent years lost that edge. In view of this the Council has started a very ambitious transformation programme that will affect all services and how it operates generally. Financial pressures are part of the reason for change, but the main driver is accessible customer service and supporting local communities.

The Council has a good understanding of the diverse communities it serves. The district council area comprises a large and varied geographical area with a mixture of very rural areas and urban communities. This creates a variety of different local needs and priorities. Despite this complexity SSDC and its individual local members understand both their own immediate locality and the needs of the district overall. This understanding is significantly assisted through the Council’s area based committee system and locality working.

The Council is in the process of refreshing its Council Plan and has already used its local understanding to create clear priorities. There is a need to develop a clear system and structure for prioritising individual projects within these overall priorities. As part of this it is important that local members bear in mind their responsibility for the district area as a whole and not just their immediate locality.

There has been prudent financial management over many years and this has enabled SSDC to manage past financial challenges. The Council is in a relatively strong financial position in comparison to many other councils, is debt free and has significant financial reserves and capital receipts - of which around £15m are at present unallocated.

Despite this comparatively good financial position there are still significant financial challenges that must be tackled. The current Medium Term Financial Strategy (MTFS) identifies a revenue shortfall of £4.7m over the life of the strategy. It is anticipated that £2m of this will be met by the transformation programme with £2.7m to find through income generation and cost reductions. There is, therefore, a heavy reliance on transformation/ greater commercialisation being achieved and producing the anticipated savings/ income generation. It must also be borne in mind that some income generation will take time. This financial shortfall, therefore, remains a risk and the Council is aware of this. In addition there is a need for a clear structure for the process of allocating money to future capital schemes.

The transformation programme is ambitious and the Council is placing great emphasis on this to preserve and improve services as well as meeting its financial challenges. The Council has taken external advice on the transformation programme and set aside significant financial resources to fund its implementation. There are, however, two main issues that need to be addressed swiftly if the programme is to be successful:
• There is not a consistent understanding throughout the organisation of what the transformation programme is intended to achieve. Many people stated that they have not heard a simple and clear vision for how the Council will operate. It is essential that all levels appreciate what is trying to be achieved and why. There is a need for an engagement approach that builds on written communications and emphasises face to face messages from the top.

• The Council is lacking capacity in key areas which are necessary to implement the transformation programme. The most obvious of these are strategic programme management, strategic human resources, commercialisation, marketing and communications. Investment should be made now to increase capacity in these areas and the Council is likely to have to look externally for many of the skills and experiences it requires. This needs to be followed by the development of detailed implementation plans for each workstream within the transformation programme.

The Council also plans to create a more commercial culture and increase income generation. It needs to back up its commercial intentions with a clear council wide commercialisation strategy. This strategy must be realistic regarding the areas in which commercialisation is most likely to be successful and be clear where commercialisation will not be pursued. There is a need to distinguish innovation from distraction i.e. do not pursue ideas that will take up financial and time resources with only a limited chance of return. Whilst there is a good focus and developing strategy on property, it is not clear how non-property opportunities will be analysed, supported and grown. The commercial strategy should be clear as to what the assessment criteria will be. Clear commercial targets must be set and these must be understood. The Council should recognise that to be successful in its commercial and income ambitions it will require new and different roles, skills, experiences and approaches to those currently within the organisation.

Good progress has been made on resolving the senior officer structure, but the Council still has a long way to go on its transformation journey. This includes the need for a clear culture change programme that creates a commercially minded culture but which retains the strengths of the current customer-focused culture within the Council. This journey will require considerable resolve, some difficult decisions and willingness at all levels to embrace the changes that the Council has identified as required. At present the Council has shown considerable political and financial commitment to making the transformation happen.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some ‘quick wins’ and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team’s key recommendations to the Council:

1) Articulate the transformation vision simply and clearly. It is essential that all levels within the Council appreciate what you are trying to achieve and why. Create an approach to engagement that builds on written communications and emphasises face to face messages from the top.
2) **Invest in further capacity as soon as possible.** The scale of the transformation and commercialisation programmes is large and complex. You should invest in additional specialist resources now especially strategic programme management, commercialisation, strategic human resources, communications and marketing.

3) **Develop a detailed implementation plan for your transformation programme as soon as possible.** This will require detailed workstream outputs. Dependencies and integrations between these workstreams must also be identified and communicated. These should dictate the Council's timescales.

4) **Ensure the Chief Executive and SLT have appropriate personal authority and visibility to see through the changes required.** It is important that members understand their strategic role and allow the Chief Executive and his Senior Leadership Team (SLT) personal authority to implement the culture change and system issues which are part of the transformation programme.

5) **Make sure your Transformation Implementation Plan is adaptable, and explicitly includes how you will undertake strategic workforce development and your desired cultural change.** The plan must be adaptable to your own needs and capable of being adapted further as it proceeds. It needs to have a clear statement as to the development needs that will be required of the workforce and a definition of the cultural changes the Council requires.

6) **Create a co-ordinated commercialisation approach that has a clear focus on what areas you will and will not pursue.** The Council needs to back up its commercial intentions with a clear council wide commercialisation strategy. This strategy must be realistic regarding which areas of commercialisation are most likely to be successful in and be clear where commercialisation will not be pursued. There is also a need to establish clear governance arrangements around this programme including the creation of new trading operations.

7) **Ensure a more structured, rigorous and timely process to the assessment of capital investments.** The Council should ensure that a clear criteria and process for determining capital allocations within its overall strategy is in place. This should support as far as possible its commercialisation/ income generation ambitions.

8) **Take action to see if there are any ‘quick wins’ to help the Council’s financial position by:**

   - **Reviewing reserves and capital allocations to see if all are required.** The Council has significant reserves and capital allocations in addition to its unallocated capital receipts. The scale of these justify review, as there may be scope for re-allocation or further support to revenue pressures.

   - **Reviewing charging for services and car parking.** There is scope for a financial ‘quick win’ as regarding charging for existing services including adding premium charges when the service is ‘gold standard’.
3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at South Somerset District Council were:

- Colin Carmichael, Chief Executive, Canterbury City Council
- Caroline Adlem, Head of Traded Development, Essex County Council
- Councillor Peter Fleming, Leader, Sevenoaks District Council
- Angela Glithero, Assistant Director Resources and Improvement, Economy, Transport and Communities, Derbyshire County Council
- Steve Jorden, Head of Paid Service, South Hams District Council and West Devon Borough Council
- Councillor Steven Lambert, Aylesbury Vale District Council and Buckinghamshire County Council
- Jonathan Lund, Corporate Director, Gloucester City Council
- Bob Ross, LGA Peer Challenge Manager

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils’ performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?
In addition to these questions, in view of your ambitious transformation plans you also asked us to look at how the Council is progressing its:

- Transformation Programme and associated benefits
- Income generation / commercialisation ambitions and targets
- Cultural change in the organisation to ensure one team focused on the customer and the council’s goals for its communities, with a more commercial, business-like approach.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils’ needs. They are designed to complement and add value to a council’s own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent four days onsite at South Somerset, during which they:

- Spoke to more than 100 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 45 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 280 hours to determine their findings – the equivalent of one person spending more than 7.5 weeks in South Somerset.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (13th – 16th March 2017). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.
4. Feedback

4.1 Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

The District Council area comprises a large and varied geographical area. This is made up of a mixture of very rural areas and urban conurbations which creates a variety of different local needs and priorities. In addition to local district council ward members, these needs are represented by 121 parish councils (and County Council councillors) which will inevitably create demands for local services. Despite this complexity SSDC and its local members understand both their own immediate locality and the needs of the district overall. This understanding is significantly assisted through the Council’s area based committee system and locality working.

Although the peer team understands that the Council Plan is being refreshed, the Council has already used its local understanding to create clear priorities for the district area. There did not appear to be a clear system and structure, however, for prioritising individual projects within these overall priorities. It is important that such a system exists and is used - particularly as the area based structure can otherwise create pressures for local projects that could cloud overall corporate priorities. It is important that local members bear in mind their responsibility for the district area as a whole.

The Council is successful in engaging with a wide variety of local stakeholders and is willing to work in partnership with them. These stakeholders range from large corporate organisations, business networks, housing associations etc. to small community groups, voluntary organisations etc. The South Somerset Together forum was described by various partners as useful for sharing information at a strategic level. In addition the Council also gives grants to assist local innovation and self-help in order to protect local facilities and services e.g. community shops.

The area based committee system is supported at officer level by locality working and community offices staffed by Customer Advisors. This assists local people to raise queries, concerns etc. and there were also numerous examples of these officers being able to ‘pull together’ local partners to ‘make things happen’ locally. Examples of this are the partnership with local businesses to encourage people to use Yeovil town centre, which is being led and resourced by businesses with ‘enabling’ support from the Council, and work with Chard Town Council and the County Council on providing local community support. This emphasis on local working is crucial to the success of the Council’s transformation programme and future operating model which is intended to strengthen locality working – although attention is again drawn to the need to ensure a clear focus on overall district priorities.
4.2 Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

The Council’s understanding of its area is backed by tangible action ‘on the ground’. This includes investment in economic development schemes, rural housing programme etc. Local collaborative working is strong and district partners spoke highly of the Council. However, some broader partners (i.e. those outside just the immediate district area) reported that there was a perception that the Council could be too risk averse and, particularly at officer level, that the impression is sometimes given that it has to be ‘South Somerset’s way or not at all’. It should be noted that there were also reports that this reputation and perception is improving.

The Council’s ambitions for local services is backed by a willingness to accept risk in some cases in order to drive forward projects within the district. A particularly notable example is the Westlands centre which serves a variety of local need in Yeovil but which has potential to have a financial cost for the Council. Similarly there are initiatives such as the Yeovil Innovation Centre which is planned to have an expansion in 2018. Such initiatives and willingness to accept reasonable risk are generally welcomed by the peer team but two points should be stressed:

- The Council must ensure that it has a clear, structured and robust method of appraisal of the business case for such initiatives which includes sufficient challenge e.g. has the council truly challenged the case for an expansion of the Innovation Centre which is only 85% full and with other office space available in Yeovil?

- As stated before, there is a need for an over arching strategy to meet the Council’s priorities. Projects need to demonstrate that they deserve priority within that strategy

One particular observation of the peer team is that economic development is stated as one of the main priorities of the area. While there are examples of specific projects to support this, the peer team felt that the Council has not invested sufficiently in the officer resource to support the priority and that the size of the economic development team was small in relation to the task it faces.

4.3 Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

The Council has in previous years been regarded as being at the leading edge of local government. However, it acknowledges that it has been through some difficult times and that it has in recent years lost that edge. Changes in senior management over the past 18 months, including a temporary period with an acting Chief Executive whilst the future leadership requirements were determined, has clearly been a difficult and testing time. It is pleasing to see that the Council is now coming through that period with the formation of a new Senior Leadership Team under a new Chief Executive, committed to
the change programme the Council has embarked upon. To continue this progress it is important that the political leadership remains consistent and united in their overall strategy for the district and that the new officer structure is fully in place as soon as possible. This new officer team must also ensure that it is consistent and seen to be united in its managerial leadership approach.

There is widespread backing for the new Chief Executive and much reliance is placed on him for the planned transformation of the Council. The peer team stresses that such a transformation is a very large task and one person cannot achieve it on their own. There must be realism as to what can be achieved and in what timescale – the peer team feel that so far there has been little time to achieve tangible results other than progress on the officer restructuring (which should be completed as soon as possible).

There are two points allied to this which are also dealt with in section 4.5 of this feedback:

- The Council has gaps in officer capacity and to fulfil its transformation programme needs to be prepared to invest in additional resources to see this through effectively

- Middle management understanding of and involvement in the transformation programme is required to supplement senior management capacity. The peer team did not see much evidence of this as yet and steps should be taken to harness this potential capacity as soon as possible - particularly as these managers showed a clear willingness to be involved.

Councillor and officer relations were observed and consistently stated to be good and promoting effective working. However, there is a need to ensure that the respective roles are clearly understood and respected. This will be particularly important when the transformation programme is fully underway and a large amount of operational details will need to be decided upon and implemented. It is accepted that, particularly during the period without a Chief Executive, members may have been required to ‘fill the gap’. This is not only understandable but also kept the Council operating. However, it is important that members understand their strategic role and allow the Chief Executive and his SLT personal authority to implement the culture change and system issues which are part of the transformation programme.

One aspect where the members must have a clear role is in the scrutiny of the transformation and commercialisation process. The arrangements for this were not clear to the peer team and even members seemed to have some confusion as to whether scrutiny members also served on transformation related boards. The structure and methods of scrutiny should be clearly understood – together with the acceptance mentioned above that this should operate at a strategic level.

Although the Council has come through testing times recently there are also many challenging times ahead as it deals with its financial pressures and the implementation of its transformation programme. This will require councillors to be strong and consistent in their resolve to meet these challenges and to stand collectively by the decisions that are made as the process proceeds. This process will affect the Council at all levels from
political leadership to front line services and a willingness to accept change at all these levels is required.

4.4 Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

The Council has adopted a prudent approach to financial management over many years and this has enabled it to manage past financial challenges. Examples of this prudent approach include hedging against a fall off in New Homes Bonus and the creation of an Efficiency Strategy in 2016. Partly as a result of this approach the Council is in a relatively strong financial position in comparison to many other councils. It is debt free and has significant financial reserves and capital receipts of which around £15m are at present unallocated.

Despite this comparatively good financial position there are still significant financial challenges that must be tackled. The current Medium Term Financial Strategy (MTFS) identifies a revenue shortfall of £4.7m over the life of the strategy. It is anticipated that £2m of this will be met by the transformation programme with £2.7m to find through income generation and cost reductions. There is, therefore, a heavy reliance on transformation/ greater commercialisation being achieved and producing the anticipated savings/ income generation. It must also be borne in mind that some income generation will take time. This financial shortfall, therefore, remains a risk and the Council is aware of this. In addition there is a need for a clear structure for the process of allocating money to future capital schemes.

There may be opportunities to improve the Council’s financial position now which will contribute to its financial sustainability in the medium-term. Specific opportunities include:

- Reviewing whether all the reserves currently held will actually be required

- Being willing to review fees and charges (including car parking) to see if additional income can be generated. This should include looking at premium payments for ‘gold standard’ services which clearly exceed statutory requirement e.g. next day service for taxi licenses. Although this can raise sensitive issues many other councils are now actively pursuing these options.

- Reviewing where it invests its capital receipts and reserves to ensure that it is maximising their contribution to the Council’s revenue position

- The Council has comparatively low targets for the collection of Council Tax and Business Rates, although it is understood that it has recently taken on extra staff to improve performance. It must ensure that it is maximizing performance in its collection

The Council should look to take early decisions and action on these matters given that the commercial and income generation ambitions will take a number of years before they start to generate additional revenue for the Council.
The Council has around £15m in unallocated capital receipts. The peer team did not see evidence of a clear structure for the process of allocating money to capital schemes. This again ties in with the observations regarding the need for an overarching strategy with a clear process for determining the priority of local schemes within that strategy. The Council should put in place a clear criteria and process for determining capital allocations and ensure that this aligns with its corporate priorities and supports as far as possible its commercialisation/ income generation ambitions.

During the transformation, commercialisation and financial challenges processes it is of course vital that the leadership has direct and easy access to top quality financial advice. The current long serving and well-respected Section 151 will shortly be leaving the Council and it is understood that plans are not yet being implemented for a permanent replacement. This position should be resolved as soon as possible and the new Section 151 officer placed at a level within the organisation that reflects the complexity and importance of the Council’s financial position and the amount of transformation and commercialisation work that will shortly be underway.

4.5 Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

The Council has reviewed and is implementing a new senior management structure. At this point, the next layers of the management structure are not yet fully in place and this is hampering the overall effectiveness of the management of the Council and its transformation programme. In order to make progress at a sufficient pace the next management levels need to be embedded urgently rather than waiting for the decision making process outlined in the transformation timetable. It is also crucial that these levels visibly demonstrate collective and effective leadership. This is why the middle managers need to understand, own and are collectively involved in the transformation programme. Communicating the transformation vision to all levels of the Council is a difficult and time-consuming task. It is important that the Council empowers and involves service heads in spreading this message.

The peer team feels strongly that, even when the full structure is implemented and full advantage is being taken of current capabilities, the Council is lacking capacity and expertise in key areas which are necessary to implement the transformation programme. The most apparent of these are strategic programme management, strategic human resources, commercialisation, marketing and communications (also shortly section 151 as mentioned above). The peer team considers that in view of the scale of the transformation envisaged it is essential that extra capacity is taken on now in order to help contribute to developing the plans and to enable transformation to proceed at pace.

The effects of transformation will reach all parts of the Council. This will require appreciation of and adaptation to new ways of working, development of new skills, different team alignments and more flexible working for large numbers of staff. There are two vital elements that the Council must have in place very soon to support this in:
• A strategic workforce plan and organisational development strategy that clearly identifies the new requirements of the Council and how these will be met

• A commitment to invest in your people and organisational development so that the organisation can evolve as the Council envisages. In this respect it is noted that the Council achieved Investors in People Gold standard in 2015 and has stated its commitment to giving an increased focus on training and development.

The peer team heard reports of inconsistent and out dated management practices e.g. some micro-management, measuring of time at work rather than output etc. There was not time for the team to examine these in detail but they were sufficiently widespread to gain some credence. The team feel that this is an issue that should be recognised and dealt with by the senior and middle management and there be a conscious effort to encourage more modern management techniques e.g. agile working etc.

This last point is particularly important as all staff seen were found to be enthusiastic and committed. They are facing difficult times due to the financial challenges and transformation process and there is an obvious danger that morale may suffer. A visible demonstration of trust by all managers and the adoption of management techniques that recognise the commitment of your staff would help these morale issues.

4.6 Transformation

The Council has started a very ambitious transformation programme that will affect all services and how SSDC operates generally. This is in response to the Council’s self-awareness that it is no longer ‘leading the way’ and will have to change to maintain services. Financial pressures are part of the reason for change, but the main driver is accessible customer service and supporting local communities. The Council has been willing to learn from others and has visited and is working with other local councils that have already undertaken such programmes. It is important that the Council does not attempt to simply ‘lift’ the solution from another council and that the programme is adapted to its own circumstances and is also capable of adaptation as it proceeds.

Financial backing is in place for the programme and transformation funds are available. Mention has already been made in the peer team’s feedback of the need for some of these funds to be spent on creating additional capacity in key areas.

Throughout the peer challenge it was evident that there was not a consistent understanding of what the transformation programme is intended to achieve. A wide variety of people stated that they felt they have not heard a simple and clear vision for how the council will operate. They would welcome further detailed information in the near future. This level of awareness of the transformation is understandable at this stage of the process. However, there is a need for a robust engagement plan and communication plan. This should include an emphasis on personal communication that builds on written briefings.

The programme and associated programme management arrangements for the transformation must be worked up as soon as possible. This will require detailed workstream outputs. Dependencies and integrations between these workstreams must also be identified and this should dictate the Council’s timescales. This will be a
complex and time-consuming task and will require dedicated support. Allied to this, the importance of IT and choosing the right IT partners should not be underestimated as real transformation will rely on a credible, reliable IT solution that recognises the connectivity issues highlighted by many officers and partners during the peer challenge.

Clearly there will be an enormous number of detailed service decisions to be made as the programme progresses. It is important that these are evidence based. At present there is a not a structured approach to gathering such evidence. To enable robust decision making and prioritisation a clear corporate approach to data collection, analysis and intelligence gathering is required as part of the overall transformation programme.

A main IT supplier was in the process of being established at the time of the peer challenge. In addition consultants have been engaged to help with designing the transformation programme. This means that the Council will need to have very clear supplier management arrangements established. It was not clear to the peer team what was intended to be done in-house and what the suppliers will deliver. This must be specified clearly and understood by all parties and these arrangements need to be properly resourced in a way that allows business as usual to continue as programme implementation is progressed.

Strong resolve will be needed to see the transformation through. It must be stressed by all levels of leadership and management that transformation is not a ‘passing phase’ and that the commitment to change is non-negotiable.

The Council’s current commitment to transformation is genuine and it is prepared to devote valuable resources to it. Although good progress has been made in resolving the senior officer structure there is still a long way to go on your transformation journey. Tackling the issues identified in this feedback is essential to its success.

4.7 Income generation and commercialisation

The Council plans to create a more commercial culture and increase income generation. To do this successfully it needs to back up its commercial intentions with a clear council wide commercialisation strategy. This strategy must be realistic regarding the areas in which commercialisation is most likely to be successful and be clear where commercialisation will not be pursued. There is a need to distinguish innovation from distraction i.e. do not pursue ideas that will take up financial and time resources with only a limited chance of return. Clear commercial targets must be set and these must be understood. Allied to this, there is a need for more widespread understanding of the difference between income generation, covering costs and the creation of genuine commercial surplus.

Although the importance of commercialisation/ income generation has been recognised in the new officer structure, there is not a clear rationale for what fits under the new Director, Commercial Services and Income Generation’s remit. There is a good focus on property and there may be a commercial opportunity for you in making this service available to others. However, it is not clear how non-property opportunities will be analysed, supported and grown. The commercial strategy should be clear as to what the assessment criteria will be.
It is important that the Council recognises that it will need significant commercial, marketing and legal support if it is going to achieve its commercial ambition. At present the arrangements for this support are not finalised and this should be tackled as a matter of urgency. In addition, whilst on site the peer team heard various proposals mentioned for the potential establishment of new trading operations. The Council should ensure that it establishes clear governance arrangements for creation of new companies and commercial activities. It is also suggested that these arrangements are externally scrutinised e.g. through external audit or similar facility.

A brand management strategy should be established if the Council intends to expand its commercial activities, including the possible establishment of new delivery and/or trading organisations. This should ensure the application of consistent rules to the extension of the Council’s brand. It is desirable to avoid a flood of new company names and logos with little or no obvious connection to the council.

As mentioned in section 4.4 regarding financial planning and viability there is scope for income generation through charging policies for existing services. There is no overall strategy or criteria for how these charges are currently set - including how to maximise income or even recover costs. Such criteria should be established and as part of its overall commercialisation approach the Council should consider reviewing all of its fees and charges to

- Identify all existing fees and charges, how these costs are calculated and what they include
- Ensure all costs are allocated, including provision for risk, product investment, prudent planning etc. where full cost recovery is appropriate
- Identify any new areas where fees and charges could be introduced
- Establish the ability to cost recover / make surplus (i.e. through charging powers – some opportunities may need a separate company to make surplus, if it is felt there is a market opportunity to do so).

4.8 Cultural change in the organisation

The Council has an ambition to create a more commercial, business-like approach with an appropriate organisational culture to support this. Although the reasons for this are clear, it must not lose the many advantages of its current culture as this was found consistently by the peer team to have a strong focus on customers and communities. Staff were found to be genuinely friendly, proud of working for the Council and had created supportive teams helping each other and customers. This attitude should not be lost during any ‘culture-shift’.

This ambition for cultural change is not currently backed by a change plan and progress is at a very early stage. This emphasises the need for a strategic HR resource that can create such a plan and identify what systems, rewards, engagement and motivation techniques will be employed. In addition staff development (as mentioned previously) will be essential if staff are to have a true understanding of commercial techniques and mindsets.
It is understood that there are plans in place to update/refresh the Council’s attitudes and approaches framework. This refresh provides a useful opportunity for a cultural change plan. Strategic HR, when it exists, should take the opportunity to actively engage staff and unions in the process to gain true ownership. It was noted that throughout discussions with managers and staff there appeared to be very little reluctance to change. Indeed many people spoken to expressed a desire to ‘get on with it’. Advantage should be taken of this attitude to avoid any risk of it waning.

Building on existing mechanisms such as staff development appraisals and using them consistently across the Council will help to embed the new attitudes and approaches. Management development programmes have been run in the past and could be considered as a way of equipping managers with the skills to help deliver the transformation programme and contribute to the culture change. Having a learning and development strategy that focuses on transformation and working in more commercial ways would also help to reinforce the approach.

Overall, therefore, the peer team found work on cultural change to be at a very early stage. When this work really gets underway it is vital that the personal involvement of managers is required – they must be ambassadors for the Council’s transformation

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Andy Bates Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Email Andy.Bates@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.
Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before March 2022.
## South Somerset District Council

### Peer Review High Level Action Plan

**July 2017**

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<th>Recommendation / Finding</th>
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<td><strong>General</strong></td>
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<tr>
<td>Overall Peer Challenge Assessment of the Council.</td>
<td>The Council welcomes the Peer Team’s assessment of the Council and will consider their findings in developing and implementing its plans for the future. The Council will agree an action plan. The Transformation Programme Board will seek to integrate the agreed actions in to the plans of the Council as well as monitoring progress towards delivery. Progress in addressing the Peer Team’s findings will be reported through the update reports on Transformation to the District Executive.</td>
<td>i) DX to welcome the report and note the findings. ii) Leader and Chief Executive to write to the Peer Team and thank them. iii) Hold a Member briefing to outline the findings and the response. iv) Hold officer briefings to outline the findings and response. v) Publish the Peer Review Report and the Council’s response on the Council website. vi) Incorporate the Peer Review progress reporting in to the Transformation Programme update reports.</td>
<td>DX</td>
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<td><strong>Peer Team Recommendations</strong></td>
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<tr>
<td>1) <strong>Articulate the transformation vision simply and clearly.</strong> It is essential that all levels within the Council appreciate what you are trying to achieve and why. Create an approach to</td>
<td>Work has been ongoing since October 2016 on the Transformation Vision and the engagement approach. A summary of the vision was included in the Council Plan Annual Action Plan agreed by DX and Council in April.</td>
<td>i) Transformation vision to be developed and agreed by Council as part of the Council Plan. ii) Transformation Communications and</td>
<td>Leader and CEO</td>
<td>April 2017</td>
<td>Completed</td>
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<td>Strategic Lead for Transformation</td>
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engagement that builds on written communications and emphasises face to face messages from the top

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<td>2017.</td>
<td>Engagement Plan to be developed.</td>
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<td>April 2017 and ongoing through life of programme</td>
<td>Commenced and ongoing</td>
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<td>iii) Engagement events to be held for staff.</td>
<td>Strategic Lead for Transformation</td>
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2) **Invest in further capacity as soon as possible.** The scale of the transformation and commercialisation programmes is large and complex. You should invest in additional specialist resources now especially strategic programme management, commercialisation, strategic human resources, communications and marketing.

The Council recognises the need to invest in capacity to deliver, in the form of roles, skills and experience, if it is to generate the benefits and returns it is seeking from both Transformation and Commercialisation & Income Generation.

The capacity required to deliver Transformation has been considered in developing the detailed business case which was presented to DX and Council in April 2017. This provides for Strategic Lead and Programme Manager roles together with HR, Change Management and Communications.

The capacity required to deliver commercialisation and income generation is being considered through the development of the Commercialisation Strategy, the Commercial Property Strategy and through the service design within Transformation (the first two informing the latter)

<p>| | | Action | Owner | Date to be completed | Status |
| | | i) Council to agree detailed business case for Transformation including the resources to deliver the savings and benefits | CEO | April 2017 | Completed |
| | | ii) Recruit Programme Manager, Strategic HR resource and Communications Lead | Strategic Lead for Transformation | July 2017 | Part completed, part in progress |
| | | iii) Council to agree the Strategy for Commercialisation and Income Generation and the Commercial Property Strategy, including the resources and approaches to deliver the benefits and income. | Director of Commercial Services | August 2017 | In Progress |</p>
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<tr>
<th>Recommendation / Finding</th>
<th>Response</th>
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<th>Owner</th>
<th>Date to be completed</th>
<th>Status</th>
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<tr>
<td><strong>3) Develop a detailed implementation plan for your transformation programme as soon as possible.</strong> This will require detailed workstream outputs. Dependencies and integrations between these workstreams must also be identified and communicated. These should dictate the Council’s timescales.</td>
<td>The Council recognises the importance of robust a Programme Management approach and the need to adhere to best practice in programme management if it is to successfully deliver the programme and achieve the outcomes and benefits targeted. Detailed programme planning is well advanced and will be taken forward by the Programme Manager, to be agreed by the Transformation Programme Board.</td>
<td>i) Detailed Programme Plan to be developed and agreed by the Transformation Programme Board</td>
<td>Transformation Programme Manager</td>
<td>July 2017</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>4) Ensure the Chief Executive and SLT have appropriate personal authority and visibility to see through the changes required.</strong> It is important that members understand their strategic role and allow the Chief Executive and his Senior Leadership Team (SLT) personal authority to implement the culture change and system issues which are part of the transformation programme.</td>
<td>The Leader and the District Executive recognise the importance of ensuring the CEO and SLT have the required authority and visibility to deliver.</td>
<td>i) Review the governance of the Transformation Programme ii) Review progress at Leader and CEO regular meetings</td>
<td>District Executive Leader and CEO</td>
<td>May 2017</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>5) Make sure your Transformation Implementation Plan is adaptable, and explicitly includes how you will undertake strategic workforce development and</strong></td>
<td>The Council recognises the need to ensure it has an adaptable plan whilst also ensuring it remains focussed on the objectives of the transformation and the target timescales for delivering changes and benefits.</td>
<td>i) Ensure sufficient resources for Strategic Workforce Development a) throughout transformation and b) ongoing after transformation ii) Annual Strategic Workforce</td>
<td>Transformation Board CEO / SLT</td>
<td>April 2017 December 2018</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Recommendation / Finding | Response | Action | Owner | Date to be completed | Status
--- | --- | --- | --- | --- | ---
**your desired cultural change.** The plan must be adaptable to your own needs and capable of being adapted further as it proceeds. It needs to have a clear statement as to the development needs that will be required of the workforce and a definition of the cultural changes the Council requires. | Transformation has many aspects to it and the Council recognises that the most important aspect concerns people. The Transformation HR workstream has a focus on how we will support people through change and also how we ensure people are developing and adaptable to the ongoing change that the Council will have to go through post-Transformation. Budget has been provided for this in the detailed business case agreed by Council in April 2017. This will include the establishment and implementation of a Strategic Workforce Development Plan. The Council also recognises that the changes to be delivered through Transformation will require cultural change in the organisation and has been developing plans to support this including through engagement of staff in helping shape the future and in the development of its Attitudes and Approaches Framework. | Development Plan to be agreed by SLT | HR Lead | September 2017 | In progress
| | | Strategic Lead for Transformation | | August 2017 | In progress

**6) Create a co-ordinated commercialisation approach that has a clear focus on what areas you will and will not pursue.** The Council needs to back up its commercial intentions with a clear council wide | The Council accepts the need for a coordinated approach to commercialisation and income generation. Work has commenced on both a Commercialisation Strategy and a Commercial Property Strategy. In | i) Council to agree the Strategy for Commercialisation and Income Generation and the Commercial Property Strategy, including the resources and approaches to deliver the benefits and income. *(repeat of action 2ii)* | Director of Commercial Services | August 2017 | In progress
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<tr>
<th>Recommendation / Finding</th>
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<tr>
<td>commercialisation strategy. This strategy must be realistic regarding which areas of commercialisation are most likely to be successful in and be clear where commercialisation will not be pursued. There is also a need to establish clear governance arrangements around this programme including the creation of new trading operations.</td>
<td>addition, commercialisation now forms part of Transformation and consideration will be given to what roles, skills and approaches will be needed to be successful in this regard as well as cultural changes and governance.</td>
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<td>7) <strong>Ensure a more structured, rigorous and timely process to the assessment of capital investments.</strong> The Council should ensure that a clear criteria and process for determining capital allocations within its overall strategy is in place. This should support as far as possible its commercialisation/ income generation ambitions.</td>
<td>The Council recognises that it has a healthy capital position but needs to use this in a focussed way to meet its income generation ambitions and its wider community priorities. Through the Commercial Strategy, revised criteria are being developed to determine capital allocations.</td>
<td>Council to agree the Strategy for Commercialisation and Income Generation and the Commercial Property Strategy, including the resources and approaches to deliver the benefits and income. (repeat of action 2ii and 6i above)</td>
<td>Director of Commercial Services</td>
<td>August 2017</td>
<td>In progress</td>
</tr>
</tbody>
</table>
| 8) **Take action to see if there are any ‘quick wins’ to help the Council’s financial position by:**  
  - **Reviewing reserves and capital allocations to see if all are required.** The Council has significant | The council has set aside reserves for a variety of purposes, and recognises that it is important to review these to ensure they remain allocated to | i) Review and challenge earmarked reserves to ensure they remain appropriate, and recommend | S151 Officer | July 2017 | In progress |
<table>
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<tr>
<th>Recommendation / Finding</th>
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<th>Owner</th>
<th>Date to be completed</th>
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<tr>
<td>reserves and capital allocations in addition to its unallocated capital receipts. The scale of these justifies review, as there may be scope for reallocation or further support to revenue pressures.</td>
<td>current priorities and risks. Similarly capital plans may change over time and supports a regular review of these.</td>
<td>any ‘surplus’ reserve is reprioritised or released to general balances. ii) Review capital budget allocations, including the schedule of ‘reserved’ schemes, and recommended de-prioritisation. iii) Review Treasury Management Strategy and investment of reserves to optimise investment income iv) Members will be advised of recommended changes to the Financial Strategy to include a target for income generation through fees added to the Medium Term Financial Plan, reflecting relevant regulations, freedoms, service costs and market conditions. v) Establish officer team to review income generating services with a view to increasing yield.</td>
<td>S151 Officer and S151 Officer and CEO</td>
<td>July 2017</td>
<td>In progress</td>
</tr>
<tr>
<td>Reviewing charging for services and car parking. There is scope for a financial ‘quick win’ as regarding charging for existing services including adding premium charges when the service is ‘gold standard’</td>
<td></td>
<td></td>
<td></td>
<td>August 2017</td>
<td>In progress</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>September 2017</td>
<td>In progress</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>June 2017</td>
<td>In progress and ongoing</td>
</tr>
<tr>
<td>Economic Development - the peer team felt that the Council has not invested sufficiently in the officer resource to support the priority and that the size of the economic development team was small in relation to the task it faces</td>
<td>Review capacity in economic development to ensure it is consistent with ambitions through the Transformation Programme</td>
<td></td>
<td>CEO and Director of Service Delivery</td>
<td>April 2018</td>
<td>In progress</td>
</tr>
<tr>
<td>Recommendation / Finding</td>
<td>Response</td>
<td>Action</td>
<td>Owner</td>
<td>Date to be completed</td>
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<tr>
<td>Scrutiny of transformation and commercialisation - the arrangements for this were not clear to the peer team</td>
<td>Review governance of transformation including agreeing revised scrutiny arrangements.</td>
<td>CEO</td>
<td>April 2017</td>
<td>Completed</td>
<td></td>
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</tbody>
</table>
| Section 151 - it is understood that plans are not yet being implemented for a permanent replacement. This position should be resolved as soon as possible and the new Section 151 officer placed at a level within the organisation that reflects the complexity and importance of the Council’s financial position | i) Appoint an interim S151 Officer to provide appropriate financial leadership during transition to the new operating model.  
ii) S151 Officer responsibility to be established within the new structure and recruitment undertaken.                                                                 | CEO                                                                                                                                     | April 2017       | Completed           | In progress |
| Management - In order to make progress at a sufficient pace the next management levels need to be embedded urgently | All Management roles to be included in phase 1 of Transformation Programme                                                                                                                                                                                      | Strategic Lead for Transformation                                                                                                           | October 2017     | In progress          |              |
| The Council should ensure that it establishes clear governance arrangements for creation of new companies and commercial activities. | To be addressed through the commercial strategy.                                                                                                                                                                                                               | S151 Officer and Director of Commercial Services                                                                                           | August 2017      | In progress          |              |
| A brand management strategy should be established if the Council intends to expand its commercial activities | To be addressed through implementation of the commercial strategy and through the Communications and Marketing Team proposed to be established through Transformation structure.                                      | CEO and Director of Strategy                                                                                                             | April 2018       | In progress          |              |
SSDC Transformation Programme – Progress Report

Chief Executive: Alex Parmley
Lead Officer: Tracy Winser, Strategic Lead for Transformation
Andrew Gillespie, Performance and Governance Manager

Contact Details: tracy.winser@southsomerset.gov.uk Tel. 07884 117861
andrew.gillespie@southsomerset.gov.uk Tel. 07971 111942

Purpose of Report

This progress report has been prepared in accordance with the Transformation Programme Governance arrangements agreed by Full Council in April 2017.

Recommendation

That members note the report.

Background

The Council has embarked on an ambitious plan to totally redesign its service delivery to ensure an improved experience for the customers and the communities it serves whilst at the same time reducing the cost to the tax payer. This will be achieved through a radical change in the way our services are designed, the way service teams are structured to support service delivery and by making more use of digital technology including Electronic Document Management (EDM), workflow and web based technologies. Rather than cutting services, this is an investment based approach that will realise genuine efficiencies, whilst also realising improvements in levels of services for customers and modernising service delivery.

Implementation of the agreed business case will deliver:

- recurring net annual savings of £2,483,925 from an investment of up to £7,448,155
- a ‘fit for purpose’ organisation that will be in a position not only to drive continuous improvement but also to generate additional income to fund and support the council’s future priorities.

The programme will deliver the Future Operating Model and the associated savings by the end of December 2018.

In order to manage this process, effectively maximise benefits and minimise risks, the implementation is divided into phases. Phase 1a Leadership and Management, Phase 1b Support Services, Phase 2 Strategy & Commissioning and Phase 3 Service Delivery & Commercial. A summary delivery timetable is shown in the appendix to this report.

Each phase contains an element of detailed design at the beginning, moving through consultation, interviews, selection and training for new roles. To ensure as much continuity of service provision as possible this activity will be supported by detailed transition plans. Each phase has a target saving allocated to it based on the analysis of the organisation undertaken in the detailed business case. Monitoring of progress with delivery, the realisation of the programme benefits and the delivery of savings will be undertaken through a quarterly report to the Transformation High Level Steering Group, The Scrutiny Committee and the District Executive.
Progress April - June 2017

Governance & Management

The revised governance arrangements are being followed and are proving effective in supporting the development of the programme in the way outlined in April 2017.

The Transformation Programme is divided into a number of work streams and progress to date is outlined below. Further work streams, including locality working and agile working will be developed as the programme moves forward.

The Programme is complex, with many elements to coordinate. As intended, the new Programme Board continues to meet on a fortnightly cycle to agree and authorise progress.

The revised budget agreed by full council in April 2017 identified additional resources to invest in programme delivery and achieve a greater level of savings.

The Transformation Programme team has been strengthened with the addition of a full time Programme Manager (Mike Franks) and further support for the People and Change; and Customer Focus and Service Redesign work steams.

Currently both in year and ongoing savings as a return on this investment are forecasts based on detailed activity analysis. There is no report on savings at this point. The savings projected from Phase 1 are to be realised in January 2018. We will include progress in realising the savings forecast in future progress reports.

Members will have noticed an increase in activity from April 2017 as we move into the implementation stages of the Programme. Overall, delivery of the Programme is on track and taking place as planned.

Communication & Engagement

2.1 Transformation Tuesday

Transformation Tuesday is published each week to keep staff across SSDC up to date with the Programme. Issue 20 was published on Tuesday 20th June. There is also a monthly Transformation Update that is sent to all elected members of the Council.

2.2 Going for Gold

Over 300 staff from all SSDC’s services and teams joined the Senior Leadership Team (SLT) Alex Parmley, Ian Clarke, Clare Pestell and Martin Woods, for the Going for Gold events held on 25-28 April at the Westlands Entertainment Venue. These were important events aimed at engaging and informing staff about the Transformation Programme. SLT launched the vision and objectives for the future of the Council and each morning included an energising presentation from Olympic athlete James Howard about preparation, focus and teamwork.

In workshop groups, everyone was able to contribute ideas and views towards the new Attitudes and Approaches Framework and, in smaller group sessions, to discuss Design Principles, Operating Model, and Technology and Agile Working and how these will look in the transformed Council. Comments about the Going for Gold events included; “Enjoyable and informative, it has really boosted my enthusiasm for the future of SSDC” and “Thank you for the presentation that was both enlightening and reassuring”.

Page 39
2.3 Change Champions

29 staff from teams throughout SSDC have volunteered to be “Change Champions”. They will help to promote understanding about transformation with their colleagues, listening to concerns and acting as an informal channel of communication with the Transformation Programme Team. Kirsty Larkins, Housing & Welfare Manager, has joined the change champions and will help with management of the network.

From mid-June, Change Champions have been a listening ear for staff as we go through transformation, providing another channel of communication with the Transformation Team so that questions and concerns can be understood and addressed.

The Change Champions are trialling a social media channel for communications which we hope will become the channel of choice for everyone within the council to share information and provide assistance.

2.4 Members Briefing

A well-attended briefing for members was held on 15th June, before the Full Council meeting.

The event was designed to:
- Respond to requests by Members to have more information on Transformation
- Provide further details about the content and delivery of the Transformation Programme
- Kick start Member engagement in shaping the way the Council works in the future, particularly in areas which affect the Member role most.
- To reassure members and develop understanding of how the savings will be delivered
- Trail the next members event on locality working and Q & A with South Hams Members - September (Date TBA)

Participation during the five linked sessions and informal feedback afterwards suggests that the briefing was well received and worthwhile. We were able to provide more detail of the various work streams involved and how that work will deliver the programme and meet the ambitions of the Council. As intended, the sessions generated lots of ideas and suggestions to make the most of the new way of working.

2.5 Work Stream

The communication work stream workload has increased significantly in the period leading up to consultation. The levels of ongoing engagement needed to make sure everyone is aware of what is happening and when, means that we need to increase our resources in this area. A new temporary post will shortly be filled.

Customer Focus and Service Redesign

A significant proportion of the savings will be delivered through this work stream. Meetings have now been held with all support services teams to begin the process of redesign. Business Analysts have been recruited internally and they will be leading staff from each area of support services through a series of workshops to redesign all high volume processes, enabling as much self-service as possible. These begin in July and will continue throughout the summer and autumn.
Implementation of Phase 1

Formal consultation for Phase 1 began on the 26th June 2017. All staff whose roles are in Phase 1 were invited to a briefing given by the Chief Executive, SLT and HR and to receive information packs which include the proposed new structures for the management and corporate support services, the attitudes and approaches framework, an expression of interest form and the timeline.

A comprehensive package of support is being delivered to staff, including one to one sessions with HR, drop in sessions to learn more about the proposals and workshops on how to apply for new roles and interview skills.

Consultation ends on the 26th July and the selection process begins on 7th August with the outcomes being notified to all applicants week commencing 25th September

Technology

The contract with the ICT software supplier has now been agreed. The supplier CIVICA has already been working with the ICT team to put the architecture in place to support the new solutions and the first planning meeting has been held. The detailed work will now commence and one of the early priorities is to create a portal for staff to self-serve HR, Legal, ICT and Finance issues. This will support the changes happening as part of Phase 1 and will also be a good way to test some of the functionality which we are using in the external customer portal later on in the programme.

Risk Profile

The Programme Board manage any identified risks to programme delivery. As necessary the Board can "elevate" consideration of a risk to the High Level Steering Group to discuss controls and mitigation. However, currently the Board believes all risks are being managed satisfactorily.

Accepting the officer recommendations in this report will not affect the risk profile.

Carbon Emissions and Climate Change Implications

None from this report

Equality and Diversity Implications

No adverse equality impacts have been identified

Privacy Impact Assessment

None from this report

Background Papers

SSDC Transformation Programme – Report to Full Council April 2017
## Appendix

### Table

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<td>Phase 1a Leadership &amp; Management</td>
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<td>Phase 1b Support Services</td>
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<td>Phase 2 Strategy &amp; Commissioning</td>
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<td>Phase 3 Service Delivery &amp; Commercial</td>
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<td>Phase 5 Data Cleaning &amp; Migration</td>
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<th>FY 18/19</th>
<th>FY 19 / 20 ONWARDS</th>
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<td>Savings per quarter</td>
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<td>£711,744</td>
<td>£357,812</td>
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<tr>
<td>IN YEAR SAVINGS</td>
<td>£124,830</td>
<td>£1,275,057</td>
<td>£2,541,821</td>
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</table>
**Affordable Housing Development Programme**

Executive Portfolio Holder: Councillor Ric Pallister, Strategy and Policy
Director: Martin Woods, Service Delivery
Service Manager: Colin McDonald, Corporate Strategic Housing Manager
Lead Officer: Colin McDonald, Corporate Strategic Housing Manager
Contact Details: colin.mcdonald@southsomerset.gov.uk or (01935) 462331

1. **Purpose of the Report**

The purpose of this report is to update the Executive on the final position of the Affordable Housing Development Programme for 2016/17, the current position for 2017/18 and future prospects. This includes recommendations for adjustments to the grant allocations within the programme.

2. **Recommendations**

The Executive are asked to

(a) Confirm ringfencing of the £175,000 grant returned from Spectrum for deployment to produce new affordable housing in Yeovil [ref section 7];

(b) Note the outturn position of the Affordable Housing Development Programme for 2016/17 [ref section 10];

(c) De-allocate £2,300 from Magna Housing Association for the single acquisition in Chard which came in under budget [ref section 11];

(d) De-allocate a further £312,500 from Stonewater for the Learning Disability (LD) scheme at West Hendford, Yeovil [ref section 11];

(e) Allocate an additional £11,000 for Stonewater for the supply and fitting of cookers at the Queensway scheme, Yeovil [ref section 11];

(f) Confirm an allocation of £92,500 to BCHA for acquisition of five bought not built properties [ref section 11];

(g) Note the progress made on Community Led Housing and use of the specific fund allocated by central Government [ref section 13]

3. **Public Interest**

3.1. This report covers the provision of affordable housing over the past year and anticipates the likely delivery of more affordable homes being constructed during the current financial year. It will be of interest to members of the public concerned about the provision of social housing for those in need in their local area and of particular interest to any member of the public who is seeking to be rehoused themselves or has a friend or relative registered for housing with the Council and it’s Housing Association partners.

3.2. “Affordable” housing in this report broadly refers to homes that meet the formal definition that appears in national planning policy guidance (the ‘National Planning Policy Framework’). In plain English terms it means housing made available to people who
cannot otherwise afford housing (owner occupied/mortgage or rented) available on the
open market. Typically this includes rented housing (where the rent is below the
prevailing market rate for a private sector rented property of similar size and quality) and
shared ownership (where the household purchases a share of the property that they can
afford and pays rent, also at a below market rate, on the remainder). The Housing &
Planning Act 2016 formally defines the new Starter Homes as also being a form of
‘affordable housing’.

3.3. This report covers the level of public subsidy secured (which is necessary in order to
keep rents at below market rates) and sets out where affordable housing has been
completed. It does not cover the letting of the rented housing or the sale of the shared
ownership homes; in short, it is concerned with the commissioning and delivery stages
only.

4. Background

4.1. The overall programme has traditionally been achieved through mixed funding (Housing
Grant [administered by the Homes and Communities Agency - HCA], Local Authority
Land, Local Authority Capital, Housing Association reserves and S106 planning
obligations) and the careful balancing of several factors. This includes the level of need
in an area; the potential for other opportunities in the same settlement; the overall
geographical spread; the spread of capacity and risk among our preferred Housing
Association partners and the subsidy cost per unit.

4.2. A previous report was considered by the District Executive on 1st September 2016 which
considered the final outturn for 2015/16 and gave some longer term perspective.

4.3. In recent years a significant element of the affordable housing delivery programme has
been produced through planning obligations within larger sites being brought forward by
private sector developers. However the delivery of these is tied to wider economics, not
least the developers view of prevailing market conditions and the speed at which they
estimate completed properties will sell at acceptable prices. Typically the required
affordable housing is agreed at the outset of larger sites, but delivered as the site
progresses over a number of years.

4.4. The South Somerset Local Plan (2006 – 2028) was formally adopted on 5th March 2015
having completed all the other necessary stages, including examination by Government
appointed Inspector.

4.5. Under both HG3 and HG4, the Local Plan seeks 35% to be provided as affordable
housing (subject to viability). The 35% derives from the previous Strategic Housing
Market Assessment (SHMA) which was undertaken by Fordham Research in 2009,
commissioned in conjunction with the other districts in Somerset and covering both the
Taunton and South Somerset Sub-Regional Housing Market Areas. The SHMA took into
account the ‘backlog’ of need (as expressed on the housing register) and the
demographic projection of newly arising need over the remainder of the plan period.

4.6. Many aspects of the Housing and Planning Act 2016 are now in force. However it
included different sets of regulations which further detail will be written into in due
course, none of which have yet appeared. The Act introduced the Governments
proposal of ‘Starter Homes’ as an alternative form of provision to ‘traditional’ Affordable
Housing. A starter home is a new dwelling which is only available for purchase by
qualifying first-time buyers and which is made available at a price which is at least 20%
less than the market value subject to a cap. A first time buyer must be aged at least 23
and under 40. The price cap is £ 250,000 outside London.
4.7. Between 4th October 2012 and 1st June 2017 requests from Housing Associations for endorsement of voluntary disposals with respect to individual properties formerly owned by the council were subject to consultation with the relevant ward member/s and a formal report to the Portfolio Holder. Last month the District Executive agreed to cease this in the light of the report from a Scrutiny task & finish group in the light of our experience to date, particularly with reference to proposed disposals from Yarlington. In future members will be informed of proposed disposals in their ward.

4.8. In November 2010 the Portfolio Holder approved the first Rural Housing Action Plan, which set out the mechanisms available to the Council in providing more affordable housing in rural locations. A revised Rural Housing Action Plan was approved in June 2013 and the most recent revision was approved by the Portfolio Holder in October 2016.

4.9. The Government made available £4.7 billion of capital grant through the HCA (except in London) for the newly revised funding period 2016-21 under the renamed ‘Shared Ownership and Affordable Homes Programme’. Initially the majority of these funds (95%) were initially geared towards ownership products with just 5% set aside for ‘traditional’ rented products (such as affordable rent) for ‘older, disabled and vulnerable people’

5. The Housing White Paper

5.1. A Housing White Paper “Fixing Our Broken Housing Market” was published on 7th February 2017. It set out the Government’s strategy for building more of the right homes in the right places. Although labelled as a Housing White Paper, much of the content concerned housing related planning policy and as such it can be seen as a follow up to the Housing & Planning Act 2016.

5.2. Aligned with the publication of the White Paper the Housing Minister, Gavin Barwell, embarked on a series of meetings around the country to directly discuss the issues covered with a range of stakeholders. The Leader of the Council and the Corporate Housing Strategy Manager were able to attend one of these meetings, held in Taunton with the Leader being able to speak to the Minister directly during the question and answer session.

5.3. The White Paper was unusual in that it included a very broad consultation document, which comprised of just under forty substantive questions. The deadline for response was in May but with the general election it is not known whether civil servants have had time to collate responses received.

5.4. The White Paper included more detail on Starter Homes, in particular an indication that the period for potential repayment of discount (left to be set in regulations by the 2016 Act) may be for fifteen years and an indication that previous Government intention to seek 20% Starter Homes on all qualifying sites would fact be just 10% and cover a range of home ownership products including Starter Homes.

6. Future HCA Funding Prospects

6.1. The initial bid round for the 2016-21 ‘Shared Ownership and Affordable Homes Programme’ closed on 2nd September 2016 and as anticipated we are now in the usual ‘CME’ process whereby bids can be submitted and evaluated at any time subject to there being funds remaining
6.2. In line with the wider approach to all forms of housing indicated in the White Paper, the Government relaxed the proportions of the programme set aside for home ownership products and once again allowed bids for general needs rented dwellings, albeit on the Affordable Rent regime. This re-opens the prospect of the Council’s own capital funds being used to underwrite a scheme for rent with the expectation that the Housing Association will subsequently bid for HCA funding, where we are willing to accept affordable rent being applied to the dwellings.

7. Housing Association voluntary disposals

7.1. Over the past five years there have been seventy four proposed voluntary disposals from Housing Associations in South Somerset. About three quarters of these have come from Yarlington, which is unsurprising as it owns 84% of the existing stock in the district, the majority of it older and more widely spread than any other Housing Association. Only one disposal, proposed by Magna, was withdrawn following comments from the Council.

7.2. Yarlington has proposed disposal of 54 properties – five in Yeovil, one in Ilminster and 48 in rural locations. After the formal process the Portfolio Holder agreed to 26 of these disposals and withheld consent from 24; two predated the October 2012 policy, one did not reach portfolio holder stage as last months District Executive decision curtailed the process and one was not subject to it because it was not transferred from the Council but instead was acquired by Yarlington under mortgage rescue.

7.3. It is estimated that when all these disposals are completed, Yarlington will have gained just over £6½m in net proceeds from these disposals but to date no indication has been given of where such funds have been redeployed.

7.4. In the light of the recent District Executive decision to inform ward members only (rather than undertake a full internal consultation), the Portfolio Holder has suggested that the District Executive receive a regular item for information on Housing Association voluntary disposals. A breakdown of the disposals that Yarlington have consulted us on to date is provided at Appendix A. Not all of these properties have actually been sold yet – for example the more recent properties may still be subject to contract and it is understood that the intention is to dispose of all of the Donyatt Hill flats once they have all become vacant.

7.5. Stonewater have proposed three disposals – all within the past twelve months. Two of these properties were in Yeovil (68 Hertford Road and 18 Hathermead Gardens), both last financial year. The other proposed disposal is 20, Belvedere Grange, Somerton and was first notified to the council this May. None of them are former Council properties (Stonewater does own a small number of former Council properties passed to Raglan and Jephson under the former trickle transfer policy that predated the LSVT). Stonewater has given an undertaking that all the funds raised will be redeployed in South Somerset.

7.6. Aster have disposed of one property – 7, Coombe Wood Lane, Combe St Nicholas. This happened last financial year and was not a property transferred to them from the Council.

7.7. Knightstone have disposed of one property – 24 Severalls Park Avenue, Crewkerne. This happened last financial year and, again, was not a property transferred to them from the Council.

7.8. Magna have disposed of one property in Yeovil, 60 Lyde Road, five years ago. This was the property which triggered the original District Executive decision in October 2012 on how to respond to such proposals. Shortly afterwards Magna also proposed to dispose
of another property in a rural parish but withdrew the suggestion after initial liaison with the Council. Until recently Magna had chosen not to progress a development programme and so they have had not had the same reasons for raising funds as other Housing Associations.

7.9. It should also be noted that in 2014/15 Spectrum (which has since merged with Sovereign) relinquished the lease on its remaining homes in Yeovil after having transferred all other stock in Somerset to Knightstone. These were a development of fourteen flats in a building in Newton Road, Yeovil. The lease was terminated as the entire building was due to be redeveloped by the freeholder (although this hasn’t actually happened since) and all of the flats had been empty for some time having been effectively blighted by the proposed redevelopment plans. Spectrum repaid £175,000 grant to the Council, having decided to strategically withdraw from the district. It is suggested that this repaid grant is ring fenced for deployment for new affordable housing in Yeovil.

8. New Strategic Housing Market Assessment (SHMA)

8.1. The new needs assessment was delivered in October 2016 by Justin Gardiner Consulting, commissioned in conjunction with three other districts. Evidence from the new SHMA will feed into the early review of the Local Plan.

8.2. In particular it estimates an annualised need of 865 new affordable homes in the district for the duration of the Local Plan period. This includes the current known ‘backlog’ as expressed through actual registrations on Homefinder and a projection of emerging need from newly forming households and existing households falling into need.

8.3. Taking into account an annual vacancy rate of 659 affordable homes (arising from the existing stock), the SHMA projects an annual shortfall of 206 homes for the remainder of the Local Plan period.

8.4. Of course the SHMA is only looking at net figures, it is not taking into account the possibility that the 659 vacancies arising from within the existing stock will not all be in the right place or will not all be of the right size to meet current demands. Nor is it taking into account the possibility that a small proportion of the 659 vacancies will be properties subject to voluntary disposal (meeting market demand, but not directly contributing to meeting affordable housing need).

8.5. Based on the overall housing projections (including market), the annualised shortfall of 206 affordable homes represents approximately 34% of all homes required by the end of the Plan period. This is, at first sight, remarkably close to the existing policy of seeking a 35% contribution under planning obligations.

8.6. However not all sites qualify for the 35% obligation. Since the start of the current Plan period monitoring shows that 38% of completions have been on sites of 10 dwellings or less, in other words only 62% of all housing has been subject to the 35% policy. In addition a number of sites that are subject to the policy produce lower than the full 35% anyway, due to viability issues. On the other hand there have been some sites which are effectively 100% affordable housing.

8.7. The SHMA also indicates that a greater percentage of affordable housing needs to be social rent rather than intermediate. Our previous split was two thirds (of the obligated 35%) social rent and the remaining one third other intermediate product, usually shared ownership. The need for social rent (based on income cohorts) has risen to 70-80% with
an identified 10-15% for affordable rent (which did not exist as a separate product when the previous SHMA was carried out) and a further 10-15% other intermediate product.

8.8. However the HCA, whilst now able to fund general needs rent dwellings once again, will insist on affordable rent and only agree to social rent in exceptional circumstances. Where the Council is the sole funder of a grant aided scheme we have previously agreed to shift to our own hybrid rent rather than insist on social rent. It is unlikely, then, that traditional (‘100%’) Housing Association sites will produce affordable housing in the ratios identified as needed by the SHMA.

8.9. The SHMA also gives an indicative breakdown of property sizes for affordable housing as follows:

<table>
<thead>
<tr>
<th>Size</th>
<th>Rented</th>
<th>Intermediate &amp; Starter Homes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 bedroom</td>
<td>35-40%</td>
<td>15-20%</td>
</tr>
<tr>
<td>2 bedrooms</td>
<td>35-40%</td>
<td>50-55%</td>
</tr>
<tr>
<td>3 bedrooms</td>
<td>20%</td>
<td>25-30%</td>
</tr>
<tr>
<td>4+ bedrooms</td>
<td>5%</td>
<td>0-5%</td>
</tr>
</tbody>
</table>

8.10. The SHMA also gives some commentary on the possibility of adopting the Governments new national space standards. Currently we tend to seek new affordable housing to meet the following space standards, which originally derived from the ‘Housing Quality Indicators’ that were used by the Housing Corporation and then the HCA, based on gross internal floor areas.

<table>
<thead>
<tr>
<th>Size</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 bedroom flat</td>
<td>47 m²</td>
</tr>
<tr>
<td>1 bedroom house</td>
<td>55 m²</td>
</tr>
<tr>
<td>2 bedroom flat</td>
<td>66 m²</td>
</tr>
<tr>
<td>2 bedroom house</td>
<td>76 m² (86 m² if 3 storey)</td>
</tr>
<tr>
<td>3 bedroom house</td>
<td>86 m² (94 m² if 3 storey)</td>
</tr>
<tr>
<td>4 bedroom house</td>
<td>106 m² (114 m² if 3 storey)</td>
</tr>
<tr>
<td>4 bedroom parlour house</td>
<td>126 m² (134 m² if 3 storey)</td>
</tr>
<tr>
<td>5 bedroom house</td>
<td>126 m² (134 m² if 3 storey)</td>
</tr>
</tbody>
</table>

If anything, the Governments new national space standards are slightly more generous overall than the above.

8.11 As part of the early review of the Local Plan an issues and options document discussing the implications arising from the new SHMA as shown above will be considered by the LDS Board and brought to District Executive in due course, prior to public consultation.

9. The Affordable Housing Programme: A four-year profile

9.1. The graphs below show the overall shape of the programme over the past three financial years (in order to give some longer term context) and the projected outturn for the current financial year. Further detail on the first two years covered by these graphs can be found in the previous reports to District Executive (1st October 2015 & 1st September 2016) and is not repeated here. The rest of this report considers the outturn for the last complete financial year, 2016/17 and future schemes which now have grant funding confirmed (either from HCA or from this Council), most of which shall be on site during the current financial year.
9.2. Overall Delivery

Graph One: Overall Affordable Housing Delivery

9.2.1. Graph one (above) shows the overall size of the affordable housing programme over the past three years and the expected size for the current year. The longer term trend has been downwards with the average for the four year period above falling to 112, whereas the average for 2011-15 (the last complete HCA four year funding period) was 206. Taken together, over the whole seven year period, our longer term average delivery is now 155.

9.3. Rural Delivery

Graph two demonstrates that we have consistently delivered at least 20% of all new affordable homes in settlements of under 3,000 population. The projection for the current financial year is 32%.
9.4. Public subsidy

9.4.1. Graph three shows the level of public subsidy associated with schemes completing in each financial year. It should be noted that subsidy is paid at various stages and in most cases some proportion of the subsidy will have been paid over in the financial year/s prior to the year of completion, as the development has progressed. Historically, capital subsidy from the Homes and Communities Agency has been the dominant feature.

9.4.2. Over the past three years the total value of public subsidy has been as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>Value</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homes &amp; Communities Agency</td>
<td>£4,610,243</td>
<td>79%</td>
</tr>
<tr>
<td>District Council (Capital Grant)</td>
<td>£1,088,200</td>
<td>19%</td>
</tr>
<tr>
<td>District Council (Land Value)</td>
<td>£170,000</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total public subsidy</strong></td>
<td>£5,868,443</td>
<td></td>
</tr>
</tbody>
</table>

*Rounded up to nearest whole number, so doesn’t add up to 100%

Graph Three: Level of Public Subsidy Associated With Completed Schemes

9.4.3. Most unusually last financial year included no completed schemes subsidised through the HCA, although as previously mentioned grant will have been paid over during the build stages for schemes due to complete in the current financial year.

9.4.4. Graph three does not include the recycled funds used by Housing Associations arising from ‘staircasing’ in shared ownership (where the leasee purchases a further tranche of the equity) or the outright disposal of a rented property.

9.4.5. Graph four below demonstrates the relationship between that part of the programme sustained by the subsidies shown above and the delivery of affordable housing through planning obligation alone. The apparent peak in 2015/16 is due largely to the completion of the first 59 obligated dwellings on the Lufton key site in Yeovil, acquired by Yarlington.
9.5. **Delivery by Association**

9.5.1. Graph five shows the delivery over the four year period (including the projected delivery for the current financial year) broken down by Housing Association.

9.5.2. The graph includes one property acquired by Magna this financial year. Until recently Magna had chosen to put a hold on new developments but it now intends to restart its development programme.

**Graph Five: Delivery by Housing Association**

9.5.3. The figures attributed to Stonewater include the homes produced by both Jephson and Raglan in 2014/15 (prior to their merger to form Stonewater)
9.5.4. It should be noted that this graph does not include a very small number of affordable dwellings delivered directly by private sector developers or the one acquired by the Council.

9.5.5. The graph demonstrates how Stonewater have overtaken Yarlington as the biggest provider of new homes in the district over the four year period covered by this report. Yarlington, of course, remain the biggest provider of existing homes, and thus vacancies arising, with about 84% of all social housing in the district.

9.5.6. The current financial year (shown in purple) also shows diversification of provision with the first completions/acquisitions of three Housing Associations, including BCHA who were appointed as a new main partner two years ago.

9.6. Housing Register

9.6.1. The graph below is extracted from the most recent quarterly report submitted to the Homefinder Monitoring Board. Since the creation of a single county wide system in December 2008 the number of applicants expressing a need through the register has initially increased and then steadily fallen. The fall in applications can be attributed to better maintenance of the register (removing redundant applications) and, in part, the policy changes previously introduced which restricted applicants to those who have a local connection with the County. However for just over three years those on the register assigned to South Somerset District Council has remained pretty steady at around 2,000, close to the level we had prior to creating the county-wide system.

Graph Six: Expressed Need on Housing Register

This suggests that we have reached an equilibrium where the supply of new housing (together with the casual vacancies arising from within the existing stock) is just about keeping pace with the newly arising expressed need. Other data shows that South Somerset consistently deals with the highest number of new applications in the County but also has the highest number of vacancies advertised and properties let meaning that our part of the register is more dynamic with consistently around 25% of the registered households (yet to be housed) and 25% of the bids made but 27% of the offers and lettings.

9.7. Outcome rents

9.7.1. The graph below is a very rough guide to the relationship between the different rent regimes. It is important to note that the figures are all district wide averages which
masks the variation, particularly in market and affordable rents, between locations. There is no local housing allowance (Housing Benefit limit) for a five bedroom property – hence the red line flattens once it reaches four bedrooms. Apart from one anomaly with social rents for five bedoomed houses, generally all forms of rent tend to ‘kink’ at the higher end – i.e. the additional rent charged per extra bedroom increases at a greater rate – except for the hybrid rent (which was deliberately modelled as a straight line).

**Graph Seven: Relationship of Different Rent Regimes**

9.7.2. The green line shows modelled average affordable rents at 80% of the average prevailing private sector values. The purple line shows actual average affordable rents, i.e. on real properties, and tends to be slightly higher than the green line, probably because on average the Housing Association properties are newer and of better quality than the ‘average’ available on the private rented sector.

9.7.3. Since July 2015 both social rents and affordable rents have been decreasing by 1% per annum. Overall this reduction in income led to a significant reduction in the borrowing power of the Housing Association sector and subsequently additional viability issues on sites subject to planning obligations.

9.7.4. Bearing in mind that the graph shows district wide averages, because of the treatment of service charges, there has been very little difference between the social rent and the affordable rent model in flats, the expected difference being clearly in houses. However in some locations, particularly higher value villages, even for these property types the outcome rent has been discernibly higher on the affordable rent regime.

9.7.5. Similarly there is very little difference between actual affordable rents and the ‘hybrid model’ up to the point of three bedroom houses. It is therefore suggested that we continue to use the hybrid model when the District Council is the sole source of grant funding for four or five bedroom properties and for all property types in certain higher value rural locations, but otherwise accept the affordable rent model for the majority of new grant funded homes.

10. 2016/17 Outturn
10.1. During 2016/17 a total of 59 new affordable homes were completed, of which 12 were produced without direct public subsidy but through obligations imposed on developers under section 106 of the Town and Country Planning Act 1990. The full details are shown at Appendix B.

10.2. Three different Housing Associations delivered three schemes in two different settlements, Yeovil and Milborne Port. The three schemes have three different funding routes – one being grant aided by the HCA, one grant aided by the Council and the third subsidised through planning obligations alone.

10.3. The most significant scheme has been the new Stonewater development at West Hendford in Yeovil, of which the first forty-four properties, including one with some special adaptations, were completed last financial year. The main part of the scheme has been funded entirely through the HCA but no figures are shown in Appendix B as the grant has not been disaggregated into different delivery phases. Instead the HCA grant is shown at Appendix C under the projected outcome for the current financial year.

10.4. The Aster scheme at Milborne Port is the only one completed last year that was brought forward through planning obligations. Planning permission was granted to the developer at a time when Aster were still one of our main partner Housing Associations and thus they were automatically cited on the s106 Agreement. This development included a bespoke property tailored to the individual needs of a specific household which would not have been possible without close co-operation between the Council, Aster and Strongvox, the main developer of the overall site.

10.5. The three bedroom bungalows built by Yarlington in Yeovil were grant funded by the Council to meet a very specific identified need. The scheme costs were relatively high pro rata, being a small site with all the dwellings being bungalows. This resulted in a high level of grant per dwelling, but this was commissioned by the Council to meet the specific needs of three households who could not be adequately accommodated elsewhere.

10.6. The number of new Affordable Rent dwellings delivered is just over three times the number delivered as social rent, despite the latter being higher in the previous year. This arises entirely from the Stonewater scheme, being HCA funded. The proportions will continue to vary over time depending on the timing of peaks and troughs in the different forms of delivery.

10.7. In addition the Council acquired two five bedroomed houses in Yeovil during 2016/17. These were purchased directly from the developer and leased to Stonewater who then let them to households in need of larger accommodation. The rents charged by Stonewater were kept within the LHA limit (for Housing Benefit) but were effectively market rents, albeit at the lower end of the market, with the lease subsequently paid by Stonewater to the Council making a small return on the investment. The two five bedroom acquisitions are not, then, ‘affordable’ housing and so are not included at Appendix C. However the acquisitions did meet the urgent needs of households on the register who otherwise may have been stuck in less suitable accommodation for an indefinite period.

11. Current Year (2017/18) Programme

11.1. During 2017/18 we expect a total of 81 new affordable homes to be delivered; the full details are shown at Appendix C. The figure is subject to some fluctuation as sites progress, for example delays due to adverse weather, but it is also possible that other...
11.2. 81 is a reasonable improvement on the 59 achieved during 2016/17 but is still below our longer term average and well below the 206 annual requirement identified by the SHMA.

11.3. This includes ten homes delivered through planning obligations over two different sites – one brought forward by Higdon Homes and the other by DCH. As with last financial year no affordable homes are expected to be delivered from the larger sites (controlled by some of the larger developers).

11.4. Currently we expect five Associations to deliver eight schemes in five different settlements and a sixth Association to acquire a single dwelling in a sixth settlement. The map below shows the geographic spread.

11.5. Stonewater will complete a total of 57 new homes, 36 of these for affordable rent, across three sites – two in Yeovil, including the last phase of the West Hendford scheme discussed in the section above, and the other in Stoke sub Hamdon.

11.6. At a site meeting on 27th April, the Portfolio Holder was generally impressed with the overall layouts and designs for the new flats that Stonewater has created at Queensway in Yeovil. However he was concerned over two aspects of the finishes – the absence of shower screens and the lack of a fitted cooker as part of the kitchen suite. Stonewater agreed to amend the specification to include shower screens within the existing budget and to install dual fuel cookers on the basis that the marginal cost of supply and fitting them would be included as additional grant from the Council. It is therefore recommended that a further £11,000 in grant is allocated to Stonewater for this scheme.

11.7. The West Hendford scheme is due to be completed before the date of the Committee meeting and includes the provision of some Learning Disability (LD) flats. In October 2015 the District Executive approved the principle of underwriting the grant for the LD
scheme within the West Hendford site and in September 2016, following a successful award of grant through the HCA for the general needs element, the level of capital subsidy from the Council was reduced to £375,000 purely to underwrite the LD project.

11.8. It was thought that the monies required to subsidise the LD element would be made available from health service funding following the sale of an existing building no longer regarded as fit for purpose and subject to approval from NHS England. It was predicted that, in this event, the actual level of grant required from the Council would reduce to around £100,000.

11.9. However Stonewater have since been awarded additional funding from the HCA. From Stonewater's perspective this is a preferable route as the health service funding would appear as a charge on the property whereas HCA grant, whilst it comes with other conditions attached, is not seen as a legal charge. Council grant is still required to complete the scheme but this has now reduced to £62,500, equating to one sixth of the total public subsidy. Accordingly a further £312,500 in Council grant subsidy can now be de-allocated.

11.10. Knightstone have accessed health service funding to acquire a number of bungalows across the County for specialist LD provision, including relatively high physical needs. Two such properties were acquired in Yeovil in April this year with a total of £630,588 funding coming from NHS England. The remainder of this County-wide project is likely to consist of acquisitions outside of South Somerset.

11.11. Yarlington are working on two rural sites – one grant funded where completion should take place later this month – at South Cadbury. The other is through planning obligations on the site at Broadway being developed by Higdon Homes, being one of only two schemes to deliver social rent this year.

11.12. The other social rent is a single acquisition completed by Magna in April to assist a family with special circumstances, grant funding (£37,000) for which was agreed by the Portfolio Holder in November 2016. Magna were asked to assist with this acquisition as they owned the immediately adjacent dwelling and have recently emerged from their self-imposed moratorium on new development. Magna claimed £34,700 in grant, allowing £2,300 to be returned to the general reserve.

11.13. The scheme in Martock produces four shared ownership dwellings through planning obligation alone is unusual in that the whole site is being developed by DCH, a Housing Association, who will then retain the freehold of the shared ownership units. Any surpluses raised from the sale of market housing (after construction costs and effectively subsidising the shared ownership dwellings) will be ploughed back into DCH affordable housing programme. Whilst a number of Housing Associations have discussed the possibility of developing market sites in principle with the Council, this is the first example that we actually have on site. Earlier this year DCH announced a proposed merger with Knightstone.

11.14. The other scheme is acquisition of five two-bedroom properties (“bought not built”) in Yeovil by BCHA to provide move-on accommodation. Purchasing existing properties has the advantages of being able to meet identified need more quickly than designing and constructing a scheme and being able to make the provision in a “dispersed” way rather than concentrating the client group in one location. The disadvantage is having no control over the design features and potential costs are higher as developers will make a higher profit margin on individual sales.
11.15. This scheme has recently been allocated grant from the HCA on the proviso that there is a contribution from the District Council. In order to keep rents within the reach of those clients currently likely to be ‘sitting up’ specialist projects, BCHA are seeking total subsidy of around £56,000 per acquisition. After some negotiation it was agreed with BCHA and the HCA to split the required subsidy roughly two thirds (£187,500, which has been confirmed) from central sources and roughly one third (proposed £92,500) from the Council. It is therefore proposed to allocate £92,500 to BCHA for this purpose, equating to subsidy of £18,500 per dwelling, and to take this allocation from the Yeovil reserve.

11.16. The actual outcome for this financial year could be augmented with some additional individual properties such as mortgage rescues or further Bought not Built properties. It is also still possible that some properties may be sold as Starter Homes, but this seems unlikely as we are yet to see the full regulations set out in the 2016 Act including knowing the full discount period.

12. Pipeline schemes – beyond 2017/18

12.1. There are a further four schemes with grant secured from the Council, all of which are subject to securing planning permission and thus are unlikely to complete until 2018/19 at the earliest although conceivably a start could be made on site this financial year. These are shown at Appendix D.

12.2. In addition it is possible, but by no means certain, that next financial year may see the next ‘peak’ in delivery of affordable housing through planning obligations on one or more of the larger sites. In particular it is expected that Persimmon will progress development on the Lufton key site in Yeovil to the point where provision of more affordable housing is triggered within the terms of the existing s106 Agreement. There is also the possibility of the delivery of the first tranche of affordable housing within the Brimsmore key site in Yeovil.

12.3. Just under £2 million of Council grant is provisionally allocated to three different Housing Associations planning to deliver at least 74 new homes across four different sites in three settlements. In all cases the funds have been allocated in the expectation that once suitable planning permission is secured a bid for funds will be made to the HCA, potentially releasing some or all of the grant allocated by the Council.

12.4. The Yarlington scheme at Misterton was allocated funds by the District Executive in October 2015 for the first phase of 17 dwellings – 11 for social rent and 6 for shared ownership – in anticipation that a bid will be made to the HCA for grant funding towards a larger site overall. Yarlington now intend to submit a planning application later this month. It should be noted that should the HCA be willing to fund the entire site then the rented properties will, in all probability, have to be realigned under the affordable rent regime.

12.5. The Stonewater scheme at Crewkerne was allocated funds by the District Executive in September 2016, on the assumption that some HCA funding was to be redeployed (mainly for the shared ownership element) but, again, in anticipation of a suitable bid being submitted to the HCA. The planning application has not been straight forward and a decision is expected to be reached after the submission of this report but before the District Executive meeting.

12.6. There are two schemes in Chard. One of these involves Council land at Jarman Way. The disposal had previously been agreed to in order for Knightstone to create nine new dwellings for rent. This follows on from the nearby scheme of 41 new dwellings which
Knightstone completed in February 2015. Knightstone had secured grant funding from the HCA initially supplemented by £120,000 in Council grant agreed by the District Executive on 1st October 2015. In addition to creating new affordable housing the proposal enables the creation of better play facilities on adjacent land retained by the Council.

12.7. An additional £80,000 in grant from the Council was approved by the Portfolio Holder in January 2017 following a cost increase of around 15% from the original quotes Knightstone had obtained. It is worth noting that the land is not being sold at nil value on this occasion and so does not represent a further subsidy. However transfer of the council land has been delayed due to third party complications and this has prevented Knightstone from being able to commence the scheme yet.

12.8. The other scheme in Chard arises from land assembly that Stonewater achieved when acquiring the former Chard Working Men’s Club. Stonewater already owned a number of properties in neighbouring Silver Street including an area to the rear of these properties accessible from Silver Street. This enabled contractors (and plant) access to the former Working Men’s Club for the duration of the refurbishment. Acquisition of the former working men’s club included curtilage to the rear, effectively creating a land assembly opportunity giving Stonewater a small infill site.

12.9. Stonewater now propose to construct four new homes on this site to the rear of the former Working Men’s Club. They intend to use a modular method of construction – with the main components manufactured and assembled off site. The factory fitting includes bathrooms, kitchens, decorations, doors, plumbing and electrics; each building exceeds the current regulations for sound and thermal insulation. Once the homes have been assembled and snagged in the factory they are delivered to the site in ‘modules’, ready for Stonewater’s site contractor to carry out the external finishing and for the properties to be clad in brick and/or render etc. The necessary NHBC warranties and related insurances will all be in place as with a traditional build.

12.10. Due to the size of the site and the pro rata costs of site preparation, on this occasion the modular construction method will not produce any significant savings in construction costs (compared to the ‘average’ Housing Association development, although traditional build on this site could prove to be much more expensive). However we do anticipate a significant saving in time. Stonewater estimate on-site works to be 14 weeks whereas a traditional build contract would be seven months at best and probably longer, possibly up to a year (weather conditions pending).

12.11. Using this particular modular construction on this site also affords the opportunity for both Stonewater and the Council to evaluate the advantages and disadvantages and consider rolling it out across larger sites, with possible future time and cost savings.

12.12. In May this year the Portfolio Holder agreed to allocate £216,000 in grant to underwrite the subsidy needed for this scheme with the usual proviso that we would expect Stonewater to bid to the HCA. An initial bid to the HCA was rejected as being at too high a pro rata cost and a further bid is now being submitted on the basis of there being a contribution from the Council. If the outcome of this bid is known by the date of the Executive meeting it may be possible either to recommend a reduction in the allocation or confirm that the whole amount will be required.

13. Community Led Housing

13.1. As part of the 2016 Budget, a £60 million fund was announced to support community-led housing developments in areas “where the impact of second homes is particularly
acute." About a third of the entire fund was earmarked for the South West. The fund is intended to enable local community groups deliver affordable housing and to help build collaboration, skills and supply chains “at a local level” to promote housebuilding that is community led. The fund covers capital investment, technical support and revenue to make more schemes viable and significantly increase community groups’ current delivery pipelines.

13.2. The Government worked with the Community Housing Alliance (including the National Community Land Trust [CLT] Network and other members of the community-led housing sector). It has cited these organisations as a source of advice on how to effectively deploy the funding. It should be recognised that the South West is already well placed and has a recent history of growth in the CLT sector. In South Somerset we have encouraged two successful CLT led housing schemes – at Queen Camel and at Norton sub Hamdon.

13.3. Funding was allocated to local authorities “proportionate to the number of holiday homes in the local area and taking account of the affordability of housing to local people”. The allocation for South Somerset District Council is £263,222.

13.4. On 18th January the Wessex CLT Project coordinated an exploratory meeting of all the local housing authorities in the three counties covered by their project – i.e. Devon, Dorset and Somerset. Incidentally this meeting was held in South Somerset. At the meeting the Governments intentions were outlined and various options considered and debated.

13.5. A brief discussion paper was put forward to the Portfolio Holder discussion group meeting that was held on Friday 10th February, which was also attended by Steve Watson from the Wessex CLT Project. The meeting was open to all elected members and attended by twelve, including the Portfolio Holder and the Chair of the Scrutiny Committee.

13.6. Following this the Portfolio Holder confirmed a proposed split of funding options as follows.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Building Events (incidental costs – hall hire, refreshments, postage)</td>
<td>£ 6,222</td>
</tr>
<tr>
<td>Grant funding to Wessex CLT Project</td>
<td>£ 25,000</td>
</tr>
<tr>
<td>Housing Needs Surveys (either direct grant or transfer to area cost centre)</td>
<td>£ 27,000</td>
</tr>
<tr>
<td>Small grants to local groups</td>
<td>£ 30,000</td>
</tr>
<tr>
<td>Feasibility/planning grant to local groups</td>
<td>£ 40,000</td>
</tr>
<tr>
<td>Revolving Land Fund (revenue contribution to capital)</td>
<td>£ 135,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£ 263,222</strong></td>
</tr>
</tbody>
</table>

13.7. We are running three capacity building events across the district to highlight the opportunities and encourage parish councils and others to bring forward community led schemes. This includes presentations from the Wessex CLT project and our existing CLTs. Two of these have been timed to fall into national rural housing week (3rd – 7th July 2017).

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday 3rd July</td>
<td>1.30pm</td>
<td>Norton Sub Hamdon Village Hall</td>
</tr>
<tr>
<td>Wednesday 5th July</td>
<td>6.30pm</td>
<td>Council Offices, Churchfields, Wincanton</td>
</tr>
<tr>
<td>Thursday 20th July</td>
<td>1.30pm</td>
<td>Horton Village Hall</td>
</tr>
</tbody>
</table>
13.8. The revenue contribution towards Wessex CLT project is intended to build capacity in the independent support sector, particularly in the expectation that allocations from the Governments fund in future years will be subject to competitive bids for ‘shovel-ready’ schemes. The project will increase their capacity with an intention to provide additional support over a four year period with the expanded service becoming fully self-financing in year five. They propose to provide “end-to-end technical support” to local groups for community housing projects and expand this from supporting the CLT model to include others such as co-housing projects and self-build. A small addition (about £2,000) to the requested sum should provide for the project to reimburse reasonable costs to volunteers, for example attending and presenting to the events cited above. Following discussions with thirteen local authorities, the project have developed a standard Service Level Agreement document.

13.9. Local Housing Needs Surveys are used to assist in justification for planning permission under policy SS2 by providing evidence of ‘hidden’ need (not expressed on the register) and refining proposed tenure and property mixes. The rural housing development officer has co-ordinated a ‘standard template’ which can be used by our area teams or by the Community Council for Somerset. There was a clear preference for our own area community development teams to offer this service to Parish Councils and other community groups, but a recognition that they may choose to use an independent provider. Setting aside approximately 10% of the allocated funds should pay for around six additional surveys.

13.10. Direct grant assistance to local groups. For Norton sub Hamdon CLT and Queen Camel CLT, grants administered by our area development teams met the costs of incorporating as trusts, entering into option agreements with landowners, acquiring the freeholds of their sites, disposing of long-term leases to their partner-associations and completing S106 Agreements. So far one such grant request has been received, from the South Petherton CLT, and approved.

13.11. In addition, further sums have been set aside to assist community led groups carrying out feasibility work on their preferred sites (such as wildlife surveys and contamination reports) and making a planning application. For Norton sub Hamdon CLT and Queen Camel CLT, such costs were borne ‘at risk’ by their housing association partners prior to seeking capital grant. Other CLTs have been able to obtain government grants to commission this work themselves. The Wessex CLT Project has been administering these grants on behalf of CLTs – advising on heads of terms with landowners; tendering the services of architects, engineers and surveyors; assisting with application forms etc. The government grant regime only runs to March 2018 and Wessex have advised councils in receipt of the Community Housing Fund allocations that it would be helpful if an allowance could be made to the same ends.

13.12. The largest portion of the fund has been set aside for land acquisition. Once acquired it can then be held by the Council until a scheme is ready to be progressed (which in itself is not a short term plan). This could be a ‘rolling programme’ whereby the delivery vehicle (such as a housing association) buys the land from the Council for a similar sum, thereby replenishing the fund. There could be an element of direct subsidy where land is handed over to a community led group for less than the sum paid by the Council, potentially with suitable covenants in place.
13.13. The following sums have been committed thus far –

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLA with Wessex CLT project</td>
<td>£ 25,000</td>
</tr>
<tr>
<td>Grant to South Petherton CLT</td>
<td>£ 6,680</td>
</tr>
<tr>
<td>Room Hire for four area events</td>
<td>£ 74.40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£ 31,754.40</strong></td>
</tr>
</tbody>
</table>

14. Financial Implications

The table below is a summary of the movements in the reserve since the last report:

<table>
<thead>
<tr>
<th>Affordable Housing Reserve</th>
<th>£1,000 (rounded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance b/f (per DX report September 16)</td>
<td>476</td>
</tr>
<tr>
<td>Additional allocation to Stonewater: Queensway</td>
<td>(23)</td>
</tr>
<tr>
<td>(Portfolio Holder Oct 2016)</td>
<td></td>
</tr>
<tr>
<td>Allocation to Magna: Chard</td>
<td>(37)</td>
</tr>
<tr>
<td>(Portfolio Holder Nov 2016)</td>
<td></td>
</tr>
<tr>
<td>Additional allocation to Knightstone: Jarman Way</td>
<td>(80)</td>
</tr>
<tr>
<td>(Portfolio Holder Jan 2017)</td>
<td></td>
</tr>
<tr>
<td>Allocation to Stonewater: R/o Chard Working Mens’ Club</td>
<td>(216)</td>
</tr>
<tr>
<td>(Portfolio Holder May 2017)</td>
<td></td>
</tr>
<tr>
<td>Return of grant from Spectrum</td>
<td>175</td>
</tr>
<tr>
<td>Total Remaining Balance of Reserve</td>
<td>295</td>
</tr>
</tbody>
</table>

16.1 If the District Executive confirms ringfencing of the £175,000 returned by Spectrum, this effectively creates a new reserve specifically for Yeovil and decreases the general reserve to £120,000.

16.2 If the District Executive approves the proposal to de-allocate £2,300 from Magna and £312,500 from Stonewater as per the recommendations, this affordable housing reserve will increase to £434,800.

16.3 Following this, if the District Executive approves the proposal to allocate £92,500 to BCHA for the move-on bought not built properties and £11,000 additional grant to Stonewater for the Queensway scheme, both from the Yeovil reserve, as per the recommendations, this reserve will then decrease to £71,500.

16.4 The general contingency funding has traditionally been held back to meet operational requirements, such as “Bought not Built” for larger families; mortgage rescue and disabled adaptations specifically designed for clients where opportunities do not exist in the current stock.
17. Risk Matrices

**Risk Profile before officer recommendations**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>CP</td>
</tr>
<tr>
<td>CY</td>
<td>R</td>
</tr>
</tbody>
</table>

**Risk Profile after officer recommendations**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>CpP</td>
<td>CY</td>
</tr>
<tr>
<td>R</td>
<td>F</td>
</tr>
<tr>
<td>CP</td>
<td>CY</td>
</tr>
</tbody>
</table>

**Key**

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

18. Carbon Emissions and Climate Change Implications

Previously all affordable housing in receipt of public subsidy, whether through the HCA or from the Council, had to achieve the minimum code three rating within the Code for Sustainable Homes. The HCA has now dropped this requirement and work has been undertaken to understand the precise differences between code three and current building regulations (which have improved). Whilst the Council may be able to seek slightly higher standards than those achieved through building regulations where it is the sole funder of schemes, this is rarely the case as usually there is some HCA grant sought at some stage.

19. Equality and Diversity Implications

All affordable housing let by Housing Association partners in South Somerset is allocated through Homefinder Somerset, the county-wide Choice Based Lettings system. Homefinder Somerset has been adopted by all five local housing authorities in the County and is fully compliant with the relevant legislation, chiefly the Housing Act 1996, which sets out the prescribed groups to whom ‘reasonable preference’ must be shown.

20. Implications for Corporate Priorities

The Affordable Housing development programme clearly provides a major plank under “Homes” and in particular meets the stated aim:

“To work with partners to enable the provision of housing that meets the future and existing needs of residents and employers.”

21. Privacy Impact Assessment

This report does not directly impact on any data held of a personal nature.
Background Papers

Affordable Housing Development Programme - District Executive – 1st September 2016

Approval of the Rural Housing Action Plan 2016/18 (report to Portfolio Holder) Executive Bulletins no's 690 & 691 - 7th & 14th October 2016

Affordable Housing Development Programme: Queensway Place, Yeovil (report to Portfolio Holder) Executive Bulletins no’s 691 & 692 - 14th & 21st October 2016

Affordable Housing Development Programme: Bought not Built Property, Chard (report to Portfolio Holder) Executive Bulletins no’s 696 & 697 - 18th & 25th November 2016

Affordable Housing Development Programme: Jarman Way, Chard (report to Portfolio Holder) 24th January 2017

Community Led Housing: Outline Plan (report to Portfolio Holder) 24th February 2017

Affordable Housing Development Programme: Scheme at rear of former Chard Working Men’s Club (report to Portfolio Holder) 11th May 2017

(Report from) Overview and Scrutiny Committee - Disposal of third party properties
District Executive – 1st June 2017
Appendix A – Breakdown of voluntary disposals by Yarlington Housing

<table>
<thead>
<tr>
<th>No</th>
<th>Property address</th>
<th>Date of consent or otherwise</th>
<th>Executive Bulletin/s (until 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Prior to Financial year 2015/16</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 &amp; 2</td>
<td>6 &amp; 8, Swedish Houses, Over Stratton, South Petherton</td>
<td>11th June 2012</td>
<td>predates policy decision</td>
</tr>
<tr>
<td>3</td>
<td>3, Steart Hill, West Camel</td>
<td>18th January 2013</td>
<td>557 &amp; 558</td>
</tr>
<tr>
<td>4</td>
<td>22, Milford Road, Yeovil</td>
<td>16th August 2013</td>
<td>587 &amp; 588</td>
</tr>
<tr>
<td>5</td>
<td>12, Swedish Houses, Over Stratton, South Petherton</td>
<td>1st November 2013</td>
<td>598 &amp; 599</td>
</tr>
<tr>
<td>6</td>
<td>1, Stibbear Lane, Donyatt</td>
<td>13th June 2014</td>
<td>628 &amp; 629</td>
</tr>
<tr>
<td>7</td>
<td>9, Park Way, Bruton</td>
<td>Not with SSDC consent</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>17, West Street, Stoke sub Hamdon</td>
<td>23rd July 2014</td>
<td>Not subject to policy</td>
</tr>
<tr>
<td>9</td>
<td>19, Pope’s Cross, Curry Mallet</td>
<td>12th December 2014</td>
<td>653 &amp; 654</td>
</tr>
<tr>
<td>10</td>
<td>28, Font Villas, West Coker</td>
<td>16th January 2015</td>
<td>656 &amp; 657</td>
</tr>
<tr>
<td>11</td>
<td>1, Vale View, Aller</td>
<td>30th January 2015</td>
<td>658 &amp; 659</td>
</tr>
<tr>
<td>12</td>
<td>4, Townsend, Shepton Montague</td>
<td>30th January 2015</td>
<td>658 &amp; 659</td>
</tr>
<tr>
<td>13</td>
<td>53, Earle Street, Yeovil</td>
<td>20th March 2015</td>
<td>665 &amp; 666</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial year 2015/16</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>1, Owl Street, Stocklinch</td>
<td>12th May 2015</td>
<td>672 &amp; 673</td>
</tr>
<tr>
<td>15</td>
<td>5, West End, Marston Magna</td>
<td>21st August 2015</td>
<td>684 &amp; 685</td>
</tr>
<tr>
<td>16</td>
<td>23, Woodhayes, Henstridge</td>
<td>4th September 2015</td>
<td>686 &amp; 686</td>
</tr>
<tr>
<td>17</td>
<td>8, Fairview Terrace, Limington</td>
<td>23rd October 2015</td>
<td>672 &amp; 673</td>
</tr>
<tr>
<td>18</td>
<td>2 Townsend, Shepton Montague</td>
<td>13th November 2015</td>
<td>674 &amp; 675</td>
</tr>
<tr>
<td>19</td>
<td>19, Higher Bullen, Barwick</td>
<td>13th November 2015</td>
<td>674 &amp; 675</td>
</tr>
<tr>
<td>20</td>
<td>20, Dyers Road, Curry Rivel</td>
<td>Consent withheld - 18th December 2015</td>
<td>679 &amp; 680</td>
</tr>
<tr>
<td>21</td>
<td>2, Daisymead, Rimpton</td>
<td>18th December 2015</td>
<td>679 &amp; 680</td>
</tr>
<tr>
<td>22</td>
<td>3 Orchard View, Haslebury Plucknett</td>
<td>Consent withheld – 3rd June 2016</td>
<td>671 &amp; 672</td>
</tr>
<tr>
<td>23</td>
<td>20, Langport Road, Long Sutton</td>
<td>Consent withheld – 4th March 2016</td>
<td>688 &amp; 689</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial year 2016/17</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>88 Southville, Yeovil</td>
<td>Consent withheld – 27th May 2016</td>
<td>670 &amp; 671</td>
</tr>
<tr>
<td>25</td>
<td>36, Font Villas, West Coker</td>
<td>27th May 2016</td>
<td>670 &amp; 671</td>
</tr>
<tr>
<td>26</td>
<td>12, Daisymead, Rimpton</td>
<td>Consent withheld – 24th June 2016</td>
<td>674 &amp; 675</td>
</tr>
<tr>
<td>27</td>
<td>6, Middlefield Road, Pitney</td>
<td>Consent withheld – 24th June 2016</td>
<td>674 &amp; 675</td>
</tr>
<tr>
<td>28</td>
<td>1, Pope’s Cross, Curry Mallet</td>
<td>24th June 2016</td>
<td>674 &amp; 675</td>
</tr>
<tr>
<td>29</td>
<td>28 Westland Road, Yeovil</td>
<td>12th August 2016</td>
<td>681 &amp; 682</td>
</tr>
<tr>
<td>30</td>
<td>2 Hicknoll Cottages, Compton Pauncefoot</td>
<td>12th August 2016</td>
<td>681 &amp; 682</td>
</tr>
<tr>
<td>31</td>
<td>2 Council Houses, East Lambrook</td>
<td>Consent withheld – 12th</td>
<td>681 &amp; 682</td>
</tr>
<tr>
<td>No</td>
<td>Property address</td>
<td>Date of consent or otherwise</td>
<td>Executive Bulletin/s (until 2017)</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------------------------------------------</td>
<td>-------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>32</td>
<td>1, Grove Close, Coombe Street, Pen Selwood</td>
<td>August 2016</td>
<td>683 &amp; 684</td>
</tr>
<tr>
<td></td>
<td>Date withheld – 26th August 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>3, St Johns Cottages, Barrow Lane, Charlton Musgrove</td>
<td>Consent withheld – 2nd September 2016</td>
<td>684 &amp; 685</td>
</tr>
<tr>
<td>34</td>
<td>2, Council Houses, Clapton Road, Clapton</td>
<td>Consent withheld – 16th September 2016</td>
<td>685 &amp; 687</td>
</tr>
<tr>
<td>35</td>
<td>3, Berrymans Lane, Ilminster</td>
<td>23rd September 2016</td>
<td>687 &amp; 688</td>
</tr>
<tr>
<td>36</td>
<td>17, Taylors Orchard, Chiselborough</td>
<td>Consent withheld – 23rd September 2016</td>
<td>687 &amp; 688</td>
</tr>
<tr>
<td>37</td>
<td>2, Council House, Knole, Langport</td>
<td>Consent withheld – 30th September 2016</td>
<td>688 &amp; 689</td>
</tr>
<tr>
<td>38–45</td>
<td>23, 25, 27, 30, 31, 33, 34 &amp; 36 Riverside, Horton</td>
<td>Consent withheld – 11th November 2016</td>
<td>694 &amp; 695</td>
</tr>
<tr>
<td>46–49</td>
<td>26, 30, 33 &amp; 34 Donyatt Hill, Donyatt*</td>
<td>18th November 2016</td>
<td>695 &amp; 696</td>
</tr>
<tr>
<td>50</td>
<td>2, Moore Villas, Victoria Park, Castle Cary</td>
<td>Consent withheld – 25th November 2016</td>
<td>696 &amp; 697</td>
</tr>
<tr>
<td>51 &amp; 52</td>
<td>17 &amp; 18, Townsend, Marston Magna</td>
<td>Consent withheld – 14th January 2017</td>
<td>n/a</td>
</tr>
<tr>
<td>53</td>
<td>58, Westfield Crescent, Yeovil</td>
<td>Consent withheld – 18th March 2017</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Financial year 2017/18**

| 54 | 4, Council Houses, Podimore                             | Formal process ceased         |                                  |

* Note that Yarlington also informed us (at the same time) of proposed disposal of eight other flats at Donyatt Hill when they become vacant.
## Appendix B: Combined HCA & SSDC Programme 2016/17

<table>
<thead>
<tr>
<th>Housing Association</th>
<th>Scheme Name</th>
<th>Social Rent</th>
<th>Affordable Rent</th>
<th>Shared Ownership/Intermediate</th>
<th>Net Gain New Homes</th>
<th>Total Homes</th>
<th>Total Grant</th>
<th>Level of grant from SSDC</th>
<th>Level of grant from HCA</th>
<th>Planning Obligation</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yeovil</td>
<td>Yarlington Westfield Academy</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>£315,000</td>
<td>£315,000</td>
<td>£0</td>
<td></td>
<td>Jan-17</td>
</tr>
<tr>
<td></td>
<td>Stonewater West Hendford</td>
<td>0</td>
<td>29</td>
<td>16</td>
<td>44</td>
<td>44</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td></td>
<td>Mar-17</td>
</tr>
<tr>
<td>Rural (pop. below 3,000)</td>
<td>Aster Wheathill Nursery, Milborne Port</td>
<td>7</td>
<td>0</td>
<td>5</td>
<td>12</td>
<td>12</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td>✓</td>
<td>Feb-17</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>9</td>
<td>29</td>
<td>22</td>
<td>59</td>
<td>59</td>
<td>£315,000</td>
<td>£315,000</td>
<td>£0</td>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>
## Appendix C: Combined HCA & SSDC Programme 2017/18

<table>
<thead>
<tr>
<th>Housing Association</th>
<th>Scheme Name</th>
<th>Social Rent</th>
<th>Affordable Rent</th>
<th>Shared Ownership/Intermediate</th>
<th>Net Gain</th>
<th>New Homes</th>
<th>Total Homes</th>
<th>Total Grant</th>
<th>Level of grant from SSDC</th>
<th>Level of grant from HCA</th>
<th>Planning Obligation</th>
<th>completion (anticipated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yeovil</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stonewater</td>
<td>West Hendford</td>
<td>0</td>
<td>2</td>
<td>17</td>
<td>19</td>
<td>19</td>
<td>£1,125,345</td>
<td>£375,000</td>
<td>£750,345</td>
<td></td>
<td></td>
<td>Jun-17</td>
</tr>
<tr>
<td>BCHA</td>
<td>Move-on acquisitions (bought not built)</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>£280,000</td>
<td>£92,500</td>
<td>£187,500</td>
<td></td>
<td></td>
<td>Mar-18</td>
</tr>
<tr>
<td>Knightstone</td>
<td>Bungalows (NHS funded)</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td></td>
<td></td>
<td>Oct-17</td>
</tr>
<tr>
<td>Stonewater</td>
<td>Queensway</td>
<td>0</td>
<td>24</td>
<td>0</td>
<td>24</td>
<td>24</td>
<td>£619,607</td>
<td>£162,000</td>
<td>£457,607</td>
<td></td>
<td></td>
<td>Aug-17</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martock</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DCH</td>
<td>Water Street, Martock</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td></td>
<td>✓</td>
<td>Oct-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chard</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Magna</td>
<td>Individual acquisition</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>£37,000</td>
<td>£37,000</td>
<td>£0</td>
<td></td>
<td></td>
<td>25th April 2017</td>
</tr>
<tr>
<td>Rural (pop. below 3,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yarlington</td>
<td>Tanyards, Broadway</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td></td>
<td>✓</td>
<td>Nov-17</td>
</tr>
<tr>
<td>Stonewater</td>
<td>Dikes Nursery, Stoke-sub-Hamdon</td>
<td>0</td>
<td>10</td>
<td>4</td>
<td>14</td>
<td>14</td>
<td>£290,000</td>
<td>£0</td>
<td>£290,000</td>
<td></td>
<td></td>
<td>Mar-18</td>
</tr>
<tr>
<td>Yarlington</td>
<td>South Cadbury</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>£108,000</td>
<td>£0</td>
<td>£108,000</td>
<td></td>
<td></td>
<td>Jul-17</td>
</tr>
</tbody>
</table>

| Totals              | 5                            | 45          | 31              | 81                          | 81       | £2,459,952 | £666,500    | £1,793,452  | 10                      |                          |                        |                          |
## Appendix D: Combined HCA & SSDC Programme 2018/19+

<table>
<thead>
<tr>
<th>Housing Association</th>
<th>Scheme Name</th>
<th>Social Rent</th>
<th>Affordable Rent</th>
<th>Shared Ownership/Intermediate</th>
<th>Net Gain New Homes</th>
<th>Total Homes</th>
<th>Total Grant</th>
<th>Level of grant from SSDC</th>
<th>Level of grant from HCA</th>
<th>Planning Obligation</th>
<th>Anticipated completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crewkerne</td>
<td>Stonewater North Street</td>
<td>0</td>
<td>20</td>
<td>24</td>
<td>44</td>
<td>44</td>
<td>£1,722,776</td>
<td>£1,040,000</td>
<td>£682,776</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chard Stonewater r/o Chard Working Mens’ Club</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>£216,000</td>
<td>£216,000</td>
<td>£0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Knightstone Dolling Close (Jarman Way)</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td>9</td>
<td>9</td>
<td>£468,334</td>
<td>£200,000</td>
<td>£268,334</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural (pop. below 3,000)</td>
<td>Yarlington Misterton</td>
<td>11</td>
<td>0</td>
<td>6</td>
<td>17</td>
<td>17+</td>
<td>£396,661</td>
<td>£396,661</td>
<td>£0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>11</td>
<td>33</td>
<td>30</td>
<td>74</td>
<td>74+</td>
<td>£2,803,771</td>
<td>£1,852,661</td>
<td>£951,110</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
2016/17 Capital Budget Outturn Report

Executive Portfolio Holder: Peter Seib, Finance and Legal Services
S151 Officer: Paul Fitzgerald
Service Manager: Catherine Hood, Finance Manager
Lead Officer: Nicola Hix, Management Accountant
Contact Details: nicola.hix@southsomerset.gov.uk or 01935 462612

Purpose of the Report

1. The purpose of this report is to inform Members of the outturn of the capital programme of the Council for 2016/17 i.e. the total spend for the year and how this compares with the agreed budget for the year, with explanations for the main differences. It also summarises what has been delivered through the capital invested and how this has been funded.

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of July 2017.

Public Interest

3. This report sets out details of capital expenditure incurred in 2016/17 and the performance against the approved budgets for projects and the overall Capital Programme.

Recommendation(s)

4. That the District Executive:
   a) note the net spend of £6.187 million on capital schemes for the 2016/17 year and approve the financing of the capital programme (paragraph 7 and 18);
   b) note the progress of individual capital schemes and the lead officers’ comments as detailed in Appendix A;
   c) approve the revisions, including profiling amendments to the Capital Programme for 2017/18 and future years as detailed in paragraph 10;
   d) approve the virement of £67,000 outlined in paragraph 12;
   e) approve the addition £1,220,000 to the Capital Programme budget, funded from additional income as set out in para 13
   f) note the post completion reports on the completed schemes as detailed in Appendix B;
   g) note the balance of S106 deposits by developers held in a reserve as outlined in paragraph 23.

Background
5. Full Council approve the Capital Programme in February each year. Monitoring of the agreed programme has been delegated to District Executive.

**Overall Outturn Position**

6. The overall position for the Capital Budget for 2016/17 is that total net spending amounted to £6,187m; this was £2,551m (29%) less than the original planned net expenditure of £8,738m. Amendments have been reported to members each quarter and the revised Capital Programme approved.

7. The original budget is revised each quarter to reflect changes to the programme. The position on the Capital Budget for 2016/17 at Quarter 4, showed revised planned net expenditure of £6,211m. With the total spend amounted to £6,187m; this was £24k (0.4%) less than planned. This is mainly due to project delays. A final report on 2016/17 spend is attached at Appendix A.

8. The £6,187m actual spend referred to above is the net position which includes external contributions and grants. Excluding these external contributions and grants shows gross expenditure of £8,675m on the capital programme, £109k on vehicles to be leased, and £202k on internal funded borrowing for assets.

**Capital Spending Pattern**

9. The graph below shows the actual spend compared to revised budget for the last 5 years. The total 2016/17 spend represented 99% of the revised budgeted spend for the year, compared to 88% in 2015/16.

![Capital Spending Pattern Graph]

**Revised Capital Programme**

10. Some amendments have been requested since Quarter 3. A summary of those amendments are outlined below and members are requested to approve the revised Capital Programme shown in Appendix A. The net budget for 2016/17 was revised from £5,721m to £6,211m for the following reasons: -
Capital Programme for Quarter 3 approved by District Executive in February 2017

<table>
<thead>
<tr>
<th>16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>5,721</td>
<td>6,118</td>
<td>579</td>
<td>(312)</td>
<td>(312)</td>
</tr>
</tbody>
</table>

Profiling amendments to capital programme quarter 4 2016/17 255 (255)

Plus budget for year-end capital salaries 81 100

Plus allocations from affordable housing reserve 152 54

Plus Area Reserve allocations 2 25

Plus projects added to Capital Programme quarter 4:
- New projects approved by Council February 2017
  - SWP Loan for Vehicles 3,231 (470) (482) (494)
  - Goldenstones 10 Yr Plan Changing Rm’s Refurbishment 206 (29) (29) (29)

Revised Capital Programme for 2016/17 6,211 10,050 225 (823) (835)

(Figures shown in brackets reduce the capital spend in any particular year)

Delayed Projects

11. In accordance with the capital strategy any project that has been delayed by more than two years before starting is required to be reviewed so that Members can consider whether to continue to support the project. Relevant projects will be reviewed by the Leadership Board in July and recommendations included within the quarter 1 capital programme monitoring report.

Virements between Capital Projects

12. The table below shows the requested budget virements between projects within the capital programme:

<table>
<thead>
<tr>
<th>Amount £’000</th>
<th>From</th>
<th>To</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Yeovil Innovation Centre Car Park Facilities</td>
<td>Yeovil Innovation Centre Phase II</td>
<td>Underspend on car park add to contingency for phase II build.</td>
</tr>
<tr>
<td>45</td>
<td>Goldenstones 10yr Plan</td>
<td>Westlands Sport</td>
<td>Reallocation of budget where needed.</td>
</tr>
<tr>
<td>67</td>
<td>Total Virements</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Additional Income

13. This section highlights any new funding or changes to external funding that have been received by the Council within the last quarter. It is recommended the capital programme budget is increased and funded by the amounts shown in the table below:

<table>
<thead>
<tr>
<th>Project</th>
<th>Source of Income</th>
<th>Additional funding received £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabled Facilities Grants</td>
<td>Better Care Fund</td>
<td>995</td>
</tr>
<tr>
<td>Westlands Leisure Complex</td>
<td>Ticket Levy, Tolchards Bar Fit Out, Zurich Roof Claim</td>
<td>225</td>
</tr>
</tbody>
</table>

Completed schemes (including feasibility)

14. The table below shows the projects/schemes completed in the period. Post completion reports, where indicated, are attached in Appendix B.

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Revised Net Budget £’000</th>
<th>Actual Spend £’000</th>
<th>Within acceptable limits?</th>
<th>Responsible Officer</th>
<th>Post Completion report Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of 2 x 5 Bed House for Leasing</td>
<td>470</td>
<td>470</td>
<td>Y</td>
<td>Colin McDonald</td>
<td>N/A</td>
</tr>
<tr>
<td>Purchase of 45-50 Lavers Oak, Martock</td>
<td>423</td>
<td>423</td>
<td>Y</td>
<td>Colin McDonald</td>
<td>N/A</td>
</tr>
<tr>
<td>Affordable Housing - Westfield Academy 3 Bed Bung (Yarlington)</td>
<td>315</td>
<td>315</td>
<td>Y</td>
<td>Colin McDonald</td>
<td>N/A</td>
</tr>
<tr>
<td>Grant to Ilminster Football Club</td>
<td>163</td>
<td>163</td>
<td>Y</td>
<td>Lynda Pincombe</td>
<td>To follow</td>
</tr>
<tr>
<td>Yeovil Innovation Centre Car Park Facilities</td>
<td>120</td>
<td>98</td>
<td>Y</td>
<td>David Julian/ Garry Green</td>
<td>Y</td>
</tr>
<tr>
<td>Affordable Housing - Millfield, Chard</td>
<td>98</td>
<td>98</td>
<td>Y</td>
<td>Colin McDonald</td>
<td>N/A</td>
</tr>
<tr>
<td>Ham Hill Road Improvements</td>
<td>21</td>
<td>19</td>
<td>Y</td>
<td>Katy Menday / Garry Green</td>
<td>Y</td>
</tr>
<tr>
<td>5 Additional CCTV Cameras in Yeovil</td>
<td>29</td>
<td>32</td>
<td>Y</td>
<td>Steve Brewer</td>
<td>N/A</td>
</tr>
</tbody>
</table>

15. In order for an over/under spend to be within acceptable limits, the variation on budget should be within £10,000 or 5% (whichever is greater) of revised budget. On this basis, all of the 15 competed schemes are within an acceptable margin of the overall budget. Explanations for both under/over spends are outlined in the post completion.

Area Capital Programmes

16. Each Area has balances that can be used during the year. The position of the Area balances at 31st March 2017 and any movement within the year are as follows:
Each Area was allocated an additional £25,000 in February 2017 for schemes in 2017/18. The table shows that following these approvals Area unallocated capital balances have decreased by £69,000.

### Financing of the Capital Programme

18. The gross spend of £8.986m is the total capital expenditure before funding sources are included and requires financing. Members are recommended to approve the final financing of the capital programme from the following sources:

<table>
<thead>
<tr>
<th>Resources Used</th>
<th>Actual Gross Spend £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Useable Capital Receipts</td>
<td>6,552</td>
</tr>
<tr>
<td>External Contributions from funding partners</td>
<td>1,245</td>
</tr>
<tr>
<td>Capital Fund</td>
<td>155</td>
</tr>
<tr>
<td>Capital Grants from Central Government</td>
<td>889</td>
</tr>
<tr>
<td>Loan Repayments</td>
<td>146</td>
</tr>
<tr>
<td><strong>Total Resources Used</strong></td>
<td><strong>8,986</strong></td>
</tr>
</tbody>
</table>

19. We contributed £6.853m towards the £8.986m we spent last year. This means, for every £1 of our capital resources we contributed, we received 24p from external organisations.

### Outstanding Loans

20. As part of the agreed loans policy the amount of any outstanding loans at the end of each financial year must be reported to this committee. As at 31st March 2017 the following loans were outstanding:

<table>
<thead>
<tr>
<th>Borrower</th>
<th>Original Sum Lent £</th>
<th>Fixed Interest Rate</th>
<th>Amount Outstanding at 31st March 2017 £</th>
<th>Period of Loan</th>
<th>Final Repayment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hinton St George Shop</td>
<td>190,000</td>
<td>2.67%</td>
<td>182,170</td>
<td>20 years</td>
<td>February 2036</td>
</tr>
<tr>
<td>Somerset Waste Partnership</td>
<td>1,567,216</td>
<td>2.22%</td>
<td>1,428,219</td>
<td>7 years</td>
<td>August 2023</td>
</tr>
<tr>
<td><strong>Total Outstanding</strong></td>
<td><strong>1,610,389</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

21. There is also £15,329 outstanding in sale of council house mortgages, and £81,056 in car and bike loans.

22. Wessex Home Improvement Loans (WHIL) works in partnership with the Council to provide finance to home owners for essential maintenance and improvement works to their property. Loans are increasingly replacing grants allowing the Council to re-
circulate funds. The Council has £672,988 of capital invested with WHIL. As at 31st March 2017 there was £365,389 on the loan book and £307,599 as available capital.

Section 106 Agreements

23. S106 agreements are legal agreements between Local Authorities and developers that are linked to a planning permission. The total balance held as at 31st March 2017 was £3,335,546. This is purely a South Somerset District Council financial summary, more detail on S106’s is given to Area Committees on a quarterly basis.

Financial Implications

24. These are contained in the body of the report.

Risk Matrix

![Risk Matrix Diagram]

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

Corporate Priority Implications

There are no specific implications in these proposals.

Carbon Emissions and Climate Change Implications

There are no specific implications in these proposals.

Equality and Diversity Implications

There are no specific implications in these proposals.

Background Papers

Capital Monitoring Quarter 1 to 3 Reports to District Executive
## Revised District Executive Capital Programme 2016/17 - 2020/21

### Appendix A

<table>
<thead>
<tr>
<th>Project</th>
<th>Previous Years Spend</th>
<th>2016/17 Est Spend</th>
<th>Actual Spend to 31/03/17</th>
<th>Slippage to Carry Forward</th>
<th>Unders/ Overs on Completed Schemes</th>
<th>Revised Future Est Spend</th>
<th>Original Budget Allocation</th>
<th>Project Officer</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformation</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,315</td>
<td>1,315</td>
<td>A Gillespie / C Jones</td>
<td>Initial spending projections have been revised during the development of the Transformation Programme Blueprint to allow for further market engagement. Budget profiled for 17/18.</td>
</tr>
<tr>
<td>Capital Salaries</td>
<td>2,715</td>
<td>131</td>
<td>131</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>2,946</td>
<td>C Hood</td>
<td>Allocation of budget made in line with time spent on various capital projects.</td>
</tr>
<tr>
<td>Loan to Somerset Waste Partnership for Vehicles</td>
<td>0</td>
<td>1,426</td>
<td>1,428</td>
<td>-2</td>
<td>0</td>
<td>-964</td>
<td>462</td>
<td>C Hood</td>
<td>Loan drawn upon during Qtr 2 and repayments have commenced.</td>
</tr>
<tr>
<td>Loan to Somerset Waste Partnership for Vehicles</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,785</td>
<td>1,785</td>
<td>C Hood</td>
<td>Loan likely to be drawn down the second half of 2017/18.</td>
</tr>
<tr>
<td>Loan to Hinton St. George &amp; Locality Rural Comm Services - Repayment</td>
<td>-1</td>
<td>-8</td>
<td>-7</td>
<td>-1</td>
<td>0</td>
<td>-36</td>
<td>-45</td>
<td>C Hood</td>
<td>Loan repayments being made as agreed.</td>
</tr>
<tr>
<td>ICT Services</td>
<td>2,714</td>
<td>1,549</td>
<td>1,552</td>
<td>-3</td>
<td>0</td>
<td>1,056</td>
<td>5,319</td>
<td>D Chubb</td>
<td>New capital bid allocation for 2017/18.</td>
</tr>
</tbody>
</table>

**STRATEGIC MANAGEMENT**

Chief Executive - Alex Parmley
Service Managers - Charlotte Jones / Andrew Gillespie

<table>
<thead>
<tr>
<th>Project</th>
<th>Date of Approval</th>
<th>Original Spend</th>
<th>Previous Years Est Spend</th>
<th>In Year Monitoring</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformation</td>
<td>March 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Strategic Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FINANCE & CORPORATE SERVICES**

Service Manager - Catherine Hood
Portfolio Holder - Clr Peter Seib

<table>
<thead>
<tr>
<th>Project</th>
<th>Date of Approval</th>
<th>Original Spend</th>
<th>Previous Years Est Spend</th>
<th>In Year Monitoring</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Salaries</td>
<td>Feb 13</td>
<td>2,715</td>
<td>131</td>
<td>131</td>
<td>0</td>
</tr>
<tr>
<td>Loan to Somerset Waste Partnership for Vehicles</td>
<td>Oct 14</td>
<td>0</td>
<td>1,426</td>
<td>1,428</td>
<td>-2</td>
</tr>
<tr>
<td>Loan to Somerset Waste Partnership for Vehicles</td>
<td>Feb 17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Loan to Hinton St. George &amp; Locality Rural Comm Services - Repayment</td>
<td>Oct 15</td>
<td>-1</td>
<td>-8</td>
<td>-7</td>
<td>-1</td>
</tr>
<tr>
<td>Total Finance &amp; Corporate Services</td>
<td>2,714</td>
<td>1,549</td>
<td>1,552</td>
<td>-3</td>
<td>0</td>
</tr>
<tr>
<td>Project Description</td>
<td>Approval Date</td>
<td>Original Est Spend</td>
<td>Previous Spend to 31/03/17</td>
<td>Actual Spend to 31/03/17</td>
<td>Slippage to Carry Forward</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-------------------</td>
<td>-----------------------------</td>
<td>--------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Affordable Housing - Millfield, Chard</td>
<td>April 13</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Affordable Housing - Rural exception, Misterton (Yarlington)</td>
<td>Oct 15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - Furnham Road Phase II, Chard (Knightstone)</td>
<td>Oct 15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - Westfield Academy 3 Bed Bung (Yarlington)</td>
<td>Oct 15</td>
<td>0</td>
<td>315</td>
<td>315</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - Queensway, Yeovil (Stonewater)</td>
<td>Oct 15</td>
<td>0</td>
<td>162</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - Bought not built Allocation</td>
<td>Sept 14</td>
<td>99</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - Mortgage Rescue Contingency Fund</td>
<td>Sept 14</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - West Hendford, Yeovil</td>
<td>April 15</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Affordable Housing - North Street, Crewkerne</td>
<td>Sept 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Housing - Purchase of 1 x 3 Bed House, Chard (Magna)</td>
<td>Nov 16</td>
<td>0</td>
<td>37</td>
<td>0</td>
<td>37</td>
</tr>
<tr>
<td>Affordable Housing - Jarman Way (Knightstone)</td>
<td>Jan 17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Purchase of 45-50 Lavers Oak, Martock</td>
<td>April 15</td>
<td>413</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Purchase of 2 x 5 Bed House for Leasing</td>
<td>Sept 16</td>
<td>0</td>
<td>470</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Project Description</td>
<td>Date of Approval</td>
<td>Original Est Spend £'000</td>
<td>Previous Spend 2016/17 £'000</td>
<td>Actual Spend to 31/03/17 £'000</td>
<td>Slippage to Carry Forward £'000</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>------------------</td>
<td>--------------------------</td>
<td>-------------------------------</td>
<td>--------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Lyde Road Pedestrian &amp; Cycle Way</td>
<td>Feb 17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Yeovil Innovation Centre Phase II</td>
<td>Feb 16</td>
<td>0</td>
<td>-233</td>
<td>111</td>
<td>-344</td>
</tr>
<tr>
<td>Yeovil Innovation Centre Car Park Facilities</td>
<td>Feb 16</td>
<td>0</td>
<td>98</td>
<td>98</td>
<td>0</td>
</tr>
<tr>
<td>Total Economy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SPATIAL POLICY**

Service Manager : Jo Wilkins  
Portfolio Holder : Cllr Henry Hobhouse

**ECONOMIC DEVELOPMENT**

Service Manager : David Julian  
Portfolio Holder - Cllr Jo Roundell-Greene

**COMMUNITIES**

**AREA SOUTH**

Service Manager - Natalie Ross  
Area Chairman - Cllr Peter Gubbins

Reckleford Gyratory (Eastern Gateway)  
Feb 07  
1,633  
88  
0  
88  
0  
0  
1,721  
N Fortt  
Invoices have been received for some of the retention sum. However, we are withholding payment until the outstanding licencing arrangements have been completed.
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Original Date of Approval</th>
<th>Previous Years Spend £'000</th>
<th>2016/17 Est Spend £'000</th>
<th>Actual Spend to 31/03/17 £'000</th>
<th>Slippage to Carry Forward £'000</th>
<th>Unders/ Overs on Completed Schemes £'000</th>
<th>Revised Future Est Spend £'000</th>
<th>Original Budget Allocation £'000</th>
<th>Project Officer</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Delivery Vehicle (linked to Yeovil Vision)</td>
<td>Feb 09</td>
<td>66</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>34</td>
<td>100</td>
<td>N Fortt</td>
<td>£5k has been allocated by the Yeovil Vision Board towards improvements to the signage from National Tyres by County Council to be claimed in 2017/18.</td>
</tr>
<tr>
<td>Foundry House</td>
<td>April 99</td>
<td>879</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>883</td>
<td>N Fortt</td>
<td>Project to be identified to spend remaining money in line with DCLG grant. Budget reprofiled to 17/18.</td>
</tr>
<tr>
<td>5 Additional CCTV Cameras in Yeovil</td>
<td>Aug 14</td>
<td>18</td>
<td>11</td>
<td>14</td>
<td>0</td>
<td>-3</td>
<td>0</td>
<td>29</td>
<td>S Brewer</td>
<td>Scheme completed and final invoices paid out in October 16.</td>
</tr>
<tr>
<td>Wyndham Park Community Facilities</td>
<td>Nov 14</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>400</td>
<td>400</td>
<td>N Fortt</td>
<td>Negotiations still taking place with landowner adjacent to Wyndham Park.</td>
</tr>
<tr>
<td>Area South Committee Allocation</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>15</td>
<td>N Fortt</td>
<td>Updates reported to Area Committee.</td>
</tr>
<tr>
<td><strong>AREA NORTH</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Manager - Sara Kelly</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area Chairman - Cllr Clare Aparicio Paul</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant to Curry Rivel VH - Hearing Loop &amp; Toilets</td>
<td>Sep 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>S Kelly</td>
<td>S106 grant paid over for £9,540.</td>
</tr>
<tr>
<td>Area North Committee Allocation</td>
<td>22</td>
<td>145</td>
<td>83</td>
<td>62</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>167</td>
<td>S Kelly</td>
<td>Updates reported to Area Committee.</td>
</tr>
<tr>
<td><strong>AREA EAST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Manager - Tim Cook</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area Chairman - Cllr Nick Weeks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Acquisition in Waterside Rd, Wincanton</td>
<td>Feb 08</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>P Williams</td>
<td>Change in clients solicitors delayed exchange before year end. Legal actively pursuing to complete.</td>
</tr>
<tr>
<td>Enhancements to Waterside Rd, Wincanton</td>
<td>Feb 08</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>P Williams</td>
<td>Programming to be revised following above.</td>
</tr>
<tr>
<td>Area East Committee Allocation</td>
<td>2</td>
<td>83</td>
<td>32</td>
<td>51</td>
<td>0</td>
<td>0</td>
<td>85</td>
<td>T Cook</td>
<td></td>
<td>Updates reported to Area Committee.</td>
</tr>
<tr>
<td>Area</td>
<td>Project Details</td>
<td>Original Date of Approval</td>
<td>Previous Years Spend £'000</td>
<td>2016/17 Est Spend £'000</td>
<td>Actual Spend to 31/03/17 £'000</td>
<td>Slippage to Carry Forward £'000</td>
<td>Unders/ Overs on Completed Schemes £'000</td>
<td>Revised Future Est Spend £'000</td>
<td>Original Budget Allocation £'000</td>
<td>Project Officer</td>
</tr>
<tr>
<td>------</td>
<td>-----------------</td>
<td>---------------------------</td>
<td>-----------------------------</td>
<td>---------------------------</td>
<td>--------------------------------</td>
<td>--------------------------------</td>
<td>--------------------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Area West</td>
<td>Market Towns Visions</td>
<td>Feb 06</td>
<td>368</td>
<td>64</td>
<td>9</td>
<td>55</td>
<td>0</td>
<td>0</td>
<td>432</td>
<td>H Rutter</td>
</tr>
<tr>
<td>Area West</td>
<td>Grant to Ilminster Sports Club</td>
<td>Apr 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Z Harris</td>
</tr>
<tr>
<td>Area West</td>
<td>Grant to Merriott Village Hall</td>
<td>Apr 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Z Harris</td>
</tr>
<tr>
<td>Area West</td>
<td>Area West Committee Allocation</td>
<td></td>
<td>5</td>
<td>141</td>
<td>54</td>
<td>86</td>
<td>0</td>
<td>0</td>
<td>146</td>
<td>Z Harris</td>
</tr>
<tr>
<td>Total Communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**ENVIRONMENT**

**ENVIRONMENTAL HEALTH**

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoe Harris</td>
<td>Cllr Ric Pallister</td>
<td>Approx £984K external funding received from Better Care Fund. Spend of £889K for the year. Difference shown is down to profiling of income and expenditure. Remaining grant income of £95K added to budget for 17/18.</td>
</tr>
<tr>
<td>Zoe Harris</td>
<td>Cllr Carol Goodall</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alasdair Bell</td>
<td>Cllr Ric Pallister</td>
<td>Funding reallocated to other budgets last quarter.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>V Dawson</td>
<td>Cllr Ric Pallister</td>
<td>Project complete - £6K underspend returned to balances.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Bell</td>
<td>Cllr Ric Pallister</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Bell</td>
<td>Cllr Carol Goodall</td>
<td>Budget fully committed although some grants not paid out before end of financial year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Bell</td>
<td>Cllr Rick Pallister</td>
<td>Budget was never fully committed with small underspend expected which will be used in 17/18.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Bell</td>
<td>Cllr Carol Goodall</td>
<td>Budget fully committed to revised budget.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Bell</td>
<td>Cllr Rick Pallister</td>
<td>Funding reallocated to other budgets last quarter.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>V Dawson</td>
<td>Cllr Rick Pallister</td>
<td>Project complete - £6K underspend returned to balances.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Manager</th>
<th>Portfolio Holder</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Bell</td>
<td>Cllr Rick Pallister</td>
<td>Budget of £70k externally funded. Works complete and budget fully utilised.</td>
</tr>
<tr>
<td>Engineering and Property Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Service Manager</strong> - Garry Green</td>
<td><strong>Portfolio Holder</strong> - Cllr Henry Hobhouse</td>
<td></td>
</tr>
<tr>
<td><strong>Car Park Enhancements</strong></td>
<td>Feb 14 / 17</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intelligent Enforcement Car Park</strong></td>
<td>May 16</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>New Car Parks</strong></td>
<td>Feb 08</td>
<td>368</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capital Works to Councils Portfolio</strong></td>
<td>Various</td>
<td>216</td>
</tr>
</tbody>
</table>

**STREETSCENE**

**Service Manager** - Chris Cooper
**Portfolio Holder** - Cllr Jo Roundell Greene

| **Access all Areas Footpaths on Open Spaces** | Feb 16 | 0 | 127 | 116 | 11 | 0 | 0 | 127 |
|  |  |  |  |  |  |  |  |  |
| **Purchase of Road Sweeper** | Feb 17 | 0 | 0 | 0 | 0 | 0 | 145 | 145 |
|  |  |  |  |  |  |  |  |  |
| **Total Environment** | 8,185 | 988 | 671 | 307 | 10 | 1,149 | 10,322 |  |

**Responsible Officers comments on action on slippage and performance against targets**

Remaining budget from 16/17 to be fully utilised on Westlands Car Park. New funding for 17/18 for various projects.

Delay in progressing Millers Garage site due to potential larger scale project with adjacent landowners.

Projects identified for 16/17 from approved capital programme. Largest project for 16/17 is replacement of Fire & Intruder Alarm across many sites - this has now started to progress, however some sites on hold awaiting outcome of property review awaiting for proceeding on other projects.

Investigation on dissolved lechate and gas extraction requirements is ongoing and to consider now report received detailing short/medium term gas control options.

Ongoing works complete and remainder used as dowry payment to Town Council.

Works completed. £14K overall.

Purchase made.

All sites scheduled for 16/17 completed. One additional site to be completed 17/18 with the underspend.

New capital bid allocation for 2018/19.
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Date of Approval</th>
<th>Previous Years Spend</th>
<th>2016/17 Est Spend</th>
<th>Actual Spend to 31/03/17</th>
<th>Slippage to Carry Forward</th>
<th>Unders/ Overs on Completed Schemes</th>
<th>Revised Future Est Spend</th>
<th>Original Budget Allocation</th>
<th>Project Officer</th>
<th>Responsible Officers comments on action on slippage and performance against targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HEALTH &amp; WELL-BEING</strong></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ARTS AND ENTERTAINMENT</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Manager - Adam Burgan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portfolio Holder - Cllr Sylvia Seal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Octagon Theatre - Upgrade to Toilets (Gents &amp; Backstage)</td>
<td>June 15</td>
<td>59</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>63</td>
<td>A Burgan</td>
<td>£4K underspend returned to balances.</td>
</tr>
<tr>
<td>Octagon Theatre Stage Dimmer Lighting</td>
<td>Feb 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>64</td>
<td>A Burgan</td>
<td>Work will take place over summer period of 2017/18 due to need for extended period with no performances to be carried out.</td>
</tr>
<tr>
<td>Octagon Theatre Lighting &amp; Hearing</td>
<td>Dec 16</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>-3</td>
<td>0</td>
<td>0</td>
<td>A Burgan</td>
<td>Project on schedule - will be completed by end of financial year.</td>
</tr>
<tr>
<td>Westlands Entertainment Venue</td>
<td>Oct 15</td>
<td>0</td>
<td>1,954</td>
<td>1,968</td>
<td>-14</td>
<td>0</td>
<td>-248</td>
<td>1,706</td>
<td>S Joel</td>
<td>Sports complex finished. Main complex nearly complete but still some snagging issues and 1st floor issues to resolve. Works to pavilion progressing well. Full report to be taken to DX committee in July.</td>
</tr>
<tr>
<td>Westlands Sports &amp; Pavilion</td>
<td>Oct 15</td>
<td>0</td>
<td>0</td>
<td>546</td>
<td>-546</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>S Joel</td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNITY HEALTH AND LEISURE</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Service Manager - Linda Pincombe</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Portfolio Holder - Cllr Sylvia Seal</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Community Play Schemes (Lavers Oak)</td>
<td>Feb 07</td>
<td>477</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>480</td>
<td>R Parr</td>
<td>Schemes completed.</td>
</tr>
<tr>
<td>Multi Use Games Area</td>
<td>Feb 08</td>
<td>310</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>380</td>
<td>R Parr</td>
<td>Funding profiled for spend in 2017/18.</td>
</tr>
<tr>
<td>Grants for Parishes with Play Area</td>
<td>Feb 08</td>
<td>453</td>
<td>16</td>
<td>5</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>469</td>
<td>R Parr</td>
<td>Rickhayes, Wincanton is largely complete, awaiting final castle feature construction dependent on new ground settlement to ensure good foundation, likely to be in the spring. Decisions about final spend at Ilton cannot be made until conveyance of new recreational ground concluded.</td>
</tr>
<tr>
<td>Grant to Kingston View Play Area</td>
<td>Feb 15</td>
<td>2</td>
<td>11</td>
<td>10</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>R Parr</td>
<td>Mainly completed, just small balance trail to be completed in the spring once the mounding is settled.</td>
</tr>
<tr>
<td>Project Description</td>
<td>Original Date of Approval</td>
<td>Previous Years Spend</td>
<td>2016/17 Est Spend</td>
<td>Actual Spend to 31/03/17</td>
<td>Slippage to Carry Forward</td>
<td>Unders/ Overs on Completed Schemes</td>
<td>Revised Future Est Spend</td>
<td>Original Budget Allocation</td>
<td>Project Officer</td>
<td>Responsible Officers comments on action on slippage and performance against targets</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
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<td>-----------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Grant for Stoke Sub Hamdon Recreational Ground</td>
<td>Qtr 3 14/15</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>Funding profiled for spend in 2017/18.</td>
</tr>
<tr>
<td>Grant for Skate Park at Horton</td>
<td>Qtr 3 14/15</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>£000</td>
<td>R Parr</td>
<td>The Parish Council have decided not to progress this project. Funding will be reployed to new youth facilities project for 17/18.</td>
</tr>
<tr>
<td>Wyndham Park Play Area Equipment</td>
<td>S106</td>
<td>£300</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>£000</td>
<td>R Parr</td>
<td>Complete.</td>
</tr>
<tr>
<td>Eastfields, Cuckhoo Hill Play Area Equipment</td>
<td>S106</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £55K. Spend so far £36K. Will be completed in 2017/18 &amp; remaining budget of £19K utilised.</td>
</tr>
<tr>
<td>Jarman Way, Chard - Play Area Equipment</td>
<td>S106</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £36K. Awaiting tree preservation application. Profilled for 17/18.</td>
</tr>
<tr>
<td>Grass Royal Play Area</td>
<td>Feb 16</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>2</td>
<td>-2</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>Scheduled for completion in 17/18.</td>
</tr>
<tr>
<td>Carlier Way Play Area</td>
<td>S106</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £55K. All complete and funding paid over.</td>
</tr>
<tr>
<td>Grant to Winterhay Lane Play Area Equipment</td>
<td>May 16</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £7K. All complete and funding paid over.</td>
</tr>
<tr>
<td>Grant to Happy Valley Skate Park</td>
<td>Oct 16</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £50K. All complete and funding paid over.</td>
</tr>
<tr>
<td>Monksdale Play Area - Equipment</td>
<td>Sept 16</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £15K. All complete and funding paid over.</td>
</tr>
<tr>
<td>Grant to Castle Street Playing Fields, Keinton Mandeville</td>
<td>Nov 16</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £7K. All complete and funding paid over.</td>
</tr>
<tr>
<td>Minchington Play Area Equipment</td>
<td>Nov 16</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>£000</td>
<td>R Parr</td>
<td>S106 funding of £9K. All complete and funding paid over.</td>
</tr>
<tr>
<td>Synthetic Grass Pitch</td>
<td>Feb 07</td>
<td>812</td>
<td>£000</td>
<td>£000</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>817</td>
<td>L Pincombe</td>
<td>Delayed due to contractor availability, therefore remaining budget re-profiled to next financial year so can be used early spring.</td>
</tr>
<tr>
<td>Yeo Rec - Phase 2 Works (Pitch &amp; Putt Fencing)</td>
<td>Feb 05</td>
<td>31</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>38</td>
<td>L Pincombe</td>
<td>This money is earmarked for the replacement of the pitch and putt carpets, however due to a good maintenance regime, the carpets have lasted longer than expected. Budget for future years.</td>
</tr>
<tr>
<td>Grant to Henhayes Sports &amp; Community Centre</td>
<td>Feb 10</td>
<td>252</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>14</td>
<td>14</td>
<td>266</td>
<td>L Pincombe</td>
<td>Delayed due to other urgent Town Council projects taking priority. Profilled for 17/18.</td>
</tr>
<tr>
<td>Grant to Huish Episcopi Academy AGP</td>
<td>Mar 15</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>-1</td>
<td>-1</td>
<td>0</td>
<td>L Pincombe</td>
<td>All capital paid and only £490 of S106 received is available to the applicant at the present until more S106 is received.</td>
</tr>
<tr>
<td>Project Description</td>
<td>Original Date of Approval</td>
<td>2016/17 Est Spend £’000</td>
<td>Actual Spend to 31/03/17 £’000</td>
<td>Slippage to Carry Forward £’000</td>
<td>Unders/ Overs on Completed Schemes £’000</td>
<td>Revised Future Est Spend £’000</td>
<td>Original Budget Allocation £’000</td>
<td>Responsible Officer</td>
<td>Responsible Officers comments on action on slippage and performance against targets</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Grant to Westfield AGP</td>
<td>Feb 14</td>
<td>35</td>
<td>21</td>
<td>0</td>
<td>21</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>Final payment withheld pending completion of community use agreement.</td>
<td></td>
</tr>
<tr>
<td>Grant to Milborne Port Rec Changing Rooms</td>
<td>March 14</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>Still awaiting final claim from Parish Council for £5K. Paperwork required was clarified via email in June 2016.</td>
<td></td>
</tr>
<tr>
<td>Grant to Ilminster Football Club</td>
<td>Feb 15</td>
<td>0</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>L Pincombe</td>
<td>Payment of funding fully complete. £50K from SSDC and remaining £113K S106. Project completion form to follow.</td>
<td></td>
</tr>
<tr>
<td>Grant to Ilminster Football Club Cricket Square</td>
<td>June 15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>S106 grant of £15K now paid over therefore all complete.</td>
<td></td>
</tr>
<tr>
<td>Upgrade Joanna France Building</td>
<td>Feb 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>27</td>
<td>27</td>
<td>L Pincombe</td>
<td>Initial external funding bid unsuccessful due to number of applications. New Sport England funding streams become available January 2017 and it is anticipated that a new application will be lodged as the project is still necessary. Budget re-profiled to 17/18.</td>
<td></td>
</tr>
<tr>
<td>Grant to Chard Town Council Jocelyn Park</td>
<td>S106</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>£6K S106 grant fully paid over for scheme therefore completed.</td>
<td></td>
</tr>
<tr>
<td>Grant to Donald Pither Memorial Ground, Castle Cary</td>
<td>June 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>S106 funding of £16K paid over for scheme therefore completed.</td>
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</tr>
<tr>
<td>Grant to Babcery Playing Field Committee</td>
<td>June 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>Small £1K S106 grant fully paid over for scheme therefore completed.</td>
<td></td>
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<tr>
<td>Grant to Henstridge PC - Pitches Improvements</td>
<td>Sep 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>S106 funding of £20K. Acceptance of funding offer received and work due to start shortly.</td>
<td></td>
</tr>
<tr>
<td>Grant to Merriott PC - Play &amp; Pitch Improvements</td>
<td>Nov 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>L Pincombe</td>
<td>Final funding offer to be finalised and agreed with Parish Council January 2017.</td>
<td></td>
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<tr>
<td>Dual Use Sport Centre Grants</td>
<td>Feb 05</td>
<td>213</td>
<td>40</td>
<td>35</td>
<td>5</td>
<td>0</td>
<td>253</td>
<td>L Pincombe</td>
<td>Holyrood AGP have been paid £45k out of £50k (90%) awarded. Awaiting compliance on all aspects of the funding award before final payment.</td>
<td></td>
</tr>
<tr>
<td>Wincanton Community Sports Centre 10 year plan</td>
<td>Sept 12</td>
<td>108</td>
<td>35</td>
<td>28</td>
<td>7</td>
<td>0</td>
<td>35</td>
<td>L Pincombe</td>
<td>Enhancements have been made to the air conditioning units on site. Remaining spend carried forward into 17/18.</td>
<td></td>
</tr>
<tr>
<td>Goldenstones 10 Yr Plan Changing Rm's Refurbishment</td>
<td>Mar 17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>119</td>
<td>L Pincombe</td>
<td>New project for 2017/18 funded / repaid from Goldenstones 10 year plan.</td>
<td></td>
</tr>
<tr>
<td>Project</td>
<td>Original Date of Approval</td>
<td>2016/17 Actual Spend to 31/03/17</td>
<td>Unders/ Overs on Completed Schemes</td>
<td>Revised Future Est Spend</td>
<td>Responsible Officers comments on action on slippage and performance against targets</td>
<td></td>
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<tr>
<td>Huish Episcopi Swimming Pool</td>
<td>Apr 16</td>
<td>0 £'000</td>
<td>0 £'000</td>
<td>0 £'000</td>
<td>S106 allocated of £153K, means total budget of £180K for 2016/17. Likely to be claimed in later part of financial year once works commenced.</td>
<td></td>
<td></td>
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<tr>
<td>Ham Hill Road Improvements</td>
<td>Feb 16</td>
<td>0 £'000</td>
<td>0 £'000</td>
<td>0 £'000</td>
<td>Project complete and being fully utilised. £2K underspend returned to balances.</td>
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**Total Health & Well-being**

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<th></th>
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<td>Total</td>
<td>2,752</td>
<td>2,184</td>
<td>2,669</td>
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**Total Capital Programme**

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<tbody>
<tr>
<td>Old Town Station Reserve</td>
<td>0</td>
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<tr>
<td>Market Towns Vision</td>
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<td>300</td>
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<tr>
<td>ICT Reserve</td>
<td>77</td>
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<td>77</td>
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<tr>
<td>Affordable Housing - Unallocated</td>
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<td>0</td>
<td>0</td>
<td>491</td>
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<tr>
<td>Affordable Housing - Rural Contingency Fund</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>500</td>
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<tr>
<td>Investment in Market Housing</td>
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<td>0</td>
<td>0</td>
<td>1,931</td>
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<td>Transformation</td>
<td>0</td>
<td>0</td>
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<td>1,185</td>
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<tr>
<td>Feasibility Fund - Unallocated</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Contingency for Plant Failure</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>199</td>
<td></td>
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<tr>
<td>Home Farm, Somerton</td>
<td>0</td>
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<td>0</td>
<td>98</td>
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<tr>
<td>Lufton 2000 - All Phases</td>
<td>0</td>
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<td>-1,016</td>
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<td>Sports Zone- Inc</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
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<tr>
<td>Gypsy &amp; Traveller Acquisition Fund</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
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<tr>
<td>Infrastructure &amp; Park Homes, Ilton - £60K Grant for MUGA</td>
<td>0</td>
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<td>Infrastructure &amp; Park Homes Contingency</td>
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**Area Reserve Schemes Awaiting Allocation But Approved in Principle**

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<tr>
<th></th>
<th>£'000</th>
<th>£'000</th>
<th>£'000</th>
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<tbody>
<tr>
<td>North</td>
<td>22</td>
<td>0</td>
<td>22</td>
</tr>
<tr>
<td>South</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>East</td>
<td>16</td>
<td>16</td>
<td>39</td>
</tr>
<tr>
<td>West</td>
<td>6</td>
<td>6</td>
<td>57</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>43</td>
<td>0</td>
<td>43</td>
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**Capital Programme**

<table>
<thead>
<tr>
<th></th>
<th>£'000</th>
<th>£'000</th>
<th>£'000</th>
</tr>
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<tbody>
<tr>
<td>2016/17 Actual Spend to 31/03/17</td>
<td>6,211</td>
<td>6,187</td>
<td>15</td>
</tr>
<tr>
<td>Unders/ Overs on Completed Schemes</td>
<td>120</td>
<td>0</td>
<td>120</td>
</tr>
<tr>
<td><strong>Total Programme to be Financed</strong></td>
<td>6,331</td>
<td>6,187</td>
<td>135</td>
</tr>
</tbody>
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# Post Investment Appraisal Form

## Project Number
2016-02

## Project Name
Ham Hill Road Improvements

## Date Funding Approved
February 2016

## Project Officer
Katy Menday

### Project Duration Summary

<table>
<thead>
<tr>
<th></th>
<th>Original Estimated Date</th>
<th>Actual Date</th>
</tr>
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<tbody>
<tr>
<td>Project Commenced</td>
<td>October 2016</td>
<td>April 2016</td>
</tr>
<tr>
<td>Project Completed</td>
<td>November 2016</td>
<td>March 2017</td>
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### Project Budget & Actuals

<table>
<thead>
<tr>
<th></th>
<th>Original Budget £</th>
<th>Revised Budget (if applicable) £</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSDC Funding</td>
<td>20,200</td>
<td>20,200</td>
</tr>
<tr>
<td>External Funding</td>
<td>800</td>
<td>800</td>
</tr>
<tr>
<td>Total Budget</td>
<td>21,000</td>
<td>21,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Project underspend</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>% underspend</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9%</td>
</tr>
</tbody>
</table>

### Project Milestones

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Estimated Date</th>
<th>Actual Date</th>
<th>Reasons for Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Commenced</td>
<td>October 2016</td>
<td>Mid April 2016</td>
<td>Resources available to bring forward project start date</td>
</tr>
<tr>
<td>Project Completed</td>
<td>November 2016</td>
<td>End of March 2017</td>
<td>Initial works (tarmac) completed within 2 weeks, then needed to wait for off season with reduced visitor numbers to complete other car park works.</td>
</tr>
</tbody>
</table>

### Revenue Implications (if applicable)

<table>
<thead>
<tr>
<th>Key Categories</th>
<th>Original Estimate per capital appraisal (£)</th>
<th>Estimate now project is completed</th>
<th>Reasons for Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of interest @ 3.15%</td>
<td>£0.6K</td>
<td></td>
<td>After year 3 if needed</td>
</tr>
<tr>
<td>Re mark road lines</td>
<td>£0.4k</td>
<td>Not known</td>
<td></td>
</tr>
</tbody>
</table>
Officer Time

<table>
<thead>
<tr>
<th>Officer</th>
<th>Original Estimate (hrs)</th>
<th>Actual time (Hrs)</th>
<th>Reasons for Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countryside Manager</td>
<td>10</td>
<td>5</td>
<td>Countryside management element undertaken by on site ranger team</td>
</tr>
<tr>
<td>Engineering &amp; Property Services Manager</td>
<td>20</td>
<td>15</td>
<td>Reduced time in preparing specification, tender documents and supervision</td>
</tr>
<tr>
<td>Countryside Rangers Ham Hill</td>
<td>22</td>
<td>30</td>
<td>Repairs were vandalised overnight after completion and the rangers had to spend time restoring surfaces laid.</td>
</tr>
</tbody>
</table>

Objectives of the project (per the capital appraisal)

By repairing the road, access to the country park will be retained and improved for both vehicles and those on foot, using wheelchairs and mobility vehicles and pushing pushchairs.

The completed project will be maintained by the on-site countryside ranger team

How have the objectives been met?

By replacement of three areas of tarmac at:
- The main entrance / exit to the Highway
- The access road to the Ranger’s Office
- The narrow stretch between the large quarry gate and Prince of Wales pub car park
- Constructing speed ramps and marking out junctions for traffic safety

Benefits resulting from the Project

- No further financial insurance claims against SSDC for damage to visitor’s vehicles.
- Improved Green Flag inspection reports
- Better access for all visitors whether in vehicles, on foot or in wheelchairs
- Reduced speed of vehicles with speed ramps and reducing surface water on to highway

In hindsight is there anything that you would have done differently?

No

Summary

- Initial project element delivered earlier than anticipated due to prioritising resource and availability of contractor
- Underspend on project budget
- Early liaison with landlord of the public house enabled good co-operation and planning of works to coincide with deliveries and waste disposal at peak times
## Post Investment Appraisal Form

<table>
<thead>
<tr>
<th>Project Number</th>
<th>2016-01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name</td>
<td>Yeovil Innovation Centre Parking Spaces</td>
</tr>
<tr>
<td>Date Funding Approved</td>
<td>February 2016</td>
</tr>
<tr>
<td>Project Officer</td>
<td>David Julian</td>
</tr>
</tbody>
</table>

### Project Duration Summary

<table>
<thead>
<tr>
<th></th>
<th>Original Estimated Date</th>
<th>Actual Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Commenced</td>
<td>Spring 2016</td>
<td>15 August 2016</td>
</tr>
<tr>
<td>Project Completed</td>
<td>Summer 2016</td>
<td>10 October 2016</td>
</tr>
</tbody>
</table>

### Project Budget & Actuals

<table>
<thead>
<tr>
<th></th>
<th>Original Budget £</th>
<th>Revised Budget (if applicable) £</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSDC Funding</td>
<td>120,000</td>
<td></td>
</tr>
<tr>
<td>External Funding</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total Budget</td>
<td>120,000</td>
<td></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditure</td>
<td>98,000</td>
</tr>
<tr>
<td>Project underspend</td>
<td>22,000</td>
</tr>
<tr>
<td>% underspend</td>
<td>18.3%</td>
</tr>
</tbody>
</table>

### Project Milestones

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Estimated Date</th>
<th>Actual Date</th>
<th>Reasons for Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Commenced</td>
<td>Spring 2016</td>
<td>15 August 2016</td>
<td>Other projects had priority at time (Westlands and Somerton)</td>
</tr>
<tr>
<td>Project Completed</td>
<td>Summer 2016</td>
<td>10 October 2016</td>
<td>Delay in starting on site due to above</td>
</tr>
</tbody>
</table>

### Revenue Implications (if applicable)

<table>
<thead>
<tr>
<th>Key Categories</th>
<th>Original Estimate per capital appraisal</th>
<th>Estimate now project is completed</th>
<th>Reasons for Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of interest @ 3.15%</td>
<td>£3.8k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re mark car parking bays</td>
<td>£500</td>
<td>Not known</td>
<td>In year 3 from existing budget</td>
</tr>
<tr>
<td>Electricity costs for additional lighting</td>
<td>£200 pa</td>
<td>Not known</td>
<td>Costs covered from existing budget</td>
</tr>
</tbody>
</table>
Officer Time

<table>
<thead>
<tr>
<th>Officer</th>
<th>Original Estimate per capital appraisal</th>
<th>Estimate of actual time spent on project</th>
<th>Reasons for Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Officer</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Property &amp; Eng Services Manager</td>
<td>30</td>
<td>25</td>
<td>Reduced supervision on site</td>
</tr>
<tr>
<td>Senior Building Surveyor</td>
<td>15</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>YIC staff in general</td>
<td>20</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

Objectives of the project (per the capital appraisal)

The outputs for the project will be:
- to create sufficient car parking spaces for existing and future tenants and their visitors, and;
- providing increased security for current and future tenants by having an electronic gated access.

The project objectives cannot be dissociated from the primary objectives of YIC:
- increasing the number of business start-ups in South Somerset,
- improving the survival and growth rates of knowledge based business in the region,
- generating high value local employment opportunities, and;
- helping diversify the local economy.

How have the objectives been met?

- 60 additional car parking spaces created with new LED lighting to both existing and new car park areas
- Security increased by constructing height restriction barrier to prevent unauthorised encampments to supplement gated access

Benefits resulting from the Project

Car parking spaces had directly impacted by YIC occupancy, with the existing car park believed to have reached its maximum capacity at around 75% of YIC occupancy. Occupancy had been expected to hit an unexpected peak of 98% in October 2015.

The current car parking facilities are at full capacity. The resultant overspill onto Copse Road or the YIC field neither are desirable or sustainable. The new permanent car park extension has overcome these issues.

The need for a more secure gated entry system had been necessitated by a number of traveller incursions onto the site. Each incursion is counter-productive to the business
ambience of YIC and necessitates extra patrols and presence of our security company. Two incursions have resulted in unplanned costs totalling over £3,500. The construction and installation of a height restriction barrier has prevented any traveller intrusions even though they have taken place elsewhere in the vicinity.

In hindsight is there anything that you would have done differently?

No

Summary

| Final costs came under the project budget due to a competitive tender price |
| Project delivery of the car park for occupation by tenants, staff, and visitors delayed slightly due to later start date on site. Mainly due to other priority work for Property & Engineering Services Manager and appointed contractor having commitments elsewhere delaying immediate start on award of the contract. |
2016/17 Revenue Budget Outturn Report

Executive Portfolio Holder: Peter Seib, Finance and Legal Services
Chief Executive: Alex Parmley
S151 Officer: Paul Fitzgerald
Service Manager: Catherine Hood, Finance Manager
Lead Officer: Jayne Beevor, Principal Accountant Revenue
Contact Details: Jayne.beevor@southsomerset.gov.uk or (01935) 462320

Purpose of Report

To inform Members of the actual spend against budgets for the 2016/17 financial year.

Forward Plan

This report appeared on the District Executive Forward Plan with an anticipated Committee date of July 2017.

Public Interest

This report gives the outturn revenue financial position and budgetary variations of the Council compared to the budget at 31st March 2017.

Recommendations

1. Members are RECOMMENDED to:
   a. Note the outturn position of £17,391,660 (an under spend of £390,670) and explanation of variances from budget holders for the 2016/17 financial year as shown in paragraphs 4-6;
   b. Approve the carry forwards listed and recommended for approval by Senior Leadership Team in Appendix B into the 2017/18 budgets;
   c. Approve individual service overspends are funded from general balances and the net underspend of £144,310 is transferred to the Transformation Reserve;
   d. Note the use of the specific reserves in paragraph 19;
   e. Note the transfers to and from balances outlined in the General Fund table paragraph 20;
   f. Note the position of the Area Committee balances in paragraph 23;
   g. Approve the virement in paragraph 28 and note the virements in Appendix G;

Background

2. Full Council approved the 2016/17 budget in February 2016. The responsibility for monitoring and controlling budgets is delegated to individual Area Committees and District Executive. Directors, Assistant Directors, and Service Managers had the responsibility for the day-to-day monitoring of budgets and reporting variations to the appropriate Committee.

3. District Executive has received regular budget monitoring reports throughout the year that have highlighted variances from budgets and comments from the budget holder.
Summary of Revenue Budgets

4. The overall outturn for SSDC Services in 2016/17 was £390,670 underspent (or 2.2%). The table below sets out a summary of the ‘above the line’ revenue budgets that will form part of the annual Statement of Accounts that is required to be approved by the Audit Committee in July 2017 after being audited by Grant Thornton.

<table>
<thead>
<tr>
<th>Service</th>
<th>Original Budget £’000</th>
<th>Movement During the Year £’000</th>
<th>Final Budget £’000</th>
<th>Actual Spend £’000</th>
<th>Variation on Spend £’000</th>
<th>Variation on Spend after Carry Forwards £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Management &amp; Transformation</td>
<td>577.5</td>
<td>30.4</td>
<td>607.9</td>
<td>600.4</td>
<td>(7.5)</td>
<td>36.9</td>
</tr>
<tr>
<td>Finance &amp; Corporate Services</td>
<td>3,704.8</td>
<td>116.9</td>
<td>3,821.7</td>
<td>3,590.2</td>
<td>(231.5)</td>
<td>(231.5)</td>
</tr>
<tr>
<td>Legal &amp; Corporate Services</td>
<td>1,409.2</td>
<td>19.4</td>
<td>1,428.6</td>
<td>1,364.3</td>
<td>(64.3)</td>
<td>(39.0)</td>
</tr>
<tr>
<td>Economy</td>
<td>1,219.6</td>
<td>(42.9)</td>
<td>1,176.7</td>
<td>1,348.6</td>
<td>171.9</td>
<td>171.9</td>
</tr>
<tr>
<td>Policy &amp; Performance</td>
<td>110.6</td>
<td>0.7</td>
<td>111.3</td>
<td>108.8</td>
<td>(2.5)</td>
<td>(2.5)</td>
</tr>
<tr>
<td>Communities</td>
<td>1,335.7</td>
<td>98.9</td>
<td>1,434.6</td>
<td>1,354.9</td>
<td>(79.7)</td>
<td>(18.0)</td>
</tr>
<tr>
<td>Environment</td>
<td>6,572.0</td>
<td>43.0</td>
<td>6,615.0</td>
<td>6,597.3</td>
<td>(17.7)</td>
<td>27.3</td>
</tr>
<tr>
<td>Health &amp; Wellbeing</td>
<td>2,361.9</td>
<td>224.6</td>
<td>2,586.5</td>
<td>2,427.1</td>
<td>(159.4)</td>
<td>(89.4)</td>
</tr>
<tr>
<td>Total</td>
<td>17,291.3</td>
<td>491.0</td>
<td>17,782.3</td>
<td>17,391.6</td>
<td>(390.7)</td>
<td>(144.3)</td>
</tr>
</tbody>
</table>

2016/17 Outturn

5. Appendix A shows the budget, actual expenditure and income, variance between budget and actual together with an explanation of the variance from the Service Manager, and the carry forwards requested under the financial procedure rules.

6. The Services with significant variations (over £50,000) after carry forwards are as follows:

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Manager</th>
<th>Variance £’000</th>
<th>Budget Holders’ Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>Catherine Hood</td>
<td>(235.0)</td>
<td>F The under spend is mainly due to additional investment income and a vacant finance post.</td>
</tr>
<tr>
<td>Development Control</td>
<td>David Norris</td>
<td>244.7</td>
<td>A Compensation payments for planning appeal costs exceed budget and there was a shortfall in planning income.</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>Alasdair Bell</td>
<td>(91.8)</td>
<td>F Underspent on staff and equipment.</td>
</tr>
<tr>
<td>Engineering &amp; Property Services</td>
<td>Garry Green</td>
<td>153.7</td>
<td>A Number plate recognition for car parking enforcement has not commenced leading to an estimated shortfall of £200k for income. This is partly offset by savings in Engineering Services.</td>
</tr>
<tr>
<td>Housing &amp; Welfare</td>
<td>Kirsty Larkins</td>
<td>(83.2)</td>
<td>F Underspend due to the additional funding built into the budget for P4A that has subsequently not been required, and reduction in bad debt provision.</td>
</tr>
</tbody>
</table>
Delivery of Savings

7. District Executive monitors the delivery of savings that are agreed as part of the budget setting process through quarterly budget monitoring reports. The achievement of the targets for South Somerset District Council (SSDC) are shown in the table below;

<table>
<thead>
<tr>
<th>Year</th>
<th>Target £'000</th>
<th>Actual £'000</th>
<th>(Excess)/Shortfall £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>1,509</td>
<td>1,288</td>
<td>221</td>
</tr>
<tr>
<td>2013/14</td>
<td>540</td>
<td>540</td>
<td>0</td>
</tr>
<tr>
<td>2014/15</td>
<td>691</td>
<td>659</td>
<td>32</td>
</tr>
<tr>
<td>2015/16</td>
<td>619</td>
<td>506</td>
<td>113</td>
</tr>
<tr>
<td>2016/17</td>
<td>980</td>
<td>675</td>
<td>305</td>
</tr>
<tr>
<td>Total</td>
<td>4,339</td>
<td>3,668</td>
<td>671</td>
</tr>
</tbody>
</table>

Appendix E to this report details the progress of all major savings (those over £25,000) that were taken in the 2016/17 budget setting process.

Carry Forwards

8. In the Financial Procedure Rules, Managers can request that specific underspends (within a minimum of £5,000 for any specific purpose) may be carried forward to the following year. However, those rules also state that District Executive may waive this depending on corporate need.

9. The accounting rules require that grants need to be accounted for in the year they are actually paid and not when committed. Therefore, the carry forward on the grant budgets reflects the commitments to pay grants that have been made by the various committees.

10. Specific carry forward requests amounting to £246,360 are shown at Appendix B and members are recommended to approve these. This would effectively result in a net underspend after carry forwards of £144,310.

11. Under the Council’s Financial Procedure Rules, District Executive can approve an overspend of a maximum of £25,000 to be carried forward into the following year unless District Executive agree that they are funded from General Balances. The service areas that would need to carry the overspend forward would have difficulty finding savings to compensate and, in considering also the fact the overall outturn is below budget, it is recommended that no overspends are carried forward to 2017/18 on this occasion.

Proposed Allocation to Transformation Reserve

12. At its meeting on 20 April the Council approved an update to the Transformation Programme which included the potential for greater up-front investment and leading to greater ongoing savings. With the report it was identified and noted that a further £1.1m in funding was to be identified from underspend and future financial planning via the Medium Term Financial Plan. In view of this position it is recommended that the net residual underspend of £144,310 (after carry forwards as noted above) is transferred to the Transformation Reserve to reduce the balance of funding still to be found.
Total Cost of Services

13. The CIPFA accounting regulations requires all expenditure to be allocated to front line services. This means that all support service budgets have to be apportioned as required by the Service Reporting Code of Practice (SeRCOP). This is set out in Appendix F.

Council Tax Scheme

14. The Council Tax Scheme (CTS) commenced in April 2013. The authority set a budget for 2016/17 of £8.478 million for annual discounts. Of this sum, £8.458 million was allocated for the year, therefore only marginally below the budget estimate. The cost of CTS is allocated through the Council Tax Collection Fund and is shared between the preceptors in proportion to their relative shares of council tax due for the year. For information, the budget for 2017/18 is £8.556 million.

15. A Hardship Scheme is in place for extreme circumstances with a budget of £30,000 for the year. By the end of the year SSDC had received 157 requests for hardship relief of which 137 were successful. The amount awarded by the end of the financial year was £16,938.

16. The in-year collection rate for Council Tax was 97.73% for 2016/17 compared to 97.24% for the previous year. In cash terms we collected £4.946 million more than in 2015/16. In addition to this we collected £2.718 million of previous year arrears.

Non Domestic Rates

17. The in-year collection rate for Non Domestic Rates was 98% for 2016/17 compared to 97.03% for the previous year. In cash terms we collected £1.498 million more than in 2015/16. In addition to this we collected £1.974 million of previous year arrears.

18. Non Domestic Rates income that we collect is distributed between Government, SSDC, the County Council, and Fire and Rescue Authority under the Business Rates Retention funding system.

Reserves, Balances and Contingency

19. In addition to the funds available in the Revenue Budget, the Council also holds funds in reserves and balances.

20. Reserves are amounts that have been set aside from annual revenue budgets to meet specific known events that will happen in the future. An example of such a reserve is the amount set aside annually to cover the cost of South Somerset District Council elections that occur every four years. The complete list of specific Reserves and the current balance on each one is provided at Appendix D.

The table below shows all transfers in or out of each one that has been actioned under the authority delegated in the Financial Procedure Rules during the last quarter. Transfers out of specific reserves that require reporting to District Executive for noting are as follows:
<table>
<thead>
<tr>
<th>Reserve</th>
<th>Balance at 01/01/17 £</th>
<th>Transfers In/ (Out) £</th>
<th>Balance at 31/03/17 £</th>
<th>Reason for Transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Reserve</td>
<td>1,091,596</td>
<td>152,636</td>
<td>1,244,232</td>
<td>Release of Capital Contributions to fund capital schemes in 16/17 – £154,768. Repayment of PV – (£13,419) RCOO re Westlands – (£141,000) Transfer of ticket levy – (£92,600) Funds re Tolbury Mill – £1,786 Repayment of Westland’s loan – (£62,168)</td>
</tr>
<tr>
<td>Internal Borrowing Repayments</td>
<td>0</td>
<td>23,426</td>
<td>23,426</td>
<td>Repayments for sports equipment and horticultural vehicles</td>
</tr>
<tr>
<td>Elections Reserve</td>
<td>125,129</td>
<td>24,220</td>
<td>149,349</td>
<td>Revenue 16/17 top up of fund</td>
</tr>
<tr>
<td>Local Plan Enquiry Provision</td>
<td>81,769</td>
<td>(10,460)</td>
<td>71,309</td>
<td>Funding of Local Plan</td>
</tr>
<tr>
<td>Bristol to Weymouth Rail Reserve</td>
<td>15,764</td>
<td>(4,700)</td>
<td>11,064</td>
<td>Funding partnership spend in 16/17</td>
</tr>
<tr>
<td>Save to Earn Reserve</td>
<td>50,000</td>
<td>(50,000)</td>
<td>0</td>
<td>Reserve no longer required funds returned to general balances</td>
</tr>
<tr>
<td>LABGI Reserve</td>
<td>32,086</td>
<td>(5,200)</td>
<td>26,886</td>
<td>Funding of The Hive at YIC</td>
</tr>
<tr>
<td>Yeovil Vision</td>
<td>110,474</td>
<td>10,000</td>
<td>120,474</td>
<td>Yeovil Town Council 16/17 contribution</td>
</tr>
<tr>
<td>Council Tax/Housing Benefits Reserve</td>
<td>582,712</td>
<td>92,652</td>
<td>675,364</td>
<td>Additional Revenue and Benefits grants received in 16/17</td>
</tr>
<tr>
<td>Closed Churchyards</td>
<td>10,836</td>
<td>(7,893)</td>
<td>2,943</td>
<td>Additional contributions towards future work in closed churchyards</td>
</tr>
<tr>
<td>Deposit Guarantee Claims Reserve</td>
<td>8,560</td>
<td>(2,253)</td>
<td>6,307</td>
<td>Additional bad debt provision</td>
</tr>
<tr>
<td>LSP Reserve</td>
<td>82,934</td>
<td>(58,930)</td>
<td>24,004</td>
<td>Release of funding to revenue</td>
</tr>
<tr>
<td>Artificial Grass Pitch Reserve</td>
<td>61,975</td>
<td>22,700</td>
<td>84,675</td>
<td>Revenue 16/17 top up of fund</td>
</tr>
<tr>
<td>Infrastructure Reserve</td>
<td>935,002</td>
<td>(2,936)</td>
<td>932,065</td>
<td>Transfer to Development Control for transport highway consultancy</td>
</tr>
<tr>
<td>NNDR Volatility Reserve</td>
<td>2,751,464</td>
<td>(1,442,367)</td>
<td>1,309,097</td>
<td>NNDR collection fund adjustment and use of funds</td>
</tr>
<tr>
<td>Ticket Levy Reserve</td>
<td>59,686</td>
<td>(53,163)</td>
<td>6,523</td>
<td>Release of ticket levy funds</td>
</tr>
<tr>
<td>Waste Reserve</td>
<td>0</td>
<td>230,065</td>
<td>230,065</td>
<td>Waste leased vehicle income</td>
</tr>
<tr>
<td>Community Housing Fund</td>
<td>0</td>
<td>263,222</td>
<td>263,222</td>
<td>Community Housing grant transferred to reserve</td>
</tr>
</tbody>
</table>
21. **General Fund Balance** represents the accumulated revenue surpluses that are held to mitigate financial risks and unforeseen costs. Within the total, however, are amounts that have been earmarked by the District Executive for specific purposes. The table below shows the current position on the General Fund Balance compared to that previously reported.

<table>
<thead>
<tr>
<th>Description</th>
<th>£’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April 2016</td>
<td>8,267</td>
</tr>
<tr>
<td>Support for 2016/17 budget</td>
<td>(1,368)</td>
</tr>
<tr>
<td>2016/17 Carry forwards</td>
<td>(255)</td>
</tr>
<tr>
<td>Rent re 80 South Street</td>
<td>(2)</td>
</tr>
<tr>
<td>Transfer to Westlands</td>
<td>(175)</td>
</tr>
<tr>
<td>Transfer to Transformation Reserve</td>
<td>(1,300)</td>
</tr>
<tr>
<td>Transfer to NDR Volatility Reserve</td>
<td>(1,292)</td>
</tr>
<tr>
<td>Funding of Commercialisation Report</td>
<td>(14)</td>
</tr>
<tr>
<td>Funding of CEO post</td>
<td>(30)</td>
</tr>
<tr>
<td>Funding from Area East Bayford Mission Hall</td>
<td>(11)</td>
</tr>
<tr>
<td>Funding from Area West Chard Hub</td>
<td>(3)</td>
</tr>
<tr>
<td>Funds returned to Gen Bals-TM Reserve</td>
<td>147</td>
</tr>
<tr>
<td>Funds returned to Gen Bals-HB Reserve</td>
<td>590</td>
</tr>
<tr>
<td>Funds returned to Gen Bals-Flood Reserve</td>
<td>80</td>
</tr>
<tr>
<td>Funds returned to Gen Bals-Beacon Fund</td>
<td>3</td>
</tr>
<tr>
<td>Funds returned to Gen Bals-Save to Earn Reserve</td>
<td>50</td>
</tr>
<tr>
<td>Underspend on Revenue Budget at out-turn for 2016/17</td>
<td>391</td>
</tr>
<tr>
<td><strong>General Fund Balance at 31st March 2017</strong></td>
<td>5,078</td>
</tr>
<tr>
<td>Area Balances</td>
<td>(122)</td>
</tr>
<tr>
<td>Economic Development</td>
<td>(2)</td>
</tr>
<tr>
<td>Commitments</td>
<td>(147)</td>
</tr>
<tr>
<td><strong>Unallocated General Fund Balance at 31st March 2017</strong></td>
<td>4,807</td>
</tr>
<tr>
<td>Recommended carry forwards (appendix B) if approved</td>
<td>(246)</td>
</tr>
<tr>
<td>Recommended net underspend to transformation reserve (para 12)</td>
<td>(145)</td>
</tr>
<tr>
<td>Support for 2017/18 budget per MTFP</td>
<td>(789)</td>
</tr>
<tr>
<td>Utilisation of general fund for transformation</td>
<td>(231)</td>
</tr>
<tr>
<td><strong>Final Unallocated General Fund Balance</strong></td>
<td>3,396</td>
</tr>
</tbody>
</table>

22. A memorandum account has now been set up to record Building Control surpluses and deficits on the chargeable work. On a rolling three year basis, taking into account the below the line costs, Building Control has made a surplus of £56,878.

23. A review of balances and reserves has shown that SSDC currently has sufficient balances to cover major areas of financial risk. Risks were reviewed in January 2017 this established that the minimum general balance should be in the range £2.8m to £3.1m.

**Area and Group Balances**

24. Each Area and District Executive have balances that can be used during the year, the position of the Areas and District Executive balances and movement within the year is as follows:
<table>
<thead>
<tr>
<th></th>
<th>Area East £</th>
<th>Area North £</th>
<th>Area West £</th>
<th>Area South £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position at start of financial year</td>
<td>60,190</td>
<td>26,600</td>
<td>49,640</td>
<td>0</td>
<td>136,430</td>
</tr>
<tr>
<td>Allocations to/(from) reserve during year</td>
<td>(11,000)</td>
<td>0</td>
<td>(3,420)</td>
<td>0</td>
<td>(14,420)</td>
</tr>
<tr>
<td>Position at end of financial year</td>
<td>49,190</td>
<td>26,600</td>
<td>46,220</td>
<td>0</td>
<td>122,010</td>
</tr>
<tr>
<td>Less commitments not yet spent</td>
<td>(45,730)</td>
<td>(12,706)</td>
<td>(46,220)</td>
<td>0</td>
<td>(104,656)</td>
</tr>
<tr>
<td>Unallocated balance available</td>
<td>3,460</td>
<td>13,894</td>
<td>0</td>
<td>0</td>
<td>17,354</td>
</tr>
</tbody>
</table>

25. The table shows that overall balances have not reduced during the year and there have been no further commitments in Area East or Area North. This leaves an overall £17,354 uncommitted. Allocations of the Area Reserves are detailed in Appendix C.

### Efficiency Plan and Flexible Use of capital Receipts

26. In October 2016 the Council approved an Efficiency Plan for the period 2016/17 to 2019/20. This was a pre-requisite to taking up the ‘offer’ of a multiyear funding settlement from Government for the same period. Within the Efficiency Strategy the Council has taken advantage of the temporary flexible use of capital receipts to fund revenue costs of transformation.

27. The table below shows the capital receipts target within the Efficiency Strategy and receipts identified to date. This shows the need to find a further £401k through future property disposals. The capital receipts already identified are currently held in a capital receipts reserve and have not been used during 2016/17.

<table>
<thead>
<tr>
<th></th>
<th>2016/17 £</th>
<th>2017/18 £</th>
<th>2018/19 £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>100,000</td>
<td>200,000</td>
<td>200,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Actual to Date</td>
<td>99,000</td>
<td>n/a</td>
<td>n/a</td>
<td>99,000</td>
</tr>
<tr>
<td>Further asset sales income required</td>
<td></td>
<td></td>
<td></td>
<td>401,000</td>
</tr>
</tbody>
</table>

28. Whilst this does not directly affect the outturn performance against budget for the year, it is helpful to track progress against the funding target as any shortfall would need to be covered from other revenue resources such as using general reserves or reprioritising earmarked reserves.

### Budget Transfers (“Virements”)

29. Under the Financial Procedure Rules, providing that the Assistant Director-Finance & Corporate Services (S151 Officer) has been notified in advance, Assistant Directors/Managers may authorise any virements for an individual cost centre within their responsibility. Strategic Directors and Assistant Directors can authorise virements, up to a maximum of £25,000, for an overall Directorate that is within their area of responsibility. Portfolio Holders can approve virements between services within their areas of responsibility, up to a maximum of £25,000 per virement. These virements are listed in Appendix G for District Executive to note and have been approved during the last quarter by the Assistant Director-Finance & Corporate Services.
Those requiring District Executive approval are detailed in the table below.

<table>
<thead>
<tr>
<th>Amount £</th>
<th>From</th>
<th>To</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,180</td>
<td>Equalities</td>
<td>Communities</td>
<td>The role of Equalities Officer has now been combined with Third Sector &amp; Partnership Manager post</td>
</tr>
</tbody>
</table>

**Stock Write Offs**

30. Under the Financial Procedure Rules any adjustments to stock or stores accounts exceeding £1,000 shall be reported to Committee. Following stock checks on the 31st March 2017 no adjustments exceeding £1,000 has been written off of stock values.

**External Partnerships and Other Organisations**

31. Members have requested that partnerships are monitored within SSDC’s overall budget because they are given grants. This currently includes the following:

**South Somerset Voluntary Community Action (SSVCA)**

32. 2016/17 has been a year of enormous change for SSVCA. The Furnicare merger with SC&R was completed October 1st 2016. By following this new direction it is forecasted that Furnicare will meet its financial and development goals.

33. Following the merger of the Voluntary Sector Support service and Mendip Community Support, this project was successfully rebranded as SPARK. The new name reflects a repositioning of our organisation, where we seek to promote our work to charities and voluntary groups and encourage individuals to get involved in their communities.

34. Our long-standing CEO, Sam Best left us, as did the Manager of Community Transport, Martin Ashby. Under new management – Katherine Nolan, Manager of SPARK and CAO of SSVCA; Victoria Butcher, Manager of Community Transport) the team have been reviewing the strategy and operation of the organization and have already undertaken numerous efficiency savings.

35. SPARK, which is the service part-funded by SSDC, has an encouraging year financially, attracting £12,820 additional funding, whilst also remaining within budget in terms of expenditure. This funding came from a combination of grants from Somerset County Council, Somerset Community Foundation, the CCG, as well as income from our DBS and training services that we began in 2016. The final year accounts are yet to be completed and agreed, but SPARK is projecting a healthy surplus that will be used to strengthen the reserves of the charity and support future development work. SPARK is projecting further growth for the coming year, having already secured funding from Mendip and Sedgemoor District Councils, Somerset County Council, NHS Symphony Programme and Frome Town Council. We also seek to grow our ‘paid for services’ over the coming year, so that we can establish a regular income stream that means we are less reliant on grants. More details can be found below.

36. Under the new General Manager at Community Transport (which is not currently funded by SSDC), the key priority this year has been to undertake a review of the operation and ensure that the service can be sustainable. More detail about this can be found in the Community Transport section below.
SPARK

37. SPARK has had an extremely eventful year and we have been working hard to promote our services to voluntary sector groups and communities across the District.

38. Our new website (www.sparksomerset.org.uk) has been launched and received very positive feedback. We have also developed our own volunteer database that will enable individuals to find volunteering opportunities according to location, organisation or cause. The new database is already accessible on our website and a high profile launch, prior to Volunteer’s Week, is planned.

40. Spark was a lead partner in the development of a ‘State of the Sector’ report that gives a picture of the many challenges and opportunities facing the voluntary sector at the present time. The report was the first in-depth review of the state of the VCSE sector in Somerset and highlighted a clear need for ‘infrastructure’ – specifically support around funding, governance and volunteering, as provided by our organisation. The full report is available on our website: http://www.sparksomerset.org.uk/projects/research-share-celebrate-grow

41. We launched the Spark Training Programme at the end of 2016. We have already run eight courses that have been well-attended and have provided support for groups on a range of topics including fundraising, finance, DBS and social media. The programme also provides a much-needed income stream for the charity.

42. Our partnership with The Symphony Programme continues to develop. The project aims put in place a preventative approach that will enable people to better manage their own health and wellbeing. Community Partnerships have now been established in Wincanton and South Petherton. Funding has been agreed for the next 12 months and the area of focus for this work in 2017/18 will be Yeovil.

43. We will be launching our new Community Accountancy service early in the new financial year, following a recent recruitment. We will provide a much-needed, low-cost service to community groups, which will also generate a regular income stream.

Community Transport

44. 2016/17 has been a year of change for Community Transport. Our new General Manager was appointed in November 2016. We also gained an additional two school runs from Somerset County Council.

45. One of the first tasks of the new General Manager was to undertake a review of the operation and ensure that Community Transport is running a financially sound service. Since January, we have looked at the pricing structure for private clients/group/trip bookings, and subsequently raised them to reflect the actual cost of the journeys. We have also looked at using alternative suppliers to ensure that our outgoings are kept to a minimum. With an ageing fleet, vehicle replacement has become a high priority therefore we are looking at various funding options. We will also be contacting local companies and organisations for sponsorship.

46. South Somerset Community Transport has just started arranging transport for the Young Learners at Able 2 Achieve. Over the coming months we will be looking at assisting various other community projects.

47. We plan to raise the profile of our service over the next year, promoting to local care homes, schools and youth organisations, as well many local churches and day care facilities. The outlook for 2017/2018 predicts that Community Transport will be ending the year with a surplus of approximately £10,000.
Risk Matrix

Key

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

Background Papers

Appendix A - District Executive detailed budgets out turn position 2016/17
Appendix B – Carry forwards 2016/17
Appendix C - Area Reserves
Appendix D - Usable Reserves
Appendix E - Major Efficiency Savings 2016/17
Appendix F - Total Cost of Services 2016/17
Appendix G - Virements for Noting Qrt 4 2016/17
## 2016-17 Budget Detail

<table>
<thead>
<tr>
<th>Group with Elements</th>
<th>Annual Budget</th>
<th>Actual to 31st March</th>
<th>Variance to 31st March</th>
<th>Carry Forwards Submitted</th>
<th>Carry Forwards Recommended by Senior Leadership Team</th>
<th>Variance expected 31/03/17</th>
<th>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHIEF EXECUTIVE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Accountants’ Comments in Italics</td>
</tr>
<tr>
<td>STRATEGIC MANAGEMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGEMENT BOARD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,312,820</td>
<td>1,305,700</td>
<td>(7,120)</td>
<td>44,330</td>
<td>44,330</td>
<td>37,210</td>
<td>Overspend due to staffing changes. The corporate training budget was underspent and a carry forward for interns &amp; apprentices is requested.</td>
</tr>
<tr>
<td>Income</td>
<td>(704,920)</td>
<td>(705,264)</td>
<td>(344)</td>
<td>0</td>
<td>0</td>
<td>(344)</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>607,900</td>
<td>600,436</td>
<td>(7,464)</td>
<td>44,330</td>
<td>44,330</td>
<td>36,866</td>
<td></td>
</tr>
<tr>
<td>TRANSFORMATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>229,280</td>
<td>244,276</td>
<td>(14,996)</td>
<td>0</td>
<td>0</td>
<td>14,996</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>(229,280)</td>
<td>(244,280)</td>
<td>(15,000)</td>
<td>0</td>
<td>0</td>
<td>(15,000)</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>0</td>
<td>(4)</td>
<td>0</td>
<td>0</td>
<td>(4)</td>
<td></td>
</tr>
<tr>
<td>TOTAL STRATEGIC MANAGEMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,312,820</td>
<td>1,305,700</td>
<td>(7,120)</td>
<td>44,330</td>
<td>44,330</td>
<td>37,210</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>(704,920)</td>
<td>(705,264)</td>
<td>(344)</td>
<td>0</td>
<td>0</td>
<td>(344)</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>607,900</td>
<td>600,436</td>
<td>(7,464)</td>
<td>44,330</td>
<td>44,330</td>
<td>36,866</td>
<td></td>
</tr>
<tr>
<td>TOTAL CHIEF EXECUTIVE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,542,100</td>
<td>1,549,976</td>
<td>7,876</td>
<td>44,330</td>
<td>44,330</td>
<td>52,206</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>(934,200)</td>
<td>(949,544)</td>
<td>(15,344)</td>
<td>0</td>
<td>0</td>
<td>(15,344)</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>607,900</td>
<td>600,432</td>
<td>(7,468)</td>
<td>44,330</td>
<td>44,330</td>
<td>36,862</td>
<td></td>
</tr>
<tr>
<td>FINANCE AND CORPORATE SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUDIT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>95,540</td>
<td>94,150</td>
<td>(1,390)</td>
<td>0</td>
<td>0</td>
<td>(1,390)</td>
<td>Audit fees have come in slightly under budget.</td>
</tr>
<tr>
<td>Income</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>95,540</td>
<td>94,150</td>
<td>(1,390)</td>
<td>0</td>
<td>0</td>
<td>(1,390)</td>
<td></td>
</tr>
<tr>
<td>CORPORATE COSTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,658,410</td>
<td>2,068,143</td>
<td>209,733</td>
<td>0</td>
<td>0</td>
<td>209,733</td>
<td>Canteen - agency staff have been used to cover long term sick and the provisions budget has overspent by £18K and income was £10K short. Insurance - there was an underspend of £32K on insurance premiums and excess payments, the self insurance fund did not need topping up adding a saving of £5K. Corporate costs - an additional £31K of salaries could be capitalised but this was offset by other payroll savings that were not found. External audit fees were 18K under budget but bank charges, professional fees and other costs came in 11K over. Advertising income did not meet its target of £15K. Additional income of £15K has been received from a PWLB loan discount. Savings from postages of £25K did not materialise but this was offset by additional income from the Crematorium and other sources of £65K.</td>
</tr>
<tr>
<td>Income</td>
<td>(648,880)</td>
<td>(923,666)</td>
<td>(274,786)</td>
<td>0</td>
<td>(274,786)</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,209,530</td>
<td>1,144,477</td>
<td>(65,053)</td>
<td>0</td>
<td>0</td>
<td>(65,053)</td>
<td></td>
</tr>
</tbody>
</table>
## Group with Elements

<table>
<thead>
<tr>
<th></th>
<th>Annual Budget</th>
<th>Actual to 31st March</th>
<th>Variance to 31st March</th>
<th>Carry Forwards Submitted</th>
<th>Carry Forwards Recommended by Senior Leadership Team</th>
<th>Variance expected 31/03/17</th>
<th>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</th>
<th>Accountants’ Comments in Italics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The main underspend is due to vacant posts although this has been reduced by additional agency and overtime costs. Other savings include IT licence costs and electronic bank charges however these have been offset by increased costs associated with asset valuations and other IT costs.</td>
<td></td>
</tr>
<tr>
<td>Portfolio Holder : Cllr Peter Seib</td>
<td>Expenditure</td>
<td>777,160</td>
<td>735,255</td>
<td>(41,905)</td>
<td>7,000</td>
<td>0</td>
<td>(41,905)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Income</td>
<td>(20,330)</td>
<td>(20,995)</td>
<td>(665)</td>
<td>0</td>
<td>(665)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>756,830</td>
<td>714,260</td>
<td>(42,270)</td>
<td>7,000</td>
<td>0</td>
<td>(42,270)</td>
<td></td>
</tr>
<tr>
<td><strong>TREASURY MANAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The overachievement of income is due to the interest on the loan to the Somerset Waste Partnership, extending the maturity profile on our investments to achieve rates above 0.25% and achieving a dividend of 3p per unit on the Property fund.</td>
<td></td>
</tr>
<tr>
<td>Portfolio Holder : Cllr Peter Seib</td>
<td>Expenditure</td>
<td>60,220</td>
<td>66,891</td>
<td>6,671</td>
<td>0</td>
<td>(6,671)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Income</td>
<td>(496,020)</td>
<td>(628,950)</td>
<td>(132,930)</td>
<td>0</td>
<td>(132,930)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>(435,800)</td>
<td>(562,059)</td>
<td>(126,259)</td>
<td>0</td>
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<td>(126,259)</td>
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</tr>
<tr>
<td><strong>TOTAL FINANCIAL SERVICES</strong></td>
<td>Expenditure</td>
<td>2,791,330</td>
<td>2,964,439</td>
<td>173,109</td>
<td>7,000</td>
<td>0</td>
<td>173,109</td>
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<tr>
<td></td>
<td>Income</td>
<td>(1,165,230)</td>
<td>(1,573,311)</td>
<td>(408,081)</td>
<td>0</td>
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<td>(408,081)</td>
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<tr>
<td></td>
<td>TOTAL</td>
<td>1,626,100</td>
<td>1,391,128</td>
<td>(234,972)</td>
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<td>0</td>
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<td><strong>ICT SERVICES</strong></td>
<td>Service Manager : Roger Brown</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>INFORMATION SYSTEMS</strong></td>
<td>Expenditure</td>
<td>1,014,090</td>
<td>1,026,864</td>
<td>12,774</td>
<td>0</td>
<td>0</td>
<td>12,774</td>
<td></td>
</tr>
<tr>
<td>Portfolio Holder : Cllr Henry Hobhouse</td>
<td>Income</td>
<td>(16,770)</td>
<td>(16,669)</td>
<td>101</td>
<td>0</td>
<td>0</td>
<td>101</td>
<td></td>
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<td></td>
<td>TOTAL</td>
<td>997,320</td>
<td>1,010,195</td>
<td>12,875</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>TOTAL INFORMATION SYSTEMS</strong></td>
<td>Expenditure</td>
<td>1,014,090</td>
<td>1,026,864</td>
<td>12,774</td>
<td>0</td>
<td>0</td>
<td>12,774</td>
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</tr>
<tr>
<td></td>
<td>Income</td>
<td>(16,770)</td>
<td>(16,669)</td>
<td>101</td>
<td>0</td>
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<td></td>
<td>TOTAL</td>
<td>997,320</td>
<td>1,010,195</td>
<td>12,875</td>
<td>0</td>
<td>0</td>
<td>12,875</td>
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</tr>
<tr>
<td><strong>PROCUREMENT AND RISK MANAGEMENT</strong></td>
<td>Service Manager : Gary Russ</td>
<td></td>
<td></td>
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<tr>
<td><strong>PROCUREMENT AND RISK MANAGEMENT</strong></td>
<td>Expenditure</td>
<td>144,890</td>
<td>144,833</td>
<td>(57)</td>
<td>0</td>
<td>0</td>
<td>(57)</td>
<td>Mobile Phone Rebate stopped from the supplier back in July 2016. We have not got a rebate for about 7 months so this has distorted the budget.</td>
</tr>
<tr>
<td>Portfolio Holder : Cllr Peter Seib</td>
<td>Income</td>
<td>(8,390)</td>
<td>(7,429)</td>
<td>961</td>
<td>0</td>
<td>0</td>
<td>961</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>136,500</td>
<td>137,404</td>
<td>904</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>TOTAL PROCUREMENT AND RISK MANAGEMENT</strong></td>
<td>Expenditure</td>
<td>144,890</td>
<td>144,833</td>
<td>(57)</td>
<td>0</td>
<td>0</td>
<td>(57)</td>
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</tr>
<tr>
<td></td>
<td>Income</td>
<td>(8,390)</td>
<td>(7,429)</td>
<td>961</td>
<td>0</td>
<td>0</td>
<td>961</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>136,500</td>
<td>137,404</td>
<td>904</td>
<td>0</td>
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</table>
### REVENUES AND BENEFITS

**Service Manager:** Ian Potter

#### HOUSING BENEFIT SUBSIDY

<table>
<thead>
<tr>
<th>Portfolio Holder</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Peter Seib</td>
<td>£42,679,100</td>
<td>£43,375,260</td>
<td>£696,160</td>
<td>£42,269,874</td>
<td>£43,165,262</td>
<td>£(895,228)</td>
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#### TOTAL REVENUES AND BENEFITS

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
</tr>
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<tbody>
<tr>
<td>£44,390,630</td>
<td>£0</td>
<td>£605,010</td>
<td>£44,136,362</td>
<td>£0</td>
<td>£630,168</td>
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#### OPERATIONS AND CUSTOMER FOCUS

**Service Manager:** Jason Toogood

#### DEMOCRATIC & SUPPORT SERVICES

<table>
<thead>
<tr>
<th>Portfolio Holder</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Carol Goodall</td>
<td>£1,074,460</td>
<td>(£106,480)</td>
<td>£967,980</td>
<td>£1,063,264</td>
<td>(£118,558)</td>
<td>£944,706</td>
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#### TOTAL OPERATIONS AND CUSTOMER FOCUS

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>£48,891,760</td>
<td>(£106,480)</td>
<td>£450,740</td>
<td>£48,780,968</td>
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<td>£421,317</td>
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#### TOTAL FINANCE AND CORPORATE SERVICES

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>£48,070,090</td>
<td>(£106,480)</td>
<td>£3,821,670</td>
<td>£48,190,756</td>
<td>(£118,558)</td>
<td>£3,590,212</td>
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#### LEGAL AND CORPORATE SERVICES

**Service Manager:** Angela Cox

#### DEMOCRATIC SERVICES

<table>
<thead>
<tr>
<th>Portfolio Holder</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Carol Goodall</td>
<td>£1,074,460</td>
<td>(£106,480)</td>
<td>£967,980</td>
<td>£1,063,264</td>
<td>(£118,558)</td>
<td>£944,706</td>
</tr>
</tbody>
</table>

#### TOTAL DEMOCRATIC & SUPPORT SERVICES

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
<th>Expenditure</th>
<th>Income</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>£1,074,460</td>
<td>(£106,480)</td>
<td>£967,980</td>
<td>£1,063,264</td>
<td>(£118,558)</td>
<td>£944,706</td>
</tr>
</tbody>
</table>

The budgets were as expected at year end. The significant improvement in our Housing Benefit overpayment collection has resulted in a reduction in the bad debt provision and the value of the debt outstanding.

The budgets were as expected at year end. Printing was a major overspend which we hope will not be repeated in 2017/18. We also had to renew the hearing loop in the Main Committee Room to remain DDA compliant which meant an overspend in equipment tools & materials.
<table>
<thead>
<tr>
<th>Group with Elements</th>
<th>Annual Budget</th>
<th>Actual to 31st March</th>
<th>Variance to 31st March</th>
<th>Carry Forwards Submitted</th>
<th>Carry Forwards Recommended by Senior Leadership Team</th>
<th>Variance expected 31/03/17</th>
<th>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEGAL SERVICES</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Service Manager : Angela Watson</strong></td>
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</tr>
<tr>
<td><em>LEGAL SERVICES</em></td>
<td>Expenditure</td>
<td>474,130</td>
<td>482,923</td>
<td>8,793</td>
<td>0</td>
<td>8,793</td>
<td>The budget for Books &amp; Publications was £10,724 overspent due to the increasing cost of on-line libraries, legal updates and other legal resources, but it is crucial that these are retained. The adverse variance on net expenditure of £23,454 is partly due to below target income for s106 agreements; some income was lost due to a number of agreements being out-sourced due to a lack of in-house capacity. I also note that a 'Bad Debt' provision of £4,736 has been added.</td>
</tr>
<tr>
<td><strong>Portfolio Holder : Cllr Peter Seib</strong></td>
<td>Income</td>
<td>(73,880)</td>
<td>(59,219)</td>
<td>14,661</td>
<td>0</td>
<td>14,661</td>
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<tr>
<td></td>
<td>TOTAL</td>
<td>400,250</td>
<td>423,704</td>
<td>23,454</td>
<td>0</td>
<td>23,454</td>
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<tr>
<td><strong>LAND CHARGES</strong></td>
<td>Expenditure</td>
<td>130,720</td>
<td>97,084</td>
<td>(33,636)</td>
<td>0</td>
<td>(33,636)</td>
<td>The most notable point is the failure to meet the income target for the year. Search figures didn’t pick up in the last two months of the year, meaning we were approx. £30K under target for those months.</td>
</tr>
<tr>
<td><strong>Portfolio Holder : Cllr Peter Seib</strong></td>
<td>Income</td>
<td>(456,740)</td>
<td>(445,832)</td>
<td>10,908</td>
<td>0</td>
<td>10,908</td>
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<tr>
<td></td>
<td>TOTAL</td>
<td>(326,020)</td>
<td>(348,748)</td>
<td>(22,728)</td>
<td>0</td>
<td>(22,728)</td>
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<tr>
<td><strong>RIGHTS OF WAY</strong></td>
<td>Expenditure</td>
<td>35,560</td>
<td>32,763</td>
<td>(2,797)</td>
<td>0</td>
<td>(2,797)</td>
<td>Less income than target was achieved, resulting in the £5,123 adverse net figure.</td>
</tr>
<tr>
<td><strong>Portfolio Holder : Cllr Peter Seib</strong></td>
<td>Income</td>
<td>(16,500)</td>
<td>(8,580)</td>
<td>7,920</td>
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<tr>
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<td>TOTAL</td>
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<td>24,183</td>
<td>5,123</td>
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<tr>
<td><strong>TOTAL LEGAL SERVICES</strong></td>
<td>Expenditure</td>
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<td>612,770</td>
<td>(27,640)</td>
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<td>(27,640)</td>
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<tr>
<td></td>
<td>Income</td>
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<td>(513,631)</td>
<td>33,489</td>
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<tr>
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<td>TOTAL</td>
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<td>99,139</td>
<td>5,849</td>
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<tr>
<td><strong>FRAUD AND DATA MANAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Service Manager : Lynda Creek</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><em>FRAUD AND DATA MANAGEMENT</em></td>
<td>Expenditure</td>
<td>90,540</td>
<td>80,852</td>
<td>(9,688)</td>
<td>9,500</td>
<td>9,500</td>
<td>(188) Underspend but we would wish to carry forward to fund fraud work in 2017/18 as arrangement with SWAP has ended and we need to looking to secure a replacement at least in the short term as we have no investigative resource. Also needed for further DP resource/training as the new and more onerous Data Protection Regulation and the new Crime and Disorder Directive comes into force in May 2018 and we still need to do a lot more work to prepare for the change. Our project plan for implementing shows we are under-resourced to complete on time if we are also to do fraud and other work e.g. contracts.</td>
</tr>
<tr>
<td><strong>Portfolio Holder : Cllr Peter Seib</strong></td>
<td>Income</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>90,540</td>
<td>80,852</td>
<td>(9,688)</td>
<td>9,500</td>
<td>9,500</td>
<td>(188)</td>
</tr>
<tr>
<td><strong>TOTAL FRAUD AND DATA MANAGEMENT</strong></td>
<td>Expenditure</td>
<td>90,540</td>
<td>80,852</td>
<td>(9,688)</td>
<td>9,500</td>
<td>9,500</td>
<td>(188)</td>
</tr>
<tr>
<td></td>
<td>Income</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>90,540</td>
<td>80,852</td>
<td>(9,688)</td>
<td>9,500</td>
<td>9,500</td>
<td>(188)</td>
</tr>
<tr>
<td>Group with Elements</td>
<td>Annual Budget</td>
<td>Actual to 31st March</td>
<td>Variance to 31st March</td>
<td>Carry Forwards Submitted</td>
<td>Carry Forwards Recommended by Senior Leadership Team</td>
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<td>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</td>
</tr>
<tr>
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<tr>
<td>HUMAN RESOURCES</td>
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<tr>
<td>Service Manager :</td>
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</tr>
<tr>
<td>Mike Holliday</td>
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<tr>
<td>Expenditure</td>
<td>289,620</td>
<td>253,312</td>
<td>(36,308)</td>
<td>0</td>
<td>(36,308)</td>
<td>Underspend mainly from the training and development area with salary saving from merging the Learning &amp; Dev Co-ordinator role with the Payroll Assistant role. Also contribution to under spend as non Investors In People assessment year.</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>(12,870)</td>
<td>(13,705)</td>
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<td>(835)</td>
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<tr>
<td>TOTAL</td>
<td>276,750</td>
<td>239,607</td>
<td>(37,143)</td>
<td>0</td>
<td>0</td>
<td>(37,143)</td>
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<tr>
<td>PORTFOLIO HOLDER :</td>
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<td></td>
</tr>
<tr>
<td>Cllr Ric Pallister</td>
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<tr>
<td>TOTAL HUMAN RESOURCES</td>
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</tr>
<tr>
<td>Expenditure</td>
<td>289,620</td>
<td>253,312</td>
<td>(36,308)</td>
<td>0</td>
<td>0</td>
<td>(36,308)</td>
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</tr>
<tr>
<td>Income</td>
<td>(12,870)</td>
<td>(13,705)</td>
<td>(835)</td>
<td>0</td>
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<td>(835)</td>
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<tr>
<td>TOTAL</td>
<td>276,750</td>
<td>239,607</td>
<td>(37,143)</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>TOTAL LEGAL AND CORPORATE SERVICES</td>
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<tr>
<td>Expenditure</td>
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<td>(84,832)</td>
<td>32,780</td>
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<td>(38,976)</td>
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<tr>
<td>Income</td>
<td>(666,470)</td>
<td>(645,894)</td>
<td>20,576</td>
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<td>0</td>
<td>20,576</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>1,428,560</td>
<td>1,364,304</td>
<td>(64,256)</td>
<td>32,780</td>
<td>25,280</td>
<td>(38,976)</td>
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</tr>
<tr>
<td>Service Manager :</td>
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<td></td>
</tr>
<tr>
<td>David Julian</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Expenditure</td>
<td>622,590</td>
<td>599,927</td>
<td>(22,663)</td>
<td>0</td>
<td>(22,663)</td>
<td>Underspend due to saving on ED ‘frozen’ post. YIC- slight dip in income following departure of SWAP last year (3 office units) although there have been other departures and other new tenancies in the interim.</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>(461,440)</td>
<td>(441,013)</td>
<td>20,427</td>
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<td>20,427</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>161,150</td>
<td>158,914</td>
<td>(2,236)</td>
<td>0</td>
<td>0</td>
<td>(2,236)</td>
<td></td>
</tr>
<tr>
<td>PORTFOLIO HOLDER :</td>
<td></td>
<td></td>
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<tr>
<td>Expenditure</td>
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<td>187,455</td>
<td>(13,755)</td>
<td>0</td>
<td>(13,755)</td>
<td>Heritage assistant post will be backfilled in 2017/18. It was vacant for around 6 months of the past financial year.</td>
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<td>1,693,013</td>
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<td>155,803</td>
<td>Over budget due primarily to costs associated with planning appeals. Shortfall in planning fees.</td>
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<td>(1,177,797)</td>
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<td>Variance to 31st March</td>
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<td>Variance expected 31/03/17</td>
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<td>38,767</td>
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<td>453,835</td>
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<td>453,835</td>
<td>(6,655)</td>
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<tr>
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<td>52,220</td>
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<td>Income</td>
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<td>52,220</td>
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<tr>
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<tr>
<td>Service Manager : Charlotte Jones &amp; Andrew Gillespie</td>
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<tr>
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<td>108,839</td>
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<tr>
<td>Income</td>
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<td>108,861</td>
<td>(2,509)</td>
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<tr>
<td>TOTAL</td>
<td>111,370</td>
<td>108,839</td>
<td>(2,531)</td>
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<td>(2,531)</td>
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<td><strong>TOTAL ECONOMY</strong></td>
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<td>Expenditure</td>
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<td>1,457,438</td>
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## COMMUNITIES, THIRD SECTOR AND PARTNERSHIPS

**Service Manager : Helen Rutter**

<table>
<thead>
<tr>
<th>Group with Elements</th>
<th>Annual Budget</th>
<th>Actual to 31st March</th>
<th>Variance to 31st March</th>
<th>Carry Forwards Submitted</th>
<th>Carry Forwards Recommended by Senior Leadership Team</th>
<th>Variance expected 31/03/17</th>
<th>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</th>
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<tr>
<td>CENTRAL COMMUNITIES TEAM</td>
<td>142,010</td>
<td>208,238</td>
<td>66,228</td>
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<td>66,228</td>
<td>Overspend due to staffing changes. These were covered in the Area budgets.</td>
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<td></td>
<td>(25,000)</td>
<td>(25,000)</td>
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<td>0</td>
<td>(25,000)</td>
<td>Carry forward requested for Safer Somerset Partnership projects not yet completed.</td>
</tr>
<tr>
<td>TOTAL</td>
<td>142,010</td>
<td>183,238</td>
<td>41,228</td>
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<td>41,228</td>
<td>Carry forward requested for digital inclusion project in support of transformation.</td>
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<td>COMMUNITY SAFETY</td>
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<td>69,536</td>
<td>10,716</td>
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<td>(10,000)</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>58,820</td>
<td>59,536</td>
<td>716</td>
<td>3,830</td>
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**Service Manager : David Crisfield**

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<tbody>
<tr>
<td>THIRD SECTOR AND PARTNERSHIPS</td>
<td>253,790</td>
<td>237,677</td>
<td>16,113</td>
<td>14,180</td>
<td>14,180</td>
<td>14,180</td>
<td>(1,933) Carry forward requested for Safer Somerset Partnership projects not yet completed.</td>
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<tr>
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<tr>
<td>TOTAL</td>
<td>253,790</td>
<td>237,677</td>
<td>16,113</td>
<td>14,180</td>
<td>14,180</td>
<td>14,180</td>
<td>(1,933) Carry forward requested for Safer Somerset Partnership projects not yet completed.</td>
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**Service Manager : Helen Rutter**

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<th>TOTAL COMMUNITIES, THIRD SECTOR AND PARTNERSHIPS</th>
<th>454,620</th>
<th>515,451</th>
<th>60,831</th>
<th>18,010</th>
<th>18,010</th>
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<th>43,841</th>
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<tr>
<td>TOTAL</td>
<td>454,620</td>
<td>480,451</td>
<td>25,831</td>
<td>18,010</td>
<td>18,010</td>
<td>43,841</td>
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**Service Manager : Helen Rutter**

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**Service Manager : Helen Rutter**

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<td>EXPENDITURE</td>
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<td>(7,595)</td>
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**Service Manager : Tim Cook**

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**Service Manager : Tim Cook**

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<tr>
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<td>23,243</td>
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<td>20,340</td>
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<td>Carry forwards for committed grants.</td>
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<td>Carry forwards for committed grants.</td>
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**Service Manager : Tim Cook**

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<th>EAST PROJECTS</th>
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**Service Manager : Tim Cook**

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<td>Variance to 31st March</td>
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<td>Variance expected 31/03/17</td>
<td>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</td>
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<td>Expenditure</td>
<td>226,180</td>
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<td>7,310</td>
<td>(9,031) Underspend due to staff moves to Transformation and used to cover additional costs elsewhere in Communities.</td>
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<td>Income</td>
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<td>Slight overspend due to unforeseen maintenance, can be covered from underspend in West Area Dev.</td>
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<td>233,920</td>
<td>238,115</td>
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<td>4,195</td>
<td>(20,580) Extra income from Home Aid and HMO licensing activity.</td>
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<td>Portfolio Holder : Cllr Carol Goodall</td>
<td>233,920</td>
<td>238,115</td>
<td>4,195</td>
<td>0</td>
<td>4,195</td>
<td>(20,580) Extra income from Home Aid and HMO licensing activity.</td>
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<td>912,630</td>
<td>834,584</td>
<td>(78,046)</td>
<td>0</td>
<td>(78,046)</td>
<td>Slight overspend relates to a vacant technical post and a small number of vacant hours in the budget. Savings were also made on equipment, tools and materials, travel, IS purchases and consultants fees.</td>
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<tr>
<td>Portfolio Holder : Cllr Carol Goodall</td>
<td>912,630</td>
<td>834,584</td>
<td>(78,046)</td>
<td>0</td>
<td>(78,046)</td>
<td>Slight overspend relates to a vacant technical post and a small number of vacant hours in the budget. Savings were also made on equipment, tools and materials, travel, IS purchases and consultants fees.</td>
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<tr>
<td>Income</td>
<td>(78,660)</td>
<td>(63,945)</td>
<td>14,715</td>
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<td>14,715</td>
<td>(63,945) Income on pest control and pollution prevention control (PPC) inspections down due to demand. PPC may be on a permanent downward trend that will need reviewing.</td>
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<td><strong>ENFORCEMENT</strong></td>
<td>124,260</td>
<td>117,533</td>
<td>(6,727)</td>
<td>0</td>
<td>(6,727)</td>
<td>(5,353) Slight underspend on salary costs following retirement. Income on fines slightly up.</td>
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<tr>
<td>Portfolio Holder : Cllr Carol Goodall</td>
<td>124,260</td>
<td>117,533</td>
<td>(6,727)</td>
<td>0</td>
<td>(6,727)</td>
<td>(5,353) Slight underspend on salary costs following retirement. Income on fines slightly up.</td>
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<td>Carry Forwards Recommended by Senior Leadership Team</td>
<td>Variance expected 31/03/17</td>
<td>Budget Holders' Comments on Variances to Profiled Budgets &amp; Outturn</td>
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<td>Portfolio Holder : Cllr Nick Weeks</td>
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<td>130,374</td>
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<td>0</td>
<td>(8,886)</td>
<td>Income down on public offices service charges/rents and wayleaves of £41k and Crematorium contribution/rent of £15.7k. Other reductions in rents and wayleave income. elsewhere</td>
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<td>(6,110)</td>
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<tr>
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<td>130,374</td>
<td>(8,886)</td>
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<td>0</td>
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<td>(10,910)</td>
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<tr>
<td>TOTAL</td>
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<td>119,464</td>
<td>(13,686)</td>
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<td>41,241</td>
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<td>Increased expenditure due to electricity charges £22.7k, public office maintenance £13k and overtime £8k Consultants fees up £29k on budget due to one off expenditure costs on feasibility works for non capital works. Underspends elsewhere reduced increased expenditure overall.</td>
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<td>(800,490)</td>
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<td>Portfolio Holder : Cllr Henry Hobhouse &amp;</td>
<td>746,330</td>
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<td>Pay &amp; Display income down £152k off set by back dated contributions off £42k. Season tickets down £32k and will continue to do so as Yeovil Hospital. largest business on uptake of season tickets, no longer do so due to new multi storey car park now being open. Overall income budget on target when one considers £200k allocated within budget for uplift in income from intelligent enforcement off that never materialised.</td>
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<td>(2,280,670)</td>
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<tr>
<td>Portfolio Holder : Cllr Henry Hobhouse</td>
<td>667,640</td>
<td>579,897</td>
<td>(87,743)</td>
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<td>(87,743)</td>
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<td>General underspend on salaries and across the board on individual elements of the engineering services produced savings at the end of the year.</td>
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<td>(66,720)</td>
<td>(92,663)</td>
<td>(25,943)</td>
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<td>(25,943)</td>
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<td>Income up as includes recharges to Town Councils on public convenience cleaning carried out on their behalf and also street name &amp; numbering income up due to uplift in new housing developments.</td>
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<td>Carry Forwards Recommended by Senior Leadership Team</td>
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<td>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</td>
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<td><strong>BUILDING CONTROL</strong></td>
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<td>Service Manager : Dave Durrant</td>
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<td>Portfolio Holder : Cllr Nick Weeks</td>
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<td>Underspend due to staff vacancies.</td>
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<td>624,900</td>
<td>612,856</td>
<td>(12,044)</td>
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<td>Income</td>
<td>(661,240)</td>
<td>(636,011)</td>
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<td>TOTAL</td>
<td>(36,340)</td>
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<td>Expenditure</td>
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<td>Income</td>
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<tr>
<td>TOTAL</td>
<td>(36,340)</td>
<td>(23,155)</td>
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<tr>
<td>Expenditure</td>
<td>3,001,550</td>
<td>3,214,796</td>
<td>213,246</td>
<td>40,000</td>
<td>40,000</td>
<td>253,246</td>
<td>As is typical of the service by nature of its approach to trading, the expenditure is over budget and is balanced by additional income levels. The service invested in replacing the depot forklift truck from its budgets and we invested heavily in staff development which is reflected in the training budgets. Expenditure on sub contractors and materials reflected in some of the major operational works undertaken by the team. A carry over of £40k has to be taken into account for investment into the workshops as we look to develop an MOT facility &amp; this was not all spent. Overall the service made a small amount of surplus on each of the cost centres which is very positive, and changes to the way that we are looking to supervise / manage the services over the coming year will I am sure, bring a much better returns over years to come.</td>
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<tr>
<td>Income</td>
<td>(1,330,370)</td>
<td>(1,592,012)</td>
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<td>TOTAL</td>
<td>1,671,180</td>
<td>1,622,784</td>
<td>(48,396)</td>
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<td>1,671,180</td>
<td>1,622,784</td>
<td>(48,396)</td>
<td>40,000</td>
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<td>Assistant Director : Laurence Willis</td>
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<tr>
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<td>Garden waste collection income has performed well over year. £100k transferred to reserve for recycle more project and £130k for vehicle leasing savings that may need to be repaid to SWP.</td>
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<td>(1,463,770)</td>
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<td>Expenditure</td>
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<td>(1,710,288)</td>
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<td>TOTAL</td>
<td>4,305,330</td>
<td>4,276,604</td>
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<td>Group with Elements</td>
<td>Annual Budget</td>
<td>Actual to 31st March</td>
<td>Variance to 31st March</td>
<td>Carry Forwards Submitted</td>
<td>Carry Forwards Recommended by Senior Leadership Team</td>
<td>Variance expected 31/03/17</td>
<td>Budget Holders' Comments on Variances to Profiled Budgets &amp; Outturn</td>
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<tr>
<td>Portfolio Holder : Cllr Peter Gubbins</td>
<td>Expenditure 253,130</td>
<td>252,905</td>
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<td>(688,613)</td>
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<td>TOTAL (686,880)</td>
<td>(688,613)</td>
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<td>HEALTH AND WELL-BEING</td>
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<td>ARTS AND ENTERTAINMENT</td>
<td>Service Manager : Adam Burgan</td>
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<td>Actual to 31st March</td>
<td>Variance to 31st March</td>
<td>Carry Forwards Submitted</td>
<td>Carry Forwards Recommended by Senior Leadership Team</td>
<td>Variance expected 31/03/17</td>
<td>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</td>
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<td>The service was delivered within budget parameters.</td>
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<td>689,726</td>
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<td>Service Manager : Kirsty Larkins</td>
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<tr>
<td>FAMILY SUPPORT PROGRAMME</td>
<td>Expenditure</td>
<td>30,560</td>
<td>30,500</td>
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<td>Income</td>
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<td>Income</td>
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<td>TOTAL</td>
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<td>(60)</td>
<td>(60)</td>
<td>0</td>
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<td>(60)</td>
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<tr>
<td>COUNTRYSIDE</td>
<td></td>
<td></td>
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<tr>
<td>Service Manager : Katy Menday</td>
<td></td>
<td></td>
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<tr>
<td>Countryside</td>
<td>Expenditure</td>
<td>526,950</td>
<td>590,751</td>
<td>63,801</td>
<td>0</td>
<td>63,801</td>
<td>Expenditure was managed across the countryside sites and café to take into account the long term sickness of one staff member and the extra staff and events costs attributed to the Heritage Lottery project where funding is claimed post expenditure. Where possible small grants were sought to cover public events, tree planting, tool replacement, site projects and volunteer support with the fundraising help of Friends groups at each site.</td>
</tr>
</tbody>
</table>

Note: Accountants’ Comments in Italics

COMMUNITY HEALTH AND LEISURE:

Service Manager: Lynda Pincombe

Portfolio Holder: Cllr Sylvia Seal

The service was delivered within budget parameters.

HOUSING AND WELFARE:

Service Manager: Kirsty Larkins

Portfolio Holder: Cllr Sylvia Seal

Underspent as carried two vacancies for part of the year so have requested a carry forward in order to run the Chard outreach surgery this year.

HOUSING:

Expenditure: 1,262,870
Income: (206,220)

TOTAL: 1,056,650

Overall housing were underspent on budgets despite a major incident at Ilton which resulted in an overspend of £55k on the site.

Income was less than expected but this was a knock on impact of the incident at Ilton resulting in no rental income for several months.

TOTAL HOUSING AND WELFARE:

Expenditure: 1,611,370
Income: (615,640)

TOTAL: 995,730

FAMILY SUPPORT PROGRAMME:

Expenditure: 30,560
Income: (30,560)

TOTAL: 0

COUNTRYSIDE:

Expenditure: 526,950

TOTAL: 526,950

Expenditure was managed across the countryside sites and café to take into account the long term sickness of one staff member and the extra staff and events costs attributed to the Heritage Lottery project where funding is claimed post expenditure. Where possible small grants were sought to cover public events, tree planting, tool replacement, site projects and volunteer support with the fundraising help of Friends groups at each site.
<table>
<thead>
<tr>
<th>Group with Elements</th>
<th>Annual Budget</th>
<th>Actual to 31st March</th>
<th>Variance to 31st March</th>
<th>Carry Forwards Submitted</th>
<th>Carry Forwards Recommended by Senior Leadership Team</th>
<th>Variance expected 31/03/17</th>
<th>Budget Holders’ Comments on Variances to Profiled Budgets &amp; Outturn</th>
</tr>
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<tr>
<td>Income</td>
<td>(£)</td>
<td>(£)</td>
<td>(£)</td>
<td>(£)</td>
<td>(£)</td>
<td>(£)</td>
<td>The business at the Ninesprings café continues to grow and income exceeded the business plan projections explaining the overall service underspend. Regular income continues to be sought from Yeovil Town Council, Agri Environment schemes and a variety of licences. Project grants are applied for on a case by case basis (depending on open and available grant schemes) and in this year included Witcombe stream project, Ham Hill Geology trail and Chard woodland play area.</td>
</tr>
<tr>
<td>PORTFOLIO HOLDER: Cllr Sylvia Seal</td>
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<tr>
<td>TOTAL</td>
<td>248,580</td>
<td>242,895</td>
<td>(5,685)</td>
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<td>0</td>
<td>(5,685)</td>
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<td>63,801</td>
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<tr>
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<td>(278,370)</td>
<td>(347,856)</td>
<td>(69,486)</td>
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<td>0</td>
<td>(69,486)</td>
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<tr>
<td>Income</td>
<td>(278,370)</td>
<td>(347,856)</td>
<td>(69,486)</td>
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<td>(69,486)</td>
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<tr>
<td>TOTAL</td>
<td>248,580</td>
<td>242,895</td>
<td>(5,685)</td>
<td>0</td>
<td>0</td>
<td>(5,685)</td>
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<tr>
<td>TOTAL HEALTH AND WELL-BEING</td>
<td>2,586,460</td>
<td>2,427,102</td>
<td>(159,358)</td>
<td>70,000</td>
<td>0</td>
<td>70,000</td>
<td>363,089</td>
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<td>Expenditure</td>
<td>6,030,630</td>
<td>6,323,719</td>
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<td>Income</td>
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<td>(3,896,617)</td>
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<tr>
<td>TOTAL</td>
<td>2,586,460</td>
<td>2,427,102</td>
<td>(159,358)</td>
<td>70,000</td>
<td>0</td>
<td>70,000</td>
<td>(89,358)</td>
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<td>TOTAL SSDC</td>
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<td>77,818,412</td>
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<td>799,592</td>
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<td>Expenditure</td>
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<td>(60,426,752)</td>
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<td>(59,482,850)</td>
<td>(60,426,752)</td>
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<td>Carry Forwards Recommended by SLT £</td>
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<tr>
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<td>-----------------------------------------------------------------------------</td>
<td>----------------------------</td>
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<td>Strategic Management</td>
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<td>Finance</td>
<td>Cash System upgrade, project delayed in 16/17</td>
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<td>Procurement card scanning as requirement for retention of documents</td>
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<td>Democratic Services</td>
<td>Programme of ongoing Member training to Dec 18</td>
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<td></td>
<td>Schedule of Councillor Conference/training to Dec 18</td>
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<td>Fraud &amp; Data</td>
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<td>Heritage</td>
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<td>6,020</td>
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<td></td>
<td>Heart of Wessex LAG-Approved AEC March 14 - to secure and match fund into rural economic development programme covering Area East to 2019</td>
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<td>6,620</td>
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<td>Growing Space-Approved AEC Dec 16 - project not yet commenced</td>
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<td></td>
<td>The Lamp, Wincanton-Approved AEC Dec 16- works not yet completed</td>
<td>2,700</td>
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<tr>
<td>Area North</td>
<td>Somerton TC feasibility; South Petherton feasibility; Seavington Shop air conditioning unit; Somerton purchase of new chairs &amp; Ash storage facility. (Member approval, offer letter sent, awaiting completion of project and request for payment)</td>
<td>5,350</td>
<td>5,350</td>
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<tr>
<td>Area West</td>
<td>Chard Town Team - Replacement signage project</td>
<td>980</td>
<td>980</td>
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<td></td>
<td>Warmer Chard &amp; Villages project-Approved AWC August 16</td>
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<td>7,260</td>
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<td>Chard Tourist Information Website project-Approved AWC March 16</td>
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<tr>
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<td>Chard Area Development back fill for Chard Hub project</td>
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<td>7,310</td>
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<td>Safer Somerset Partnership-Projects not yet completed (external funding)</td>
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<td>Third Sector Partnership</td>
<td>Digital Inclusion project in support of Transformation.</td>
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<td>Licensing</td>
<td>Continuation of Public Health joint project with Licensing</td>
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<td>Housing</td>
<td>Portfolio Holder report Oct 16 agreed funding for 17/18 Family Support Y4F</td>
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<tr>
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<td>DX Report Jan 17 agreed funding for 17/18 Supporting Individuals P4A</td>
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<td>Running of Chard Welfare Advice Surgery</td>
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<td></td>
<td>Woodland Garage outstanding repairs</td>
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<td>Total underspend to carry forward</td>
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</table>
### Appendix C

#### AREA RESERVES
Quarter 4 2016/17

<table>
<thead>
<tr>
<th>Allocation of Reserves</th>
<th>Approval Date</th>
<th>Approved Allocation</th>
<th>Balance 16/17</th>
<th>Transfer from Reserves during 2016/17</th>
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<tr>
<td><strong>Area East</strong></td>
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<tr>
<td>Balance B/fwd 1st April 2016</td>
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<td>£60,190</td>
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<tr>
<td>Community Planning - Project Spend</td>
<td>Apr-05</td>
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<td>26,930</td>
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<td>Derelict Sites Castle Cary</td>
<td>Jun-05</td>
<td>4,000</td>
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<tr>
<td>Rural Business Units</td>
<td>Nov-05</td>
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<td>5,800</td>
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<td>Retail Support Initiative</td>
<td>May-09</td>
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<td>Wincanton Retail Support Initiative</td>
<td>Jul-14</td>
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<td><strong>Totals</strong></td>
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<td>QSP balance of Reserve</td>
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<td>Unallocated Balance 31st March 2017</td>
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<td>3,460</td>
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<td><strong>Area North</strong></td>
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<tr>
<td>Balance B/fwd 1st April 2016</td>
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<td>Support towards progressing affordable rural housing schemes</td>
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<td>Langport Cycle Path</td>
<td>Mar-17</td>
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<td>13,894</td>
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<td><strong>Area West</strong></td>
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<td>Balance B/fwd 1st April 2016</td>
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<td>Chard Hub</td>
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<td>Unallocated Balance 31st March 2017</td>
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</tbody>
</table>

(Area South has no reserve remaining)
### Appendix D

**Summary of Usable Reserves**

The following table shows the current balance on each usable reserve and the movements since 1 April 2016.

<table>
<thead>
<tr>
<th>Reserves</th>
<th>Balance as at 01/04/16 £’000</th>
<th>Movement £’000</th>
<th>Balance as at 31/3/17 £’000</th>
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<tbody>
<tr>
<td>Usable Capital Receipts</td>
<td>34,984</td>
<td>-5,931</td>
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<td>Internal Borrowing Reserve</td>
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<td>799</td>
<td>799</td>
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<tr>
<td>Capital Reserve</td>
<td>1,055</td>
<td>189</td>
<td>1,244</td>
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<td>Cremator Replacement Capital Reserve</td>
<td>663</td>
<td>-12</td>
<td>651</td>
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<tr>
<td>Internal Borrowing Repayments</td>
<td>0</td>
<td>23</td>
<td>23</td>
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<tr>
<td>Election Reserve</td>
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<td>24</td>
<td>149</td>
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<td>Risk Management Reserve</td>
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<tr>
<td>Wincanton Sports Centre Reserve</td>
<td>21</td>
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<tr>
<td>Local Plan Enquiry Reserve</td>
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<td>-11</td>
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<td>Yeovil Athletic Track Repairs Fund</td>
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<td>Planning Delivery Reserve</td>
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<td>Bristol to Weymouth Rail Reserve</td>
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<td>Local Authority Business Growth Initiative Reserve</td>
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<td>IT Replacement Reserve</td>
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<td>Insurance Fund</td>
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<tr>
<td>Transformation Reserve</td>
<td>411</td>
<td>371</td>
<td>782</td>
</tr>
<tr>
<td>Treasury Management Reserve</td>
<td>247</td>
<td>-147</td>
<td>100</td>
</tr>
<tr>
<td>Local Plan Implementation Fund</td>
<td>125</td>
<td></td>
<td>125</td>
</tr>
<tr>
<td>Revenue Grants Reserve</td>
<td>682</td>
<td>-10</td>
<td>672</td>
</tr>
<tr>
<td>MTFP Support Fund</td>
<td>4,958</td>
<td>1,666</td>
<td>6,624</td>
</tr>
<tr>
<td>Council Tax/Housing Benefits Reserve</td>
<td>1,105</td>
<td>-430</td>
<td>675</td>
</tr>
<tr>
<td>Closed Churchyards Reserve</td>
<td>10</td>
<td>-7</td>
<td>3</td>
</tr>
<tr>
<td>Health Inequalities</td>
<td>31</td>
<td></td>
<td>31</td>
</tr>
<tr>
<td>Deposit Guarantee Claims Reserve</td>
<td>9</td>
<td>-3</td>
<td>6</td>
</tr>
<tr>
<td>Park Homes Replacement Reserve</td>
<td>165</td>
<td></td>
<td>165</td>
</tr>
<tr>
<td>Planning Obligations Admin Reserve</td>
<td>35</td>
<td></td>
<td>35</td>
</tr>
<tr>
<td>LSP</td>
<td>91</td>
<td>-67</td>
<td>24</td>
</tr>
<tr>
<td>Artificial Grass Pitch Reserve</td>
<td>62</td>
<td>23</td>
<td>85</td>
</tr>
<tr>
<td>Business Support Scheme</td>
<td>165</td>
<td>-7</td>
<td>158</td>
</tr>
<tr>
<td>Flooding Reserve</td>
<td>80</td>
<td>-80</td>
<td>0</td>
</tr>
<tr>
<td>Infrastructure Reserve</td>
<td>962</td>
<td>-30</td>
<td>932</td>
</tr>
<tr>
<td>NNDR Volatility Reserve</td>
<td>1,459</td>
<td>-150</td>
<td>1,309</td>
</tr>
<tr>
<td>Ticket Levy Reserve</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Waste Reserve</td>
<td>96</td>
<td>134</td>
<td>230</td>
</tr>
<tr>
<td>Community Housing Fund</td>
<td>0</td>
<td>263</td>
<td>263</td>
</tr>
<tr>
<td><strong>Total Usable Reserves</strong></td>
<td><strong>48,048</strong></td>
<td><strong>-3,422</strong></td>
<td><strong>44,626</strong></td>
</tr>
</tbody>
</table>

The list above excludes the reserves which are not usable by Members. These are the Capital Adjustment Account, Revaluation Reserve, Available for Sale Reserve, Financial Instrument Adjustment Account, Pensions Reserve and Collection Fund Adjustment Account.
## Appendix E

### Major Efficiency Savings 2016/17

<table>
<thead>
<tr>
<th>Major Efficiency Saving</th>
<th>2016/17 Budget Saving Target £'000</th>
<th>Actual Saving at Year-End £'000</th>
<th>Excess/Shortfall £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closure of Resource Centre</td>
<td>47</td>
<td>47</td>
<td>0</td>
</tr>
<tr>
<td>Vacant Posts removed - Agreed by Management Board</td>
<td>144</td>
<td>144</td>
<td>0</td>
</tr>
<tr>
<td>Further Vacant Posts</td>
<td>112</td>
<td>77</td>
<td>(35)</td>
</tr>
<tr>
<td>Reduced Corporate Training Budget</td>
<td>26</td>
<td>26</td>
<td>0</td>
</tr>
<tr>
<td>Savings in Housing once EDM implemented. (This project is now part of transformation &amp; will be delivered in a different way)</td>
<td>25</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>Waste-Increase in green bin take up</td>
<td>40</td>
<td>40</td>
<td>0</td>
</tr>
<tr>
<td>Additional income through Crematorium fee increase</td>
<td>100</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Increase in Careline income</td>
<td>26</td>
<td>26</td>
<td>0</td>
</tr>
<tr>
<td>Octagon-Increased ticket sales</td>
<td>30</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Yeovil Innovation Centre additional income</td>
<td>66</td>
<td>46</td>
<td>(20)</td>
</tr>
<tr>
<td>Increased income from planning fees</td>
<td>50</td>
<td>0</td>
<td>(50)</td>
</tr>
<tr>
<td>ANPR Scheme for car parks</td>
<td>200</td>
<td>0</td>
<td>(200)</td>
</tr>
<tr>
<td>Property management savings</td>
<td>25</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>Cessation of CEO contract</td>
<td>89</td>
<td>89</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Major Savings</strong></td>
<td><strong>980</strong></td>
<td><strong>675</strong></td>
<td><strong>(305)</strong></td>
</tr>
</tbody>
</table>
### Appendix F

### 2016/17 Total Cost of Services (Above and Below the Line Costs)

The total cost of the services for the Council as required by the Best Value Accounting Code of Practice is set out in the table below:

<table>
<thead>
<tr>
<th>Services</th>
<th>£'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>(4,839.9)</td>
</tr>
<tr>
<td>Procurement &amp; Risk Management</td>
<td>0.0</td>
</tr>
<tr>
<td>Revenue &amp; Benefits</td>
<td>1,699.4</td>
</tr>
<tr>
<td>Democratic Services</td>
<td>252.4</td>
</tr>
<tr>
<td>Legal Services</td>
<td>(128.0)</td>
</tr>
<tr>
<td>Fraud &amp; Data Management</td>
<td>136.7</td>
</tr>
<tr>
<td>Human Resources</td>
<td>0.1</td>
</tr>
<tr>
<td>Economic Development</td>
<td>1,395.0</td>
</tr>
<tr>
<td>Development Control</td>
<td>860.8</td>
</tr>
<tr>
<td>Spatial Policy</td>
<td>1,376.4</td>
</tr>
<tr>
<td>Third Sector &amp; Partnerships</td>
<td>318.5</td>
</tr>
<tr>
<td>LSP</td>
<td>0.0</td>
</tr>
<tr>
<td>Family Support Programme</td>
<td>0.0</td>
</tr>
<tr>
<td>Area East</td>
<td>343.7</td>
</tr>
<tr>
<td>Area North</td>
<td>301.6</td>
</tr>
<tr>
<td>Area South</td>
<td>419.7</td>
</tr>
<tr>
<td>Area West</td>
<td>363.5</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>1,416.3</td>
</tr>
<tr>
<td>Civil Contingencies</td>
<td>154.3</td>
</tr>
<tr>
<td>Engineering &amp; Property Services</td>
<td>(65.8)</td>
</tr>
<tr>
<td>Building Control</td>
<td>137.2</td>
</tr>
<tr>
<td>Streetscene</td>
<td>2,282.5</td>
</tr>
<tr>
<td>Waste &amp; Recycling</td>
<td>4,366.4</td>
</tr>
<tr>
<td>Licensing</td>
<td>31.6</td>
</tr>
<tr>
<td>Arts &amp; Entertainment</td>
<td>561.7</td>
</tr>
<tr>
<td>Sport &amp; Leisure Facilities</td>
<td>3,153.9</td>
</tr>
<tr>
<td>Community Health &amp; Leisure</td>
<td>1,142.6</td>
</tr>
<tr>
<td>Housing &amp; Welfare</td>
<td>1,346.0</td>
</tr>
<tr>
<td>Countryside</td>
<td>365.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17,391.7</strong></td>
</tr>
</tbody>
</table>

These figures will be different to those shown in Appendix A, as ‘total cost of service’ figures include items classed as ‘below the line’ costs, i.e. those which are outside the individual budget holder’s control:

- Capital Charges
- Deferred Charges
- Recharges from other departments within the Council

Individual Committees are only responsible for ‘above the line’ costs, and so these are the costs that are reported quarterly for budget monitoring purposes.
Appendix G

The following virements should be noted:

<table>
<thead>
<tr>
<th>Value £</th>
<th>To</th>
<th>From</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,000</td>
<td>Fraud &amp; Data Management</td>
<td>Strategic Management</td>
<td>Intern funding</td>
</tr>
<tr>
<td>9,000</td>
<td>Management Corp Dem Costs</td>
<td>District &amp; Parish Elections</td>
<td>Transfer of budget</td>
</tr>
<tr>
<td>7,570</td>
<td>Chard Business Hub</td>
<td>Area West Reserve</td>
<td>Revised budget for Chard Business Hub</td>
</tr>
<tr>
<td>9,450</td>
<td>Payroll Adjustments</td>
<td>Spatial Policy</td>
<td>Staff turnover savings</td>
</tr>
<tr>
<td>4,520</td>
<td>Payroll Adjustments</td>
<td>Scrutiny</td>
<td>Staff turnover savings</td>
</tr>
<tr>
<td>1,740</td>
<td>West Grants</td>
<td>Area Development – West</td>
<td>Christmas parking funding</td>
</tr>
<tr>
<td>62,170</td>
<td>Non Earmarked Balances</td>
<td>Westlands Loan</td>
<td>Repayment of Capital loan</td>
</tr>
<tr>
<td>1,210</td>
<td>Payroll Adjustments</td>
<td>Development Control</td>
<td>Staff turnover savings</td>
</tr>
<tr>
<td>3,320</td>
<td>Payroll Adjustments</td>
<td>Equalities &amp; Diversity</td>
<td>Staff turnover savings</td>
</tr>
<tr>
<td>1,690</td>
<td>Payroll Adjustments</td>
<td>Revenues &amp; Benefits System Support</td>
<td>Staff turnover savings</td>
</tr>
<tr>
<td>3,830</td>
<td>Yeovil One</td>
<td>Neighbourhood Development - Community</td>
<td>Transfer of budget</td>
</tr>
<tr>
<td>4,150</td>
<td>Area West Reserve</td>
<td>Chard Business Hub</td>
<td>Transfer of budget</td>
</tr>
<tr>
<td>3,090</td>
<td>Fleet Management</td>
<td>Horticulture</td>
<td>Funding for Forklift</td>
</tr>
</tbody>
</table>
Prevention Charter for Somerset

Executive Portfolio Holder: Sylvia Seal, Leisure and Culture
Director: Ian Clarke, Director of Support Services
Service Manager: Angela Cox, Democratic Services Manager
Lead Officer: Angela Cox, Democratic Services Manager
Contact Details: angela.cox@southsomerset.gov.uk or 01935 462148

Purpose of the Report

1. As part of the work of the Somerset Sustainability and Transformation Plan (STP) being led by the NHS and Somerset County Council, the Somerset Health and Wellbeing Board have approved a new Somerset Prevention Charter (Appendix 1). South Somerset District Council, along with the other Somerset District Councils, NHS Foundation Trusts and hospitals have been invited to consider and commit to the Somerset Prevention Charter.

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of July 2017.

Public Interest

3. All parts of the local health and wellbeing system now recognise that getting prevention right is essential to the future sustainability of public services. The Prevention Charter provides a common understanding of prevention across many organisations as well as:

   • Committing organisations from across the health and care system to the Vision and Principles of prevention, in the widest sense.
   • Making that commitment real by delivering, with co-signatories and others, the actions that together will put prevention at the heart of health and wellbeing in this county.
   • to be accountable, by measuring and reporting progress to our communities.

Recommendation

4. That the District Executive approves the adoption of the Somerset Prevention Charter on behalf of South Somerset District Council.

Background

5. The vision for the Charter is:

   People live healthy and independent lives, supported by thriving and connected communities with timely and easy access to high-quality and efficient public services when they need them.

6. Therefore its adoption offers the opportunity to make significant positive impacts on health and wellbeing, reducing ill health and reducing health and social inequalities.

Report Detail

7. The Charter commits organisations to maximise prevention within the work they currently do. For South Somerset District Council this will be about encouraging everyone to think about how to
maximise prevention within the work they do; within the resources they currently have in order to
maximise the financial benefits that can be realised from adopting a preventative approach.

8. The Prevention Charter has been endorsed and adopted by the following organisations:
   - Somerset Partnership NHS Foundation Trust
   - Somerset Clinical Commissioning Group
   - Taunton and Somerset NHS Foundation Trust
   - Yeovil District Hospital
   - Taunton Deane Borough Council
   - West Somerset Council
   - Sedgemoor District Council

Financial Implications

9. There are no direct financial implications to SSDC in adopting this Charter.

Risk Matrix

<table>
<thead>
<tr>
<th>Categories</th>
<th>Colours (for further detail please refer to Risk management strategy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>Reputation = High impact and high probability</td>
</tr>
<tr>
<td>CpP</td>
<td>Corporate Plan Priorities = Major impact and major probability</td>
</tr>
<tr>
<td>CP</td>
<td>Community Priorities = Moderate impact and moderate probability</td>
</tr>
<tr>
<td>CY</td>
<td>Capacity = Minor impact and minor probability</td>
</tr>
<tr>
<td>F</td>
<td>Financial = Insignificant impact and insignificant probability</td>
</tr>
</tbody>
</table>

Council Plan Implications

10. The adoption of the Somerset Prevention Charter will link through the Health and Communities high level actions within the SSDC Annual Action Plan.

Carbon Emissions and Climate Change Implications

11. There are no carbon emissions or climate change implications to SSDC in adopting this Charter.
Equality and Diversity Implications

12. We are advised that the Somerset Health and Wellbeing Board will undertake equality impact assessments on the actions taken to implement the commitment as and when appropriate.

Privacy Impact Assessment

13. There are no personal data or privacy implications in adopting this Charter.

Background Papers

13. Somerset Prevention Charter (attached at Appendix 1).
Somerset Prevention Charter

OUR DEFINITION

Prevention means different things to different people.

It can be about:
- preventing harm,
- preventing the need for a service,
- preventing ill health and disease,
- preventing loss of independence,
- preventing risky behaviour
- preventing an existing problem becoming worse.

In essence it’s all of these and more. We agree we need to keep a broad view of prevention so we do not miss opportunities to improve the lives of people in Somerset.

OUR VISION

People live healthy and independent lives, supported by thriving and connected communities with timely and easy access to high-quality and efficient public services when they need them.

OUR PRINCIPLES

We agree that:
- Prevention is everyone’s responsibility; we want children, families, communities and agencies to work together and develop knowledge and skills to live healthily
- We will develop accountability at organisation level for delivery against the charter through regular measuring of progress and achievement
- We want to help everyone to have a good birth, a good life and a good death
- We want to provide people with the knowledge, skills, confidence and environment to enable healthy living and minimise unhealthy behaviours that can lead to dependence on health and social care services
Strategically, a place-based, population, approach to prevention is better; joined up activity and shared investment funding achieves the best outcomes and best value for money.

Prevention activity needs greater shared investment.

Prevention is equally important for physical and mental health, social, environmental and economic issues.

Helping people, families and communities build protective factors and resilience to prevent situations escalating or recurring is an important part of our prevention activity.

Providing the right service when needed, in the right place at the right time helps prevent situations escalating and reduces waste.

Effective prevention needs joined up information so all the issues facing people can be understood together and people can receive joined up help.

Sharing data to enable better care, and anonymised data to understand population health, with necessary privacy safeguards, is essential.

We will be clear on what our strengths and weaknesses are and find practical ways to improve.

**OUR ACTION**

We agree that:

- We all have a responsibility to consider prevention opportunities for everyone, and will lead by example.
- We will enhance the skills of our front line staff and volunteers, through training, to make every contact count in addressing risks to health.
- We need to improve the lives of Somerset people overall but focus our work to improve the lives of the worst off fastest.
- We will join up our prevention approach and resources to maximise impact at population level.
- We will increase and refocus resources allocated for preventative activity over time.
- For services, prevention will be done systematically and built into our systems.
- No door is the wrong door, all our staff have a responsibility to help people get the right service at the right time, redirecting supportively if appropriate.
- We will have honest and open discussions with individuals, families and communities about the issues, their responsibilities and that of public services.
- Where possible and appropriate we will share information to help provide people with better support. We will challenge each other and find practical solutions if appropriate information is not being shared.
- We will seek change in local and national policies, or laws, if such change would be most effective in improving prevention.
OUR COMMITMENT

On behalf of

South Somerset District Council

I/ We endorse the Somerset Prevention Charter, committing our organisation to the Vision and Principles and to work with our co-signatories and others to deliver Our Actions.

.............................................  .............................................

Chairman  Chief Executive
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;

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. Background Papers

5.1 None.
# Appendix A - SSDC Executive Forward Plan

<table>
<thead>
<tr>
<th>Date of Decision</th>
<th>Decision</th>
<th>Portfolio</th>
<th>Service Director</th>
<th>Contact</th>
<th>Committee(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2017</td>
<td>Approval of South Somerset Early Review Local Plan Issues and Options</td>
<td>Portfolio Holder for Strategic Planning</td>
<td>Director Service Delivery</td>
<td>Jo Wilkins, Senior Policy Planner</td>
<td>District Executive</td>
</tr>
<tr>
<td></td>
<td>issues and Options Issues Issues and Options Issues Issues Issues Issues document for consultation</td>
<td>(Place Making)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August 2017</td>
<td>Notification of an Urgent Executive Decision - Huish Pool, Huish Episcopi</td>
<td>Portfolio Holder Leisure &amp; Culture</td>
<td>Director Commercial Services &amp; Income Generation</td>
<td>Lynda Pincombe, Community Health &amp; Leisure Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>August 2017</td>
<td>Adoption of the new Commercial Land and Property Strategy</td>
<td>Portfolio Holder for Property &amp; Climate Change</td>
<td>Chief Executive</td>
<td>Clare Pestell, Director (Commercial Services &amp; Income Generation)</td>
<td>District Executive</td>
</tr>
<tr>
<td>August 2017</td>
<td>Capital &amp; Revenue Budget monitoring reports for Quarter 1</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Catherine Hood, Finance Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>August 2017</td>
<td>Corporate Grants report 2016 - 2017</td>
<td>Portfolio Holder Leisure &amp; Culture</td>
<td>Director Service Delivery</td>
<td>David Crisfield, Third Sector &amp; Partnerships Coordinator</td>
<td>District Executive</td>
</tr>
<tr>
<td>August 2017</td>
<td>Yeovil Town Centre Markets</td>
<td>Councillor David Recardo</td>
<td>Assistant Directors (Communities)</td>
<td>Natalie Fortt, Area Development Lead South</td>
<td>District Executive</td>
</tr>
<tr>
<td>Date of Decision</td>
<td>Decision</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Service Director</td>
<td>Contact</td>
<td>Committee(s)</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
<td>------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>September 2017</td>
<td>CIL Governance - Policy to decide how funds are allocated</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Director Service Delivery</td>
<td>Martin Woods, Director (Service Delivery)</td>
<td>District Executive</td>
</tr>
<tr>
<td>September 2017</td>
<td>Medium Term Financial Strategy / Plan</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Paul Fitzgerald, Section 151 Officer</td>
<td>District Executive</td>
</tr>
<tr>
<td>September 2017</td>
<td>Discretionary Business Rate Relief Scheme</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Ian Potter, Revenues and Benefits Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>September 2017</td>
<td>Quarterly Performance and Complaints Monitoring Report</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Chief Executive</td>
<td>Anna-Maria Lenz, Performance Officer</td>
<td>District Executive</td>
</tr>
<tr>
<td>October 2017</td>
<td>Community Right to Bid - 6 monthly update</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Assistant Directors (Communities)</td>
<td>David Crisfield, Third Sector &amp; Partnerships Coordinator</td>
<td>District Executive</td>
</tr>
<tr>
<td>October 2017</td>
<td>Transformation Project Progress Report</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Chief Executive</td>
<td>Alex Parmley, Chief Executive</td>
<td>District Executive</td>
</tr>
<tr>
<td>October 2017</td>
<td>Approval of South Somerset Early Review Local Plan Preferred Options document for consultation</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Director Service Delivery</td>
<td>Jo Wilkins, Senior Policy Planner</td>
<td>District Executive</td>
</tr>
<tr>
<td>Date of Decision</td>
<td>Decision</td>
<td>Portfolio</td>
<td>Service Director</td>
<td>Contact</td>
<td>Committee(s)</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>---------------------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>October 2017</td>
<td>Floating Support for Vulnerable Individuals in South Somerset - update on project delivered by Yeovil 4 Family and SSDC Housing &amp; Welfare Team</td>
<td>Portfolio Holder Leisure &amp; Culture</td>
<td>Director Service Delivery</td>
<td>Alice Knight, Welfare &amp; Careline Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>November 2017</td>
<td>Council Tax and Housing Benefit fraud report</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Ian Potter, Revenues and Benefits Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>November 2017</td>
<td>Capital &amp; Revenue Budget monitoring reports for Quarter 2</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Catherine Hood, Finance Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>November 2017</td>
<td>Presentation by SPARK (Voluntary and Community Action)</td>
<td>Portfolio Holder Leisure &amp; Culture</td>
<td>Assistant Directors (Communities)</td>
<td>David Crisfield, Third Sector &amp; Partnerships Co-ordinator</td>
<td>District Executive</td>
</tr>
<tr>
<td>December 2017</td>
<td>Update on the Medium Term Financial Strategy / Plan</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Paul Fitzgerald, Section 151 Officer</td>
<td>District Executive</td>
</tr>
<tr>
<td>December 2017</td>
<td>Update on the Yeovil Crematorium Refurbishment</td>
<td>Portfolio Holder for Area South</td>
<td>Director Commercial Services &amp; Income Generation</td>
<td>Alasdair Bell, Environmental Health Manager</td>
<td>District Executive</td>
</tr>
<tr>
<td>Date of Decision</td>
<td>Decision</td>
<td>Portfolio</td>
<td>Service Director</td>
<td>Contact</td>
<td>Committee(s)</td>
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<tr>
<td>January 2018</td>
<td>Transformation Project Progress Report</td>
<td>Portfolio Holder for Strategy and Policy</td>
<td>Chief Executive</td>
<td>Alex Parmley, Chief Executive</td>
<td>District Executive</td>
</tr>
<tr>
<td>February 2018</td>
<td>2018/19 Budget and Medium Term Financial Strategy</td>
<td>Portfolio Holder for Finance and Legal Services</td>
<td>Director Support Services</td>
<td>Paul Fitzgerald, Section 151 Officer</td>
<td>District Executive</td>
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<tr>
<td>February 2018</td>
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<td>South Somerset Council</td>
</tr>
<tr>
<td>April 2018</td>
<td>Transformation Project Progress Report</td>
<td>Portfolio Holder for Strategy and Policy</td>
<td>Chief Executive</td>
<td>Alex Parmley, Chief Executive</td>
<td>District Executive</td>
</tr>
<tr>
<td>July 2018</td>
<td>Approval of South Somerset Early Review Local Plan Submission Plan</td>
<td>Portfolio Holder for Strategic Planning (Place Making)</td>
<td>Director Service Delivery</td>
<td>Jo Wilkins, Senior Policy Planner</td>
<td>District Executive</td>
</tr>
<tr>
<td>July 2018</td>
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<td>South Somerset Council</td>
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</table>
Date of Next Meeting

Members are asked to note that the next scheduled meeting of the District Executive will take place on Thursday, 3rd August 2017 in the Council Chamber, Council Offices, Brympton Way, Yeovil commencing at 9.30 a.m.
Exclusion of Press and Public

The Committee is asked to agree that the following item (agenda item 16) be considered in Closed Session by virtue of the Local Government Act 1972, Schedule 12A under paragraph 3:

“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.
By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted