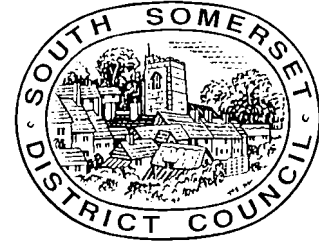


South Somerset District Council

Notice of Meeting



District Executive

Making a difference where it counts

Thursday 6th December 2018

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 Specialist on 01935 462148 or democracy@southsomerset.gov.uk

This Agenda was issued on Wednesday 28 November 2018.

Alex Parmley, *Chief Executive Officer*



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

District Executive Membership

Jason Baker
Peter Gubbins
Henry Hobhouse
Val Keitch
Graham Middleton
Jo Roundell Greene
Sylvia Seal
Peter Seib
Angie Singleton
Nick Weeks

Information for the Public

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

Members of the Public are able to:-

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

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

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

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

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 December 2018

Agenda

1. Minutes of Previous Meeting

To approve as a correct record the minutes of the District Executive meetings held on 4th October and 1st November 2018.

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. **Somerset Waste Partnership Annual Report and Draft Business Plan 2019 - 2024** (Pages 4 - 29)
7. **Heart of the South West (HotSW) - Joint Committee - Council Update** (Pages 30 - 40)
8. **Commercial Assets Update Report** (Pages 41 - 53)
9. **Draft Economic Development Strategy (2019 - 2028)** (Pages 54 - 58)
10. **The 'Making' of the East Coker Neighbourhood Plan** (Pages 59 - 62)
11. **District Executive Forward Plan** (Pages 63 - 67)
12. **Date of Next Meeting** (Page 68)

Agenda Item 6

Somerset Waste Partnership Annual Report and Draft Business Plan 2019 - 2024

Executive Portfolio Holder: Jo Roundell Greene, Environment & Economic Development
Director: Clare Pestell, Commercial Services and Income Generation
Service Manager: Chris Cooper, Environmental Services Manager
Lead Officer: Mickey Green, Managing Director, Somerset Waste Partnership
Contact Details: Chris.cooper@southsomerset.gov.uk or 01935 462840

1. Purpose of the Report

- 1.1 This report seeks a decision from South Somerset District Council on the Somerset Waste Partnership's Draft Business Plan 2019-2024. The plan provides a framework within which the Somerset Waste Board can make decisions and steer the delivery of waste partnership services. The Business Plan is attached as Appendix A
- 1.2 The actions in the draft business plan sets out the changes to Somerset's waste services which are co-ordinated for maximum impact and value. The changes span all three major contracts for waste collection, treatment, disposal and infrastructure (including vehicles). It also develops SWP's capability to support Somerset residents in wasting less and recycling more, with residual waste becoming a fuel stock to generate energy.
- 1.3 To provide an updated view on the progress made against the existing Business Plan, matters that have a major impact on the resources available, a summary of the draft budget and identification of the priority work areas.
- 1.4 To seek agreement between partners on the level of funding provided by each of them in line with the cost sharing formula.
- 1.5 To inform Members of the Risk Register which is attached to this report as Appendix B and the key issues and challenges which are summarised within the draft Business Plan.

2. Forward Plan

- 2.1 This report appeared on the District Executive Forward Plan with an anticipated Committee date of 6th December 2018.

3. Public Interest

- 3.1 This report is to inform the Council of the work that is proposed to develop the waste and recycling functions across the area managed by the Somerset Waste Partnership which includes South Somerset, giving reasons behind the proposed future of the services.

4. Recommendations

- 4.1 That the District Executive:
 - a. Approves the Somerset Waste Partnership's Draft Business Plan 2019-24 attached at Appendix A;

- b. Approves the projected budget for 2019/24 subject to the comments in section 6 of the SWP Business plan relating to the finalisation of the budget.

5. Background

- 5.1 The Somerset Waste Partnership (SWP) is responsible for providing waste and recycling services on behalf of all six local authorities in Somerset. The partnership is governed through a Joint Committee known as the Somerset Waste Board (SWB). The SWB Constitution requires the preparation of a Business Plan on an annual basis. The plan has a five year horizon with particular focus on the next 12 months, and it provides a framework within which the board can make decisions and steer the delivery of waste partnership services. The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any requirements to make savings and proposals on how this can be achieved.
- 5.2 The Board's business planning cycle usually requires a draft report to be approved by the Board in December and circulated to partners for comment prior to the adoption of the Board's Annual Budget the following February. Once approved or noted by all partners, the plan will be formally adopted by the Board to provide a framework within which the Board can make decisions and steer the delivery of Waste Partnership services.
- 5.3 The update of the business plan focusses on the progress that has been made, and continues to be made, in procuring a new collections contractor and the subsequent implementation of Recycle More. A verbal update / presentation will be made to the cabinet on this aspect of the business.

6. Council Plan Implications

- 6.1 *High quality cost effective services - Work with partners to achieve economies, resilience and influence.
- 6.2 *Environment - Increase recycling

7. Financial Implications

- 7.1 The Board is almost exclusively funded from contributions from partners and, apart from one-off funding bids, has no automatic block grant from Central Government. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business planning and budget setting are therefore usually part of the same process but, due to the revised timetable, this year the Business Plan will be approved in December 2018 and the Budget finalised in February 2019 as is normal practice. The budget presented in this report will remain draft until February and is for one year only.
- 7.2 Section 6 of the Business Plan shows the projected year budget for Somerset Waste Partnership. A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board. While the figures shown here are subject to refinement, historically projections at the stage have been very close to the final budget due

in February 2019, particularly for collection partners, with only minor variations for final customer numbers. It is therefore considered a very low risk to approve the Business Plan ahead of the final Annual Budget for 2019/2020.

7.3 The current estimate for collection partners is that there will be between a 2.5% and 4.25% budget uplift from the 2019/20 budget. The projection varying for each collection partner, primarily according to household growth and garden waste customer growth. All recycle more one-off costs are excluded from these figures (these are set out later in the report).

7.4 The key drivers for the variance are:

- Collection inflation – estimate 3% (mostly fixed). The key drivers for this are CPI and fuel increases.
- Household growth estimated average 1% (final figures will be available on 1st December).
- Garden customers growth estimated at 6% (although this provides a corresponding income to each partner).

7.5 An update on recycle more and its implementation is included within the business plan under section 6.2.

8. Carbon Emissions and Climate Change Implications

8.1 Moving to Recycle More will result in capturing more recycling and generating less residual waste. Amongst other environmental benefits, fewer refuse vehicles will be required and these will be more efficient and generate lower emissions than our current fleet. Through the procurement the possibilities of using bio-fuels or other more environmentally beneficial power sources will be generated.

8.2 The diversion of waste from landfill to become a fuel source for energy production significantly reduces the overall environmental impact of Somerset's residual waste and has huge implications for carbon emissions.

8.3 Other elements of the business plan, including the programme of schools visits, promotion and the emphasis on waste prevention should also contribute to promoting the message of the need to take action to combat climate change.

9. Equality and Diversity Implications

9.1 Equalities Impact Assessments will be carried out as appropriate with the development of each Business Plan activity prior to proceeding with that activity. In most cases the decision to proceed based on the outcome of the impact assessment will be delegated to the Managing Director and Senior Management Team of SWP. Where significant issues are identified through the assessment process that would have implications for major projects or programmes the decision to proceed will return to the Board prior to commencing development.

10. Privacy Impact Assessment

10.1 A Privacy Impact Assessment is not essential to accompany this report as the information will fundamentally be the same as is currently used and managed.

10.2 Looking forwards, as the SWP looks to build capacity and use technology to understand people's behaviour to reduce waste and improve recycling, we will need to assess the management of personal information and an impact assessment may need to be carried out if we are to ensure compliance with both the current and future data protection regimes – the latter of which will be much more stringent.

11. Background Papers

District Executive report 20th November 2017

Draft SWP Business Plan 2019 - 2024

SWP Draft Risk Register 2019 - 2024

Waste Board Constitution

<http://democracy.somerset.gov.uk/mgCommitteeDetails.aspx?ID=196>



SWP Business Plan 2019 – 2024

Draft

Table of Contents	
Page 3	About Somerset Waste Partnership
Page 4	Key Challenges and Opportunities
Page 5	Approach to Business Plan
Page 6	Action Table
Page 14	Draft Budget Table 2019/20

Change History	
2/10/18	First draft
15/10/18	Second draft following SMG and SWP review

1. About Somerset Waste Partnership

1.1 Our vision and values

Who we are:	Somerset's Local Authorities working together as the Somerset Waste Partnership, ensuring that our household waste is reduced, collected, reused, recycled and effectively treated.
What we do:	<ul style="list-style-type: none"> • Preserve our environment by making every effort to ensure our household waste is not waste but reused as a valuable resource. • Deliver excellent customer service and value for money to create a more sustainable Somerset.
What we are aiming to become:	An exemplar for how we manage waste as a resource, work with others and support our residents to manage their household waste and make our service the best it can be.
Our values:	<ul style="list-style-type: none"> • Insight: Working with our partners to understand how and why people behave as they do and use this knowledge to shape our service. • Collaboration: Treating everyone we work with as an equal, knowing we have greater success when we work together. • Innovation: Learning from others and constantly looking at new ways of working to give the best service we can. • Quality: Focusing on excellent customer service and making the best use of the waste we collect.

1.2 Background to SWP

Somerset Waste Partnership (SWP) was established in 2007 to manage waste services on behalf of Mendip, Sedgemoor, South Somerset and West Somerset District Councils, Taunton Deane Borough Council and Somerset County Council. This made it the first county-wide waste partnership in the country.

SWP is accountable to the Somerset Waste Board (SWB), which consists of two members from each of the partner authorities. For further information about Somerset Waste Partnership and the Somerset Waste Board please visit www.somersetwaste.gov.uk. SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. These duties are in turn contracted to Kier (collection services) and Viridor Plc (recycling sites, landfill sites and treating food, garden and residual waste).

Recycle More (even more weekly recycling services, including addition of plastic pots, tubs, trays and packaging, cartons, small electrical items and household batteries; with so much capacity freed up that refuse collections are only needed every three weeks) remains the agreed model for SWP's future collection services, and any significant change to this would require SWB and partner approval.

4. Key Challenges and Opportunities

Theme	What it means for SWP
Political	National legislative/policy change: An ambitious Resources and Waste Strategy is expected in late 2018, which will have significant implications for SWP through policy e.g. on Extended Producer Responsibility, a Deposit Return Scheme, consistency and more. It is likely to be followed by a number of consultations. It may be preceded by financial instruments in the budget (e.g. incineration tax).
	Brexit: Brexit may lead to policy uncertainty, any changes to migration may affect labour availability and cost, exchange rate fluctuations or import restrictions may have cost implications for our vehicle procurement, depot construction, recycle market.
	Global policy: Other countries are following China's lead and restricting imports of recycle. Whilst over 90% of our material stays in the UK it does affect global recycle prices and demand.
	Local Government Reorganisation: Whilst SWP already acts as a single integrated service across Somerset, any changes to the structure of local government would have implications for SWP (especially if any new boundaries are not contiguous with the current county boundaries)
Economic	Financial pressure on partners: The pressure on local government finances has not abated and is particularly acute on SCC.
	Recycle risk: SWP will need to share the risk around recycle value (volume and price) under a future collection contract. This will be a significant change for District partners and require careful budget management.
	Full employment: Somerset has near full employment, especially due to the impact of the Hinkley C construction project. This creates challenges for the labour market, and pressure on housing could mean that homes are built without having waste in mind.
Social	Demographic change: Somerset's demography continues to change, in particular with an ageing population with multiple health needs. This needs to inform all aspects of what we do, remembering that our staff can potentially play a part in supporting the most vulnerable
	Driver shortages: The average age of HGV drivers is increasing and there is a shortage of suitable qualified drivers
Technological	Social media: Increasing use of social media presents an opportunity to reach more people, but also raises expectations about the speed of response (noting that not all of our public are users of social media)
	Big data: the technology available to the waste industry has radically changed, meaning that we can improve our ways of working. Our data can be a powerful tool, especially when combined with other (e.g. socio-economic) data.
Legal	Procurement/legal challenges: With the scale of contracts we let there is always a risk of legal challenge.
	Enforcement: Clamping down on trade waste abuse (and working with Districts on the scourge of fly-tipping) remain important. Ensuring residents recycle appropriately is likely to be increasingly important.
Environmental	Public awareness: there is increasing public awareness of environmental issues (especially around plastics)
	New materials: the emergence of new materials which promise the public they are degradable or compostable (when the reality is they often aren't) may cause confusion

5. Approach to Business Plan

Our Business Plan explains how we will work towards our Vision over the next five years, with a particular focus on current year actions. The Business Plan contains three areas of focus, beneath which sit a range of activities. The three areas of focus are:

Area of focus	Delivering excellent services	Changing behaviours	Building our capability
Desired outcome	<i>The services we deliver ensure our household waste is effectively collected, reused, recycled and treated.</i>	<i>People recognise that waste is a resource, and fully play their part in reducing, reusing and recycling waste</i>	<i>SWP has the capability and resources to even more effectively deliver the Board's vision</i>
Activity (see below for specific actions)	Transition to a new service model	Focus on plastics	Transforming ICT systems
	Moving away from landfill	Campaigns	Strategy & Influence
	Improving services	Changing behaviours through Recycle More	Ensuring homes are built with waste in mind
	Reviewing services	Community Engagement	Improving Performance Monitoring

The actions currently underway remain the most significant set of changes to Somerset's waste services since SWP's inception in 2007, covering all aspects of our services. We are also expecting the most significant set of changes to national resources and waste policy for a generation, and the environmental impact of waste has a public profile higher than ever before. The scale of policy change expected will have significant impacts upon our future business plans. The three areas of focus set out the actions which reflect this but need to work together for maximum impact. For example, our transition to the Recycle More service model is set out under 'delivering excellent services', but this will not be a success unless we support this by 'changing behaviours', and 'building our capability' is vital to enabling us to achieve this.

In addition to the actions set out in the Business Plan, SWP propose to adopt two charities - a local and a national charity – to support through staff fundraising and volunteering:

Local Charity	National Charity
RAFT (Refugee Aid from Taunton)	WasteAid
RAFT provide aid through donations to help refugees and displaced people wherever and whenever they are able, regardless of colour, culture and religion. It demonstrates an innovative approach to reuse and hence aligns well with SWP's vision and the waste hierarchy.	70% of the plastic in the oceans comes from places with no waste management. WasteAid helps people turn their waste into useful products, sharing recycling skills to create green jobs, improve public health and protect the environment. It works with community based organisations to help develop waste collection and recycling businesses.

1. Delivering excellent services			
What		When	Why
1.1	Transition to a new collection contractor and new service model		
1.1.1	Mobilisation of new contractor	April 2019 – March 2020	To ensure that new contractor hits the ground running
1.1.2	Active management of current collection service contract	Now – March 2020	To manage the risk of service degradation and ensure a seamless handover
1.1.3	Deeper engagement from SWP with collection contractor staff	Now – March 2020	To support a seamless handover and ensure that our collection staff are involved in the transition
1.1.4	Procuring a new fleet of vehicles	Spring/Summer 2019	To replace the ageing recycling and refuse vehicle fleet to be fit for a new service model, with further replacements of vehicles likely in 2024
1.1.5	Developing depot infrastructure	Now – Winter 2020/2021	To ensure we have the right depot network to support the future service model and housing growth
1.1.6	Rolling out a new service model (Recycle More)	Summer 2020-2022	To effectively manage the transition (in phases) of moving over 250,000 households from one service model to another, in a way which delivers excellent customer service and minimises missed collections
1.1.7	Manage major distribution of new recycling containers	Now - 2022	A new service model will trigger demand for new containers and replacement containers, and we will need to ensure effective methods are in place to distribute these
1.1.8	Recycling credits review informed by Recycle More rollout	Summer 2019 – Spring 2020	In light of a new collection contract and the rollout of Recycle More
1.2	Moving away from landfill		
1.2.1	Oversee the development of transfer stations at Walpole and Dimmer	Now – Autumn 2019	To enable the move away from landfill so that waste can be bulked up and that movements of waste are effectively managed
1.2.2	Oversee the development of a Resource Recovery Centre at Avonmouth	Now – Autumn 2019	To ensure that this is ready on time and to standard
1.2.3	Testing and commissioning of Resource Recovery Centre	Autumn 2019 – April 2020	To ensure this works as planned

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1.2.4	Implementing changes at HWRCs to align with acceptance criteria	Autumn 2019 – April 2020	To ensure that we optimise (environmentally and financially) the way we treat waste
1.3	Improving services		
1.3.1	Revising opening hours at Household Waste Recycling Centres (subject to a board decision on a contract extension with Viridor)	Now – April 2019	To better match opening hours to need and demand, whilst retaining all sites open
1.3.2	Potential improvements to Recycling Centres	Ongoing	To seek opportunities to improve our recycling centres, subject to development of viable solutions and robust business cases. Frome & Minehead Recycling Centres are top priorities.
1.3.3	Working together with Support Services for Education to optimise the future schools waste & recycling service	Now – Autumn 2019	To consider how we could work differently to support schools to recycle more and waste less, whilst delivering excellent service and VFM
1.3.4	Health and safety and contract management	Ongoing	Effective management of our contracts and the significant health and safety risks inherent in this industry is a key building block of our success
1.4	Reviewing services		
1.4.1	Review of opening hours and charges at Dulverton and Crewkerne Community Recycling Centres	Autumn 2019	To review ahead of latest date for removal of charges (Spring 2020)
1.4.2	Undertake further review of van/trailer permit scheme at Household Waste Recycling Centres	Spring/Summer 2019	To ensure that this is delivering the desired outcomes and to identify potential improvements
1.4.3	Review waste service fees and charges, including Garden Waste, Bulky Waste, Recycling Centre charges	Spring/Summer 2019	To reflect any legislative changes and different costs and operational approaches of a new collection contractor
1.4.4	Undertake a review of signage at Household Waste Recycling Centres	Summer/Autumn 2019	To ensure that we are communicating with the public as effectively as we can
1.4.5	Anaerobic Digester contract review	April 2020	Financial review ass per contract timetable
1.4.6	Collection contract review	2022/2023 - tbc	To review the contract following the roll-out of Recycle more & major potential legislative change
1.4.7	Assisted collection review	2019/2020	Regular review of our assisted collection database to ensure that it is up to date

2. Changing behaviours			
What		When	Why
2.1	Focus on plastics		
2.1.1	SWP coordinating Refill campaign in Somerset	Now - 2024	To encourage businesses to offer free refills should support people to use a reusable container rather than substitute Single Use Plastic for another single use material
2.1.2	Encouraging take-up of PTT at recycling centres	Now - 2022	To enable those who wish to do more to do their bit & encourage people to see the difference this makes ahead of rolling out kerbside PTT collection
2.1.3	PTT at kerbside (in addition to tetrapaks, small electrical items and batteries)	July 2020 – March 2022	Phased roll-out of these major changes to kerbside collections to over 250,000 households, with intensive marketing and face to face support to drive behaviour change
2.1.4	Promote the Pledge against Preventable Plastic	Ongoing	To encourage people do take effective actions to reduce their reliance on plastic
2.1.5	Continuing to work with partners to phase out single use plastic	Ongoing	To support District and County Council and other Local Authority/Community partners in their ambitions to phase out Single Use Plastic (as SWP are also doing)
2.2	Campaigns		
2.2.1	Tackle food waste: stickering and behaviour change campaign (noting that the previous campaign was grant funded and SWP has a constrained marketing budget)	TBC	Whilst SWP has a high participation in food waste recycling (check c65%), a quarter of our residual waste, on average, is food waste. Further work is needed to understand the most effective way of addressing this, especially given the move to 3 weekly residual waste collection
2.2.3	Build trust in how we recycle and what happens to SWP recycling	Ongoing	To ensure people understand the benefit of separating their waste, what happens to their recycling and residual waste, and the financial and environmental benefits this brings.
2.2.4	Increasing our reach, in particular on social media and through our website		Social media and our website provides a cost effective means to communicate with people, and to enable them to communicate with us (especially when we enable on-

			line missed collection reporting). Developing high quality digital content will become increasingly important.
2.2.5	Enforcement of service rules and householder support	Ongoing (in particular as we move to a new service model – Recycle More)	SWP’s Waste Management and customer service teams work closely with contractors and partners to resolve complex issues, investigate complaints, find solutions to problems and clamp down on abuse (including trade waste abuse & side/excess waste). Enforcement remains the last option, but in some cases is the only way to resolve issues (including flytipping – albeit this has been declining).
2.2.6	Schools against Waste	Now - Spring 2021	Three year programme to reach all Somerset primary schools, develop schools against waste programme for secondary schools, & explore ways to support schools to increase recycling. An evolved programme is likely to continue after 2021.
2.3	Changing behaviours through Recycle More		
2.3.1	Developing a robust costed communications and marketing plan for the Recycle More rollout (working closely with partner authorities)	Now - 2022	Effectively planning a comprehensive campaign will ensure that everyone is ready for Recycle More, takes advantage of the benefits it brings, and manages the transition to the new service model effectively. This will draw on the socio-economic analysis in the participation and composition analysis, enabling us to effectively target people in an appropriate way
2.3.2	Prepare Somerset for Recycle More	Now – Summer 2020	Ensure that – ahead of commencing the rollout of Recycle More – all households understand what we’re doing, when we’re doing it and why we’re doing it, and that they and us are ready for it
2.3.3	Phased support as Recycle More is rolled out	Summer 2020-2022	Targeted campaign (including additional front-line staff e.g. Waste Doctors undertaking door-knocking/targeted support) working closely with contractor and partner customer services
2.3.4	Learning from each phase of roll-out	Summer 2020-2022	Undertaking a lessons learned exercise after each roll-out phase so that we continually improve. There is a

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			period of learning and reflection in Spring 2021 when the roll-out will be paused to ensure we can take stock of phases to date
2.5	Community Engagement		
2.5.1	Developing partnerships	Ongoing	With limited resources, we need to develop strong partnerships with others in order to ensure that we cost-effectively drive people to change behaviours. Developing strategic partnerships with others (be it housing associations, oneteams, third sector organisations, business organisations) is a crucial means to do this.
2.5.2	Review food waste and compost champions	2019/20	With our scarce resources we need to ensure that the activities we undertake are delivering value for money
2.5.2	Promote and refresh newsletters	2019/20	SWP publish a monthly newsletter which is circulated to all parish council clerks and the Sorted e-newsletter which Somerset residents can subscribe to.
2.5.3	Attending face to face events	ongoing	Attending parish meetings and meetings of environmentally motivated groups is a key part of ensuring we remain close to our communities. With our scarce resources we need to ensure that the activities we undertake are delivering value for money
2.5.4	Refresh our approach to reuse:	2019/20	Working with Viridor, a new collection contractor (especially with regard to Reuse) and local partners (particularly VCSE) to improve reuse across Somerset

3. Building our capability			
What		When	Why
3.1	Transforming ICT systems		
3.1.2	Implementing a new customer service system	Now – Autumn 2019	To ensure that we have a fit for purpose CRM system, integrated with all partner authorities
3.1.3	Enabling web self-service	Autumn 2019	To enable customers to undertake transactions online, improving the customer experience and diverting demand away from call centres
3.1.4	Launching a mobile app	Winter 2019	Ahead of moving to Recycle More we aim to have launched a mobile app which enables to remind people of their collection day and to report issues. This will be a crucial part of making the move to 3 weekly refuse easier for Somerset residents.
3.1.5	Integrating in-cab technology	Spring 2020	In-cab technology (and 360 cameras on all vehicles) will be critical to improving our service reliability and to protecting and supporting our hardworking crews. It will also transform the effectiveness of on-line reporting.
3.1.6	Making best use of new technology	Ongoing	Changing our processes and ways of working to make best use of new technology, including how we can use ICT to support localities
3.1.7	Improve technology for making payments	Ongoing	Ensuring SWP has the capability to take automated payments over the phone, and hence is capable of supporting District Councils with certain charges for services, if desired
3.2	Strategy and influence		
3.2.1	Develop SWP long term strategy	Now – 2019/20	It is crucial that SWP has a long-term strategy, and preliminary work has commenced on this, though it will be significantly informed by the changes that may result from Central Government's Resources and Waste Strategy and Brexit.
3.2.2	Seeking to influence policy decisions at Central Government and working with partners within the	Ongoing	With a number of major government consultations expected from central government, it will be crucial that

	South West to further SWP's vision		SWP uses its reputation as a sector leader. Working with partners across the region may enable SWP to achieve things that are not possible through working solely at the County level.
3.2.3	Review how SWP supports local businesses	TBC	SWP currently only provides a waste collection and disposal service to those businesses who cannot get a commercial service from elsewhere. We need to review how we can work with businesses (for example supporting collaborative procurements for market towns which enable businesses to get a better financial and environmental outcome)
3.3	Ensure homes are built with waste in mind		
3.3.1	Working with planning authorities to ensure that residential development planning proposals have adequate provision of waste and recycling facilities	Ongoing	SWAP is currently supporting SWP in understand what we can do to ensure that SWP developer guidance has teeth and is followed
3.3.2	Ensure that waste and recycling services are implemented effectively when new developments are built and occupied	Ongoing	SWAP is currently working with SWP to identify how we can improve processes to manage this process, ensuring that we take advantage of this opportunity to change behaviours
3.4	Improving performance monitoring		
3.4.1	Improving carbon monitoring	Ongoing	SWP currently only understand their carbon impact on an annual basis, when Eunomia undertake comparative modelling across England. SWP propose to utilise the Scottish Government's carbon modelling to analyse this more frequently. Note that this is likely to be an area focussed on in forthcoming central government policy.
3.4.2	Improving end use monitoring	Ongoing	SWP were the first to publish an annual report showing exactly what happens to everything we collect for recycling. Given the increased importance of what happens to our recycle, SWP will review the frequency and content of this, and how we can more effectively communicate it to the public
3.4.3	Customer service	Ongoing	SWP's refreshed vision highlights the importance we

Business Plan 2019-24

			place on excellent customer service, and we will accordingly place a higher priority on how we monitor this (and hence drive improvement)
3.4.4	Regular participation and composition analysis	Ongoing	Understanding behaviour will be crucial to target interventions, and regular participation and composition analysis is crucial to this. We currently have funding to undertake this every 3 years.
3.4.5	Ensure complete and accurate data in respect of container types and services is held by SWP	Ongoing	Ensuring we have robust, detailed and up to date data will enable us to target improvements more effectively.
3.4.6	Developing Insights	Ongoing	The ICT improvements we are making, together with more regular participation and composition analysis and deeper engagement with contractor staff will make a step change in the data we have available. Our focus on the circular economy also will require us to track even more effectively where our recyclate goes. We need to improve our capability to develop insights from this data.

6. SWP Budget 2019 - 20

The following table shows the projected year budget for Somerset Waste Partnership. A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board, with the final budget due in February 2019.

6.1 Revenue Not Included

Control of income from residents for waste related services is retained by the collection authorities and is therefore not shown in this paper. The most significant portion of this is annual Garden Waste subscriptions, which will generate income for the district council of around £56.90 for each wheeled bin subscription in 2019/20. This is a significant offset of the cost of providing the service. Other income streams are Bulky Waste collection fees and sale of Garden Waste sacks.

6.2 Recycle More Implementation

Contributions to the Recycle More Earmarked Reserve from all partners currently totals £645,745. Spend to date on the procurement phase is £177,926. It is expected that the current level of the reserve will be adequate to cover the costs incurred during the procurement and mobilisation period (April 2019 – March 2020), noting that these do not include capital costs related to depots or vehicles. In 2016 the roll-out costs agreed by the board were estimated at £2.2m (primarily due to the cost of new containers, cost of communications and transition support, but not including the costs of procurement). The estimated roll-out costs are being reviewed and updated, but are not expected to have significantly changed. The costs will not be finalised until we have procured a new collection contractor and will cover the Transition Period (April 2020 – June 2020) and the Implementation Period (July 2020 – Summer 2022).

The Board agreed a set of financial principles for Recycle More on 18 December 2015, and these remain in place. Key principles are:

- District collection partners should not be penalised or rewarded for when they roll out within the programme.
- Sharing of the additional costs of roll out will be based on household numbers unless there is a District-specific cost.
- SWP will hold a central earmarked reserve for Recycle More and any balance (positive or negative) on the roll out process at year end to be kept centrally by the SWP to be used or recovered in future years. Any savings will initially be used to continue the roll-out. It is envisaged that no allocations will be made back to partners until the roll-out is complete, unless it becomes clear that a repayment can be made earlier.
- Funding arrangements for the additional containers (initial roll-out of new boxes and sacks, additional requests for other bins) will initially be funded through SWP's earmarked reserve. As this may not be sufficient, District partners will be free to fund this from revenue or reserves as best suits their needs. Once full rolled out, this will come through the normal Cost Sharing Agreement.

6.2 Full Draft Budget Summary 2019/20

Summary Annual Budgets 2019/2020

	Total	SCC	MDC	SDC	SSDC	SWaT
Rounded £000s						
Expenditure						
Salaries & On-Costs	1036	471	120	119	168	158
Other Head Office Costs	255	116	28	30	42	39
Support Services	126	55	14	15	22	20
Disposal - Landfill	12132	12132				
Disposal - HWRCs	9861	9861				
Disposal - Food waste	1533	1533				
Disposal - Hazardous waste	238	238				
Composting	1994	1994				
Kerbside Recycling	9478		1945	1948	2903	2682
Green Waste Collections	2690		514	650	719	807
Household Refuse	6371		1309	1307	1942	1813
Clinical Waste	124		25	27	37	36
Bulky Waste Collection	87		19	16	24	28
Container Maintenance & Delivery	237		51	47	74	65
Container Supply	465		98	99	142	126
Pension Costs	69		2	2	63	2
Depot Costs	186		37	40	56	53
Village Halls	5			5		
Transfer Station Avoided Costs	331	331				
Recycling Credits	2567	2567				
Capital Financing Costs	231		52	41	78	60
Total Direct Expenditure	50016	29298	4214	4346	6270	5888
Income						
Sort It Plus Discounts	-80		-16	-17	-24	-23
Transfer Station Avoided Costs	-331		-67	-71	-100	-93
May Gurney Secondment Saving	-44		-5	-5	-7	-7
Recycling Credits	-2538		-534	-509	-783	-712
Total Income	-2993	-20	-622	-602	-914	-835
Total Net Expenditure	47023	29278	3592	3744	5356	5053

Summary Draft Annual Budgets

	2019/20	2020/21	2021/22	2022/23	2023/24
Rounded £000s					
Expenditure					
Salaries & On-Costs	1036	1046	1057	1068	1079
Other Head Office Costs	255	255	255	255	255
Support Services	126	126	126	126	126
Disposal - Landfill	12132	12696	13280	13890	14528
Disposal - HW/RCs	9861	10240	10639	11054	11485
Disposal - Food waste	1533	1613	1698	1786	1880
Disposal - Hazardous waste	238	253	268	285	302
Composting	1994	2151	2321	2504	2702
Kerbside Recycling	9478	9842	10220	10614	11021
Green Waste Collections	2690	2792	2899	3010	3125
Household Refuse	6371	6616	6870	7133	7407
Clinical Waste	124	129	134	139	144
Bulky Waste Collection	87	91	94	98	101
Container Maintenance & Delivery	237	246	255	265	276
Container Supply	465	483	502	521	541
Pension Costs	69	69	69	69	69
Depot Costs	186	186	186	186	186
Village Halls	5	5	5	5	5
Transfer Station Avoided Costs	331	341	351	361	372
Recycling Credits	2567	2644	2723	2805	2889
Capital Financing Costs	231	231	231	231	231
Total Direct Expenditure	50016	52055	54183	56405	58724
Income					
Sort It Plus Discounts	-80	-80	-80	-80	-80
Transfer Station Avoided Costs	-331	-340	-351	-361	-372
May Gurney Secondment Saving	-44	-44	-44	-44	-44
Recycling Credits	-2538	-2615	-2693	-2774	-2857
Total Income	-2993	-3079	-3168	-3259	-3353
Total Net Expenditure	47023	48976	51015	53146	55371
Assumptions					
This is a continuation budget and does not include the impact of recycle more or a new contractor					
1% annual pay award for all years					
1% housing growth for all years					
Collection contract inflation 3% in all years					
Disposal contract inflation between 2.5% & 4.25% (for different contract areas), annually in all years					
Tonnage growth 1.5% annually for all years					

SWP Strategic Risk Register

SWP Strategic Risk Register														
Last Updated:		3rd September 2018												
Ref	Business Plan Link	Cause	Description of risk	Consequence	Assess current risk		Risk rating	Change from last review	Control measures currently in place and additional mitigating actions/control measures planned	Target risk score		Target rating	Status	Risk owner
					Likelihood	Impact				Likelihood	Impact			
Opportunities														
Op 1	Building Capability	We are a multi partner organisation working in a political environment	Opportunity to tackle new and emerging issues from an holistic and mutually supportive perspective	Economies of scale in analysis, planning and managing responses to new legislation or Govt policy or other changes in the operating environment.	4	4	16	↔	The Board is well established and well regarded with a good track record of financial management, value for money, innovation and a reputation for delivery. Maintain culture of innovation with support from Board. Seek / bid for external funding where possible. Develop Waste Minimisation	5	4	20	Open	SWB
Op 2			Opportunity to influence commercial waste and waste producers in Somerset	SWP, as a partnership, has a good reputation in the industry and could bring that to bear by creating links with local businesses and business groups.	3	3	9	↔	SWP will be considering opportunities as part of a recently initiated review of the Waste Minimisation Strategy. Opportunity will be developed through implementation of the new strategy.	3	3	9	Open	SWB
Op 3		Financial Pressure on Partners	Opportunity to market experience internally &	Obtain income from marketing experience and advice	4	3	12	↔	SWP is open to secondment and consultancy opportunities, though focus on Somerset initiatives reduces capacity for this.	4	3	12	Open	SWB
Op 4	Action on waste prevention, reuse, recycling and recovery	Householder behaviour	Opportunity: Encourage householders to save money individually by waste reduction and wider community to recycle.	Waste reduction and improved participation and capture rates.	3	3	9	↔	Directed Communications campaign. Promotion using variety of media	4	4	16	Open	SWB
Op 5			Opportunity to capitalise on the 'Blue Planet' effect and increased awareness of the impact of plastic consumption	Opportunity to encourage households to change their consumption behaviours and encourage local producers to change their choice of packaging materials	3	3	9	↔	Acceptance of plastic pots, tubs and trays at recycling centres. Introduction of the 'Pledge Against Preventable Plastic' and adoption of lead role in local Refill campaign. Increased and ongoing communication programme.	4	3	12	Open	SWB
Op 6		Recycle More Implementation	Opportunity to align Core Service review (see Business Plan) with refreshment of kerbside services.	Opportunity to ensure all public facing services are aligned so they complement each other and are more easily understood and used by residents.	3	3	9	↔	Detailed consideration of opportunities presented as part of integrated approach to the review.	4	4	16	Open	SWB
Op 7		Extended Producer Responsibility	Potential opportunity that government policy may require packaging producers to take on responsibility for the recycling and disposal costs their decisions result in	Potential significant investment of funding into recycling services, changes in products and waste flows, increased recyclability of products; likely to come with constraints around quality	3	3	9	NEW	SWP MD engaging with Defra directly and via Adept and other organisations.	4	4	16	Open	SWB
Op 8	In-cab technology & localities	Opportunity to utilise front-line crews to support localities through the effective use of technology	Opportunity to better support localities by our front-line staff acting as eyes and ears on the ground (e.g. related to vulnerable people/highway asset condition)	3	3	9	NEW	Monitoring use of technology in other areas. Procurement process will explore opportunities. Detailed discussion once procured a contractor (noting that priority will be in embedding the system effectively first).	4	4	16	Open	SWB	
Risks														
1	Building Capability	Financial Pressure on Partners	Membership of the Partnership changes.	Governance and cost sharing arrangements are out of date. Services must be maintained.	5	3	15	↔	West Somerset/TDBC merger. Local Government Reorganisation discussion. SWP reviewing impacts on Inter Authority Agreement and cost-sharing arrangements to ensure all areas where change is required are identified and managed in the spirit of the agreements.	4	2	8	Open	SWB
2			Due to ongoing financial pressures one or more partners requires savings that impacts on existing services	Reduced performance and /or transfer of costs to others. Increased whole system costs	4	4	16	↔	Well established budget management processes are effectively maintained. Dialogue between Board members & Cabinet/Executive Colleagues on future service/savings requirements (SWB)	3	3	9	Open	SWB
3			SWP Team does not have sufficient capacity and capability to be sufficiently effective, or is too reactive	Impacts on recycling performance, contractor performance and customer call centres	3	3	9	↔	SWP Client team restructure consultation complete, making changes to SWP's structure so that we have the capacity and capability for current and future challenges (e.g. RM implementation). Transition to new structure to be completed in 2018/19 financial year.	3	2	6	Open	SWB
4	Building Capability	We are a multi partner organisation working in a political environment	Loss of shared vision and trust between partners	Difficulty agreeing priorities, impact on reputation of partners. Focus becomes on managing negative relationships, not the business	2	4	8	↔	Involve all partners in the business plan process and continue to promote early dialogue about issues via SMG group and with individual partners as appropriate. Maintain awareness of partner pressures and aspirations via the Somerset Waste Board, SMG and formal/informal contact with all partners	1	4	4	Open	SWB
5			Lack of member engagement and/ or frequent member turnover.	Potential failure within partners to understand basis and benefits of SWP. Diversion of attention to managing relationships not the business	2	4	8	↔	SWP worked with SWB to refresh the SWP vision. Induction Training for new members, involve all partners in the business plan and strategy development process, monthly member briefings, continue to attend and inform scrutiny committees and other local bodies including TCs/PCs	1	4	4	Open	SWB
6			Lack of resources within SWP and complexity of project (6 partners and current and future collection contractors) mean issues arise during implementation of new SWP Customer Service system	Sub-optimal approach to Wisper replacement negates potential benefits, use of legacy system (Wisper) is extended, increasing risk of failure and creating demand on support resource, delaying roll-out of in-cab technology and potential delays to RM implementation.	4	4	16	↑	New system (My Council Services) has been procured and significant work completed on development. Anticipate working system, with full connection with Echo live in November 2018. Additional ICT support for the project secured from TDBC and embedded ICT support from SCC in core project team. Commissioned SCC legal to work through data sharing issues. Regular reporting to SMG and request for support from SMG to manage complexities within partners.	2	2	4	Open	SWB
7			Inefficiencies due to customer services and partners IT not being joined up and havign different priorities and preferences, with a lack of joined up governance.	More staff required to do same job, slower response to customers, poorer customer experience, potential significant (£1m+) costs to partners if RM roll-out and service quality improvements are delayed as a result.	4	4	16	↑	New customer service systems being introduced adding flexibility and efficiency which will enable integration with next generation IT, including collection service "in-cab" and tracking systems. All this should improve the customer experience. Increased SMG oversight, increased ICT and legal support, partner ICT involvement in collection contract procurement process. Review governance of project to ensure all partner ICT and customer service teams joined up.	2	3	6	Open	SWB
8			External agencies fail to understand us and penalise effective joint working (e.g. loss of partial VAT exemption).	Unexpected costs and/or time consuming and otherwise pointless changes to our contractual & governance arrangements	3	3	9	↔	Joint approach to briefing and lobbying at appropriate level. Act quickly and in a concerted way to any new threats (SMG)	2	2	4	Open	SWB
9			Planning authorities agree new developments without consideration of waste requirements	Poor developments may not fit standard collections model and require different arrangements leading to increased costs and frustration for householders.	3	3	9	↔	SWP working with partners to incorporate developer's guidance into planning. SWP have worked closely with SDC planning team to try to improve solutions in Bridgwater town centre and have agreed a secondment with SCC planning team to provide expertise and capacity.	2	3	6	Open	SWB
10	Action on waste prevention, reuse, recycling and recovery	Householder behaviour	Increase in material in refuse bins	Heavy material goes in kerbside bins not to Recycling Centres. Impacts on district recycling rate (not to Somerset overall).	3	3	9	↓	Risk reduced post-composition analysis. Weight of residual in bins appears to have reduced. Directed Communications campaign, review messages to the public about how to use services sustainably. Promote cost effective disposal routes for business waste. Promotion using variety of media, encourage members to take ambassadorial role in promoting benefits of services (Comms Team, SWB Members)	4	2	8	Open	SWB
11			Reduction in recycling materials	Loss of income while some costs remain fixed. Increase in disposal costs if put in refuse instead.	3	3	9	↔	Positive promotion of services. Promotion using variety of media as described in the Communication Plan (Comms Team)	2	2	4	Open	SWB
12			Poor separation of materials by householder	Loss of income if material quality deteriorates. Reduced efficiencies due to increased sorting time.	4	3	12	↑	Review in light of waste composition and kerbside presentation analysis which shows poor separation in places. Develop targeted communication plan.	3	3	9	Open	SWB
13			Reduction in existing or new garden waste customers	Loss of income while some costs remain fixed	2	3	6	↔	Positive promotion of services. Note that customer base has increased year on year in recent years. Promotion using variety of media Numbers holding strong, some service issues ongoing.	2	2	4	Open	SWB
14			Lack of interest from bidders, uncertainty about RM service model or similar procurements going to market during the same period.	Bidders drop out and we fail to have a competitive process and deliver best value.	2	4	8	↓	Risk has reduced as procurement progresses. Management of an effective pre-procurement phase and dialogue process. Liaise with other authorities procuring at the same time. Assessment of pre-procurement phase to gauge appetite of market for Somerset procurement. Go/No Go decision. Contingency plan is to establish a LAC	2	2	4	Open	SWB

SWP Strategic Risk Register

SWP Strategic Risk Register														
Last Updated:		3rd September 2018												
Ref	Business Plan Link	Cause	Description of risk	Consequence	Assess current risk		Risk rating	Change from last review	Control measures currently in place and additional mitigating actions/control measures planned	Target risk score		Target rating	Status	Risk owner
					Likelihood	Impact				Likelihood	Impact			
15	Action on waste prevention, reuse, recycling and recovery	Procurement of new collection contract	Bidders take a risk averse approach due to lack of experience with RM service	Bidders price high to mitigate risks.	3	4	12	↔	Management of an effective pre-procurement phase and dialogue process. Risk sharing on materials values and yields is likely to reassure bidders. Amended procurement approach following pre-procurement. PQQ phase ensured competence.	2	2	4	Open	SWB
16			Failure to achieve economic and efficiency objectives through the procurement (for example due to inability to agree on commercial risk share)	Failure to achieve economic and efficiency objectives would impact on partners MTFPs. Reputational damage to SWP. Cuts to services may be necessary. Budgetary uncertainty.	3	4	12	↔	Management of an effective pre-procurement phase and dialogue process. Assessment of pre-procurement phase to gauge likely outcomes of the procurement process. Variant bid process. Board discussion on variants. Technical & commercial advice. Contingency plan is to establish a LAC	2	3	6	Open	SWB
17			Failure to achieve environmental and social objectives through the procurement.	Failure to achieve environmental and social objectives would impact on partners plans and strategies	2	2	4	↔	Management of an effective pre-procurement phase and dialogue process. Learn from procurement processes elsewhere for examples of addition of effective social value.	1	2	2	Open	SWB
18			Procurement process takes too long.	Failure to have a contract in place	3	5	15	↑	Increased risk due to pressure on timetable from bidders. Close involvement in the process by T&F group and "managed dialogue" approach to procurement, with specialist support, ensures all parties are engaged and process is understood. Plan for contingency LAC solution to ensure service maintained regardless of outcome.	1	3	3	Open	SWB
19			Cost of procurement and external support exceeds budget	Fail to achieve best value for partners	2	2	4	↔	Budget monitoring	1	3	3	Open	SWB
20			Legal challenge to the procurement process.	Could delay contract award if challenge is received. This could put commencement at risk. High costs if damages are awarded against SWP	2	3	6	↔	Procurement assurance role is built into project structure. Also, experienced external advisors will be used and internal legal oversight.	1	3	3	Open	SWB
21			Depot network does not allow for efficient delivery of RM	Costs of inefficiency adds to bid prices	4	4	16	↓	Increased risk around securing the new depot. Establish bidders preferences and optimum network during pre-procurement dialogue. Develop clear timetable for depot infrastructure development. Amend procurement process to ensure necessity and value of new depot robustly established.	2	3	6	Open	SWB
22			Changing demographics of Somerset population - increasing aging population.	Increasing emphasis on care in the home and care in the community leads to additional demand for clinical and assisted services.	2	2	4	↔	Regular review of assisted collection service requirements (every three years). Diversion of sanitary and hygiene waste to additional refuse capacity. Predicting demand through ongoing monitoring of key demographic changes to ensure effective service planning.	2	2	4	Open	SWB
23			Unable to agree a commercial resolution to the pensions issues related to former SSSC employees.	Financial liability for partnership. Time consuming and costly contractual dispute process. Possible intra-partnership disagreement.	4	3	12	↑	Negotiate with pension authority to manage scale of issue. Negotiate commercial solution with Kier. Obtain Partnership sign-up post agreement with Kier. Agree 'fairest and most appropriate way' to share costs 'through SMG in the first instance' (as agreed by SWB on 3 November 2017).	2	2	4	Open	SWB
24			New vehicles are not available in time due to supply chain problems. Vehicles do not achieve design levels of productivity	Unable to deliver service as planned.	2	4	8	↔	Ongoing dialogue with vehicle suppliers. Bidders to produce contingency plans utilising alternative vehicles if supply issues are identified.	2	2	4	Open	SWB
25	Action on waste prevention, reuse, recycling and recovery	Recycle More Implementation	Bidders are unable to find cost effective solution for pots tubs and trays (PTT inc black plastic) and cartons.	Reduction in quality of offering to customers.	3	3	9	↔	Current advice from WRAP is that black plastic should not be collected for recycling. There are possible technical solutions being developed. SWP to make clear ambitions in pre-procurement and dialogue and learn from market response. New Waste and Resources Strategy/Policy changes might result in change.	2	2	4	Open	SWB
26			Transition between current service and RM takes longer than anticipated	Savings and diversion for residual waste/environmental benefits are delayed. Impact on partner MTFPs.	2	4	8	↔	Key area for dialogue and evaluation of bids. Effective pre-planning prior to service implementation	2	3	6	Open	SWB
27			SWP capacity is insufficient to deliver transition to Recycle More	Transfer of resource to procurement may deplete support of current service. Increase in complaints. Sub-standard planning and implementation of new service.	2	3	6	↔	Ensure business case includes analysis of SWP resource requirements of new contract and transition. On-going review of SWP client team structure and priorities.	2	2	4	Open	SWB
28			New vehicles for RM are inefficient for delivering current service prior to transition.	Low utilisation of vehicles, increase in 2nd tips and OT	1	2	2	↔	Pre-procurement and dialogue process will include fleet configuration and vehicle specification. Reduced fleet of RCVs to be maintained until after transition.	1	2	2	Open	SWB
29			New packaging options (e.g. rigid compostable tubs) enter market without reprocessing route.	Public confusion and dissatisfaction. Complaints rise and reputational damage to SWP.	3	2	6	↔	Work with current disposal contractor to ensure innovation. Lobby packaging industry to ensure "joined up" approach to packaging development. Waste and Resources Strategy due in Autumn. Policy changes may impact issues.	2	1	2	Open	SWB
30			Waste profile changes due to national policy changes/fiscal measures (e.g. Deposit Return Scheme)	Vehicles/plant become inefficient. Materials value reduces with resultant financial impact on SWP	4	3	12	↔	Tracking of consultation processes and possible implementation to ensure vehicles specs are aligned with any changes. SWP MD close engagement with Defra.	1	2	2	Open	SWB
31	Action on waste prevention, reuse, recycling and recovery	New Waste Treatment Facility	Delays in development of Energy from waste infrastructure	An alternative route would be required for disposal of residual waste.	3	2	6	↔	Contractual risk is with the contractor, who are wholly responsible for finding alternative disposal routes at no additional cost to SWP. The residual risk would be reputational and environmental only. Ensure progress is monitored and communications plans in place in event of anticipated delay. Currently on schedule	3	1	3	Open	SWB
32			Risk of fire at Waste Transfer Station or Disposal site.	Waste Transfer Stations temporarily out of action.	3	3	9	↔	Landfill is monitored and transfer to Waste Transfer Station will improve capacity to monitor potential fires. Removal of small electrical items and possibly household batteries will reduce key cause of fires.	2	2	4	Open	SWB
33			Financial case for alternative to landfill is damaged and cost increases (e.g. due to legislative changes)	Tied into contract that is not best value in future due to changes in market costs.	4	3	12	↔	Break clauses in the contract provide opportunities to review options. Monitor market costs and technical developments to ensure effective planning through life of the contract. SWP and SCC lobbying government against potential fiscal changes.	3	2	6	Open	SWB
34	Maintaining services and operational effectiveness	Issues inherent in working at roadside and/or with heavy vehicles manoeuvring in confined working areas.	Risk of serious injury or death to staff	Personal impacts; Potential fines, legal claims; intervention by HSE etc. Loss of reputation	4	5	20	↔	Health & Safety has a high profile within service and with contractors. Bi-annual reports to SMG and SWB on internal and contractor performance. H&S advisory Group meets quarterly. Collection activities were the subject of a routine HSE inspection in Nov 2011 and no major concerns were identified. On sites public separated from heavy plant movements. As a result of HSE recommendations, SWP are increasing frequency of crew monitoring by officers and resources to enable this to be done efficiently are being prepared. Level of accidents to public on sites are very low and generally self-inflicted. SWP to focus comms campaign on respecting safety of working crews. Work with contractor to seek closer liaison with police.	2	5	10	Open	SWB
35			Risk of serious injury or death to member of the public	Personal impacts; Potential fines, legal claims; intervention by HSE etc. Loss of reputation	2	5	10	↔	Health & Safety has a high profile within service and with contractors. Bi-annual reports to SMG and SWB on internal and contractor performance. H&S advisory Group meets quarterly. Collection activities were the subject of a routine HSE inspection in Nov 2011 and no major concerns were identified. On sites public separated from heavy plant movements. As a result of HSE recommendations, SWP are increasing frequency of crew monitoring by officers and resources to enable this to be done efficiently are being prepared. Level of accidents to public on sites are very low and generally self-inflicted. SWP to focus comms campaign on respecting safety of working crews. Work with contractor to seek closer liaison with police.	1	5	5	Open	SWB

SWP Strategic Risk Register

SWP Strategic Risk Register														
Last Updated:		3rd September 2018												
Ref	Business Plan Link	Cause	Description of risk	Consequence	Assess current risk		Risk rating	Change from last review	Control measures currently in place and additional mitigating actions/control measures planned	Target risk score		Target rating	Status	Risk owner
					Likelihood	Impact				Likelihood	Impact			
36	Maintaining services and operational effectiveness	Contract management	Driver/loader shortages	Impact on service delivery if rounds not deployed. Quality of delivery suffers when inexperienced drivers are employed or not all rounds deployed. This is an increasing risk due to impacts of Brexit (weak pound and uncertainty of future residency rights) and increasing competition from Hinkley C build.	4	4	16	↔	Work with contractors to ensure they improve procedures for driver training and retention. Seek opportunities to collaborate on recruitment and improve role of drivers. Work with local colleges to promote driving as a career option. Work with Hinkley C for worker redeployment. Monitor Kier closely and support them where practicable, but hold them to account through performance deductions where appropriate.	4	3	12	Open	SWB
37			Risk of under investment and deterioration of depot facilities if contractor loses interest as contract approaches end of term	Poor working conditions for staff, H&S risks, increased D/T on fixed plant. Backlog of R&M at contract end.	3	3	9	↔	Some evidence of service degradation. Currently being assessed at Senior Management level. Regular audits by ops staff. Development of action plans for essential works at each depot. Review contract management. Introduce quarterly strategic review meeting between senior SWP officers and senior contractor staff.	2	2	4	Open	SWB
38			Ageing sorting and baling plant becomes unreliable as contract approaches expiry.	Increased downtime on fixed plant, increased O/T, lack of storage space in yards possible impact on collections/unloading.	3	3	9	↑	Balers have been problematic. Regular updates on down time and remedial work at ops meetings. Deed of variation requires plant to be "safe and serviceable" in accordance with the contract. Ensure service performance is considered with newly introduced Strategic Partnership Board	2	2	4	Open	SWB
39			Service degradation due to loss of interest as contract approaches expiry	Missed collections, container deliveries, complaints increase and are not dealt with.	4	4	16	↔	Regular monitoring (IT), KPI reviews at Ops meetings. Strategic partnering board established. Review contract management. Ensure service performance is considered with newly introduced Strategic Partnership Board. Framework for improvement presented to contractor and penalties to be imposed if improvements not forthcoming.	3	3	9	Open	SWB
40			Ageing container stock	Containers require replacement in greater numbers as stock ages	3	3	9	NEW	Continue to monitor demand and review stock on the street. Introduce rolling replacement programme in areas where poor stock is identified.	3	2	6		
41			Aging fleet becomes unreliable as contract approaches expiry	Increased down time disrupts collection services - performance deteriorates	4	4	16	↑	Regular updates on down time and R & M at ops meetings. Deed of variation requires vehicles to be "safe and roadworthy" in accordance with the contract but also allows use of substitute vehicles from other contracts to improve resilience. Review contract management. Ensure service performance is considered with newly introduced Strategic Partnership Board	2	3	6	Open	SWB
42			Maintaining services and operational effectiveness	Service impacts due to things outside of our direct control	Lack of preparedness or poor response to service disruption events e.g. weather	Lose control of situation resulting in high call loads; Loss of customer confidence and reputation; Loss of partner confidence in SWP.	2	4	8	↔	Business Continuity Plans (BCPs) in place for SWP and contractors. Draw on experience of cold weather events in 2008-11. Clear communications strategy approved by the Board's Severe Weather Sub Group. Further work intended to ensure that contractor and client side BCPs are joined up (MG & BC)	1	4	4
43	Drop in value of recyclate (e.g. due to changes in Chinese policies)	Impact on contractor bottom line and viability of contract; Loss of public confidence in recycling			4	3	12	↔	Monitor pricing index for mixed plastics. Maintain our emphasis on quality which provides the best buffer for this risk. Provide reassuring messages to the public in the event of further price drops	3	2	6	Open	SWB
44	Legislation changes requiring different ways of handling materials (e.g. Hazardous wood)	Difficulties storing material separately, finding suitable reprocessors/implementing charges/refuse to accept			3	4	12	↔	Industry is lobbying the EA to clarify, work with contractor to ensure solutions found. Continue to monitor the situation	3	4	12	Open	SWB
45	DCLG continues to challenge innovation in funding Recycling Centres (e.g. entry fees/material charges)	Potential to reduce services provided or lead to increased costs.			3	4	12	↔	Continue to base policy on performance, popularity, effectiveness and affordability. Work with members from all tiers of local government to seek flexibility to ensure continuity of services. Keep members, and particularly Board Members, informed especially following changes to administration or portfolio holders.	3	3	9	Open	SWB
46	Increase in value of material or energy	Potential for income share with both contractors			3	3	9	↔	Continue to lobby govt for challenging packaging recovery targets and lobby industry for quality to be reflected in higher prices. Evaluate potential for risk/reward share in all future ventures including infrastructure development and addition of new materials	4	3	12	Open	SWB
47	Thefts from depots	Services delayed or incomplete due to theft/vandalism			3	3	9	↔	Improve security of depots. Liaison with landlords. Improve CCTV. SWP to support Kier business cases to make necessary improvements. Share SWP learning from HWRC security with Kier.	2	2	4		
48	Landfill site fires, primarily caused by hot ashes in waste, unwrapped broken glass acting as a magnifier, or lithium ion batteries in waste	Hazard for site staff, closure of landfill sites, operational delays for vehicles resulting in late kerbside collections			3	3	9	↔	Increase publicity relating to fire prevention, encouraging people to dispose of waste responsibly. Cease use of landfill sites for disposal of Somerset's residual waste, transferring to disposal via Waste Transfer Stations.	2	3	6	Open	SWB
49	Maintaining services and operational effectiveness	Financial pressure on Contractors	Qualitative and/or quantitative reduction in contractor's management team or front line staff	Deterioration in service, higher complaints, reduced satisfaction with service, more pressure on client, lack of capacity to innovate.	4	4	16	↔	Frequent programmed engagement with Senior Management Teams of both contractors. Direct engagement with front-line staff by SWP. Continued secondment of experienced SWP staff to Kier. Sign-off to significant changes. Develop improved regular liaison with new Kier Senior Mgmt. Team and attend staff meetings at depots. Maintain current arrangements with Viridor (MD and Chairman). Close monitoring of performance and implement contractual penalties if appropriate.	2	3	6	Open	SWB
50			Contractor defaults or fails	Potential short term delivery implications, requirement for service review / procurement with associated costs of process and potential higher cost of delivering the service.	3	3	9	↑	Awareness of financial state of cos. through checks & regular contact with Senior Managers, networking within industry to get early warning of trends & pressures. Respond quickly to any relevant intelligence obtained, assess risks that ensue and act accordingly (MD and Team).	2	3	6	Open	SWB

Risk Assessment Matrix

When assessing a risk you should assume that action plans/controls are currently in place, so be guided by the information you have on the day of the assessment. The assessor should assign values for the identified 'likelihood' of occurrence (A) and the severity of the 'Impact' (B). By multiplying 'A' and 'B' together you get the rating score, which gives an indication of how important the risk is. Proximity of the risk, although not scored in its own right may impact on your likelihood, Impact or both when scoring.

An opportunity follows the opposite scale to the risks. A high risk score = negative, a high opportunity score = positive. On both scales green is positive and red is negative.

Risk

LIKELIHOOD (A)	Very Likely 5	5 Low Review at least annually	10 Low Review six months	15 Medium	20 Very High	25 Very High
	Likely 4	4 Low Review at least annually	8 Low Review six months	12 Medium	16 Very High	20 Very High
	Feasible 3	3 Low Review at least annually	6 Low Review six months	9 Medium	12 Medium	15 Medium
	Slight 2	2 Low No need to record	4 Low Review six months	6 Low Review six months	8 Medium	10 Medium
	Very unlikely 1	1 Low No need to record	2 Low No need to record	3 Low Review six months	4 Medium	5 Medium
		Insignificant 1	Minor 2	Significant 3	Major 4	Critical 5
IMPACT (B)						

White/Green = Low risk
Yellow = Medium risk
Red = Very high risk

Opportunity

LIKELIHOOD (A)	Very Likely 5	5 Low Review at least annually	10 Low Review six months	15 Medium	20 Very High	25 Very High
	Likely 4	4 Low Review at least annually	8 Low Review six months	12 Medium	16 Very High	20 Very High
	Feasible 3	3 Low Review at least annually	6 Low Review six months	9 Medium	12 Medium	15 Medium
	Slight 2	2 Low No need to record	4 Low Review six months	6 Low Review six months	8 Medium	10 Medium
	Very unlikely 1	1 Low No need to record	2 Low No need to record	3 Low Review six months	4 Medium	5 Medium
		Insignificant 1	Minor 2	Significant 3	Major 4	Critical 5
IMPACT (B)						

Likelihood of Occurrence (A)	Severity				
1 = Very unlikely (hasn't occurred before)	1 =				
2 = Slight (rarely occurs)	2 = Minor				
3 = Feasible (possible but not common)	3 =				
4 = Likely (has before, will again)	4 = Major				
5 = Very Likely (occurs frequently)	5 =				

Issue Assessment Matrix

Use the Issue Assessment Grid to identify the importance of a specific issue with regard to its priority and potential negative impact on the programme/project. An issue with high severity and critical priority is an urgent and critical issue; it may cause the programme/project to stop until the issue is resolved. In contrast if the issue is ranked as medium severity and medium priority, monitoring the issue management process should be sufficient. Low severity and priority issues should be handled outside the issue management process.

Issue severity will not change over the life of an issue, but the priority can be adjusted upward as time passes without a resolution. For example, an issue may have a high severity if not resolved, but its priority may be medium because there is enough time to resolve it. However, if the issue is not resolved in time, it may become a high priority.

SEVERITY	↑	May impact quality of a major deliverable or productivity of a large project staff segment	Low Priority High Severity	Medium Priority High Severity	High Priority High Severity
		May Impact quality of sub-components of deliverables or productivity of a smaller project staff segment	Low Priority Medium Severity	Medium Priority Medium Severity	High Priority Medium Severity
		Does not impact major deliverable. May affect smaller deliverables or productivity of small project staff segments.	Low Priority Low Severity	Medium Priority Low Severity	High Priority Low Severity
			Has no direct or immediate impact on deadlines. Resolutions may or may not be necessary (best efforts acceptable)	May impact future or less critical deadlines. Eventual resolution required.	Failure to resolve may result in critical deadlines being missed. Resolution required as soon as possible.
		PRIORITY →			

	Risk number	Risk summary	Current rating (previous)
New risks:	40	Requirement to replace ageing container stock	9 (-)
Increased risks:	6	Lack of SWP resources to implement new CS system	9 (6)
	12	Poor separation of materials by householders	12 (9)
	18	Pressure on procurement timetable by bidders	15 (10)
	21	Increased risk of securing a new depot for bidders	25 (16)
	38	Ageing sorting/baling plant becoming unreliable	9 (6)
	41	Ageing vehicle fleet becoming unreliable	16 (12)
	50	Contractor defaults or fails	9 (6)
Reduced risks:	10	Waste composition analysis shows reduced weight of refuse in	9 (12)
	14	Risk of lack of bidders reduced as we progress the procurement process.	8 (12)

Number of risks at each level		Change since previous quarter
	7	↑ 1
	32	↓ 3
	10	↑ 3
	1	↔
Risks awaiting review		0

Agenda Item 7

Heart of the South West (HotSW) – Joint Committee – Council Update

Executive Portfolio Holder: Councillor Val Keitch, Strategy and Policy
Chief Executive: Alex Parmley, Chief Executive
Director: Netta Meadows, Strategy and Support Services
Contact Details: netta.meadows@southsomerset.gov.uk or 01935 462200
Report Author: Julian Gale, Monitoring Officer, Somerset County Council

1. Introduction

- 1.1 In January 2018, the HotSW Joint Committee was formally established by the councils and organisations involved since 2015 in the devolution partnership. The Committee is tasked with improving productivity across the HotSW area in collaboration with the HotSW LEP and other organisations as necessary.
- 1.2 The Committee has met formally three times in 2018, in March, June and October. In addition to this there is a management structure that sits behind the Committee which involves Chief Executives and senior officers from across the partnership. The Committee is chaired by Cllr David Fothergill, Leader of Somerset County Council and the Vice-Chair is Cllr John Tucker, Leader of South Hams District Council.
- 1.3 This report summarises the progress made by the Committee over recent months and sets out next steps for the coming months.

Recommendations

That District Executive recommends that Council:

- a) Note the progress report setting out the work of the Heart of the South West (HotSW) Joint Committee since its establishment in March 2018;
- b) Agree to delegate the development and endorsement of the HotSW Local Industrial Strategy (LIS) to the HotSW Joint Committee (noting that final approval of the HotSW LIS rests with the HotSW Local Enterprise Partnership (LEP) and the Government);
- c) Note the Budget statement for 2018/19 set out in Appendix B, and that in accordance with the decisions taken at the time the Committee was established, the Council will be asked to make an annual budgetary provision to meet the support costs of the Joint Committee in line with the 2018/19 contribution. Final clarification on any additional 2019/20 budget requirement will be provided following the completion of the review of the Joint Committee's role, function and management support arrangements and development of its work programme for 2019/20;
- d) Agree the Budget and Cost-sharing Agreement set out in Appendix B to this report.

2. Key achievements

- 2.1 At each of the meetings the Committee has been briefed on recent inward investment successes achieved through the work of the local authorities.

(a) Influencing government

The partnership's original focus in 2015 was to explore opportunities on offer through devolution to improve productivity. Since the Committee was created the influencing role has continued to be central to the work of the Joint Committee and recent months have seen successes in this area. Government policy changes and Brexit have required the partnership to be flexible to present a united front to Government and respond to the changes. As an example, the Government has increasingly moved away from its devolution policy approach of 2015 and the partnership is now engaged in more flexible and targeted dialogues with Government. This approach is proving successful so demonstrating the benefits of presenting a single compelling partnership vision between the business and public sectors. The Committee is keen to demonstrate its ability to deliver Government objectives as well as local priorities so accessing help beyond our boundaries is critical to the success of the partnership. It is already apparent that the Joint Committee/LEP Partnership carries a critical mass that the Government is responding to through policy announcements and on-going dialogue with Government officials. The most significant announcement is the recent inclusion of the HotSW LEP area in wave 2 of developing Local Industrial Strategies (LIS). This success is due in large part to the close alignment of the Joint Committee and the LEP on the Productivity Strategy [see (b) below]. Much of the activity detailed below has resulted directly from discussions with Government.

(b) Approval of the HotSW Productivity Strategy

- (i) In March the Committee and the LEP Board agreed a challenging HotSW Productivity Strategy which set an ambition of “Doubling the size of the Heart of the South West’s economy over 20 years” with a vision of “Productivity and prosperity for all”.
- (ii) The Strategy identifies three strategic themes to improve productivity by strengthening and developing:
 - a. the leadership and ideas within businesses in our area
 - b. the housing, connectivity and infrastructure our people and businesses rely on for living, moving goods, accessing jobs and training, and exploiting new opportunities.
 - c. the ability of people in our area to work, learn and improve their skills in a rapidly changing global economy, and to maximise their economic potential.
- (iii) In addition, there are three cross-cutting themes, referred to throughout the Strategy:
 - a. Inclusive growth for our people, communities and places
 - b. Capitalising on our distinctive assets
 - c. Maximising the potential from digital technology

The Strategy can be viewed at:

<https://heartofswlep.co.uk/about-the-lep/how-we-work/productivity-strategy/>

- (c) Endorsement of the Delivery Plan.** This document is key to the delivery of the Productivity Strategy and will be further developed as explained below. It is a live action plan that will be used to track performance locally and may also form the basis of annual progress reports to Government, as required under the recent national review of LEPs. It is broadly divided into two sections – a ‘core offer’ focussing on programmes that deliver Business Support and Employment and Skills, as well as ‘enablers’ including housing delivery, transport, and other infrastructure that is essential to support economic growth. These activities apply across the whole of the HotSW area. A further section focuses on programmes of activity linked to the agreed set of ‘opportunities’ that are specific to the HotSW area. The Plan incorporates current as well as future, planned activity, and is being produced in stages depending on how well developed the programmes of activity for each theme are. The current version features the opportunities that are at the most advanced stage, namely: Digital (Photonics); Advanced Engineering (marine and nuclear); High Value Tourism; Farming, Fishing and Food. By spring 2019 it will be expanded to include: Healthy Ageing; further Digital (Creative and Big Data); Advanced Engineering (aerospace); Construction; and Defence. Place markers have also been

included for inclusive growth and natural capital to be developed as part of the next phase of work. The current version of the Delivery Plan can be viewed at:

<http://www.hotswjointcommittee.org.uk/wp-content/uploads/2018/10/HotSW-Draft-Delivery-Plan-October-2018.pdf>

- (d) An Opportunities Prospectus has been extracted from the Delivery Plan and will be used with local MPs, Ministers and senior Government officials as part of continuing to raise the profile of the HotSW area at a critical time ahead of the 2019 Spending Review and the anticipated launch of the UK Shared Prosperity Fund towards the end of 2019. The document will be circulated to MPs prior to the Chancellor's autumn statement as part of the influencing approach. To ensure that the Prospectus document has some longevity, the key strategic 'asks' of Government have been set out in a covering letter, jointly signed by the Chairs of the Joint Committee and the LEP. As we develop the Delivery Plan, further asks will emerge and be submitted to Ministers. The list of asks submitted in October is attached as Appendix A to this report. The Prospectus document can be viewed at:

<http://www.hotswjointcommittee.org.uk/wp-content/uploads/2018/10/HotSW-Opportunities-Prospectus-October-2018.pdf>

- (e) Housing is a key enabling opportunity for the Joint Committee. Following a housing audit to gauge Local Plan progress on targets and delivery rates, a HotSW Housing Summit was held in September with key agencies including Homes England. The outcome of this successful event was an agreement to work closely with Homes England to develop a bespoke package of offers and asks with Government which will help us to successfully deliver the ambitious housing programmes we have across our area. A Housing Sector Task Force of strategic leaders and officers has been established to develop our proposition to Government and to work with Homes England which will report to the Joint Committee.

- (f) National Infrastructure Commission (NIC)

The Joint Committee is seeking to secure a growth corridor study following helpful discussions with the NIC. Initial discussions with the Chair of the Commission were well received and the Joint Committee was encouraged to submit a business case to the Chancellor who will ultimately make a decision as to whether to fund a study. A proposal was submitted to the Chancellor in October. The study would be similar to the one conducted by the NIC for Cambridge-Milton Keynes-Oxford. It would help the HotSW partnership to better understand the constraints to higher levels of productivity by highlighting where investment in strategic infrastructure could unlock faster growth over the long term. The initial focus for the study would be along the A38/M5 transport spine, recognising that investment would have benefits for the whole of the HotSW area and wider south west.

- (g) Brexit Resilience Opportunities Group. The Joint Committee has consistently lobbied Government that any powers that move back from the EU under Brexit must not stop at Whitehall. This senior officer group was established by the Joint Committee to research and advise on the opportunities and risks to the HotSW. The Group has been collating evidence on some of the key risks and opportunities for our unique economy and has conducted research in the following areas: workforce, construction industry, agriculture and land management; food and farming, fisheries and post Brexit funding to support the economy. The Group is also collating the risk and impact analysis of Brexit on local government such as service delivery and community resilience. The Group has fed directly into the Local Government Association briefing papers and to key Government departments to raise the profile of the area. With the Brexit departure date looming and several 'deal' scenarios still possible, this work has become ever more important. A Brexit

Joint Regional Sounding Board event planned, as part of the 12th November LEP Conference, will be an opportunity for business and public sector to engage with Government representatives from Defra, BEIS, and MHCLG on preparedness. The Group is working with Cornwall on issues of mutual interest and concern.

- (h) Sub-National Transport Body. Linked to the Joint Committee's work on infrastructure is the imminent establishment of a South West Peninsula Shadow Sub-National Transport Body (covering Somerset, Devon, Cornwall, Plymouth and Torbay) which will develop a sub-national Transport Strategy to work with Government to deliver investment in our major transport infrastructure. In the short-term this will be an informal partnership, however a current 'ask' of Government is that they endorse the creation of a statutory Sub-National Transport Body for the Peninsula, and a separate body for the South West around the east of the region. These two new transport bodies will provide a platform for strategic discussions with Government on priorities for the region over the long term.

Next steps

2.2 In addition to what is outlined above, the Joint Committee / LEP partnership will:

- (a) Develop an Investment Framework for the Delivery Plan so that priorities for delivery and project opportunities can be delivered via investment from a range of sources.
- (b) Review the roles and functions of both bodies through a governance review to acknowledge the revised and enhanced focus given to LEPs by the Government. This work will include a review of the management support arrangements. The Joint Committee and the LEP will continue to share responsibilities across the Productivity Strategy and the Delivery Plan with the LEP leading on areas closely linked to the LIS and the Joint Committee leading on other areas such as housing and infrastructure. The need for close collaboration between the two has never been more important as we look to further influence Government policy and actions over the next 12 months and beyond.

3. Local Industrial Strategy

- 3.1 The inclusion of the HotSW LEP area in the second wave of areas to benefit from working with the Government to develop their Local Industrial Strategies (LIS) is a considerable achievement for the Joint Committee and the LEP. The first wave 'trailblazers' were the urban conurbations of Greater Manchester, the West Midlands and Cambridge-Milton Keynes-Oxford. The partnership had been pushing to be in the second wave and had raised the ask with Government Ministers and officials over a number of months. It was therefore very welcome that HotSW was announced in July as being part of wave 2.
- 3.2 By working closely with Government to develop our Local Industrial Strategy we will be able to jointly agree the long term transformational opportunities that will help deliver the asks specific to our area and influence wider Government policy and delivery.
- 3.3 Local Industrial Strategies will focus on the foundations of productivity and identify transformational opportunities with partners across Ideas, People, Infrastructure, Business Environment and Place. The Strategy will be led by local people and businesses, allowing local leaders to harness the strengths of their own areas; ensure that the benefits of growth are realised by all; and provide the right conditions for improving the prosperity of communities throughout the area.

- 3.4 Ultimate approval of the LIS rests with the LEP in collaboration with the Government. The LIS guidance requires the LEP to collaborate on the development of the LIS with a range of stakeholders including the local authorities and other partners.
- 3.5 The LEP's proposed timetable is to have the final LIS agreed between the LEP and the Government by June 2019. Fortunately, HotSW partners are better placed than many areas to meet this timetable as the work done by the Joint Committee and the LEP to build and test the evidence base for the Productivity Strategy and Delivery Plan has set the foundation; the LIS will be a natural extension of this.
- 3.6 The Joint Committee is ideally placed to provide both collective and council level input into the development of the LIS, although final approval rests with the LEP. The validity and positioning of the document would be immeasurably strengthened by the involvement and general endorsement of all the constituent authorities, and by other partners including the business community. To enable the development of the LIS to be taken forward at pace, and to demonstrate alignment with partners across the area, it is proposed that local authority input is developed, coordinated and signed off by the Joint Committee. The powers of (and delegations to) the Committee are tightly focussed around the Productivity Strategy under the current governance arrangements, so approval needs to be sought from the constituent authorities to formally delegate the Council's responsibilities for contributing to and signing off the HotSW Local Industrial Strategy (LIS) to the Joint Committee. The recommendations provide the opportunity for the Council to influence and shape the LIS as well as provide content. To ensure that there is wide buy-in to the development of the LIS across the constituent authorities, a portfolio holder engagement event is planned for 23 November 2018

4. Budget and Cost Sharing Agreement

- 4.1 The Joint Committee has been kept informed of its budgetary position to provide assurance that it is operating within its budget. This section of the report includes:
- (a) a summary of the Committee's current budget position for 2018/19 is at Appendix B
 - (b) a Budget and Cost Sharing Agreement (B&CSA) which is a development of the Inter-Authority Agreement agreed by the constituent authorities at the time the Committee was established – Appendix B
 - (c) An indicative budget request for 2019/20 to the constituent authorities.
- 4.2 Appendix B - summarises the position on the operating and support budget of the Committee. It shows a variation of the income for 2018/19 expected at the time of the Committee's establishment with a larger than anticipated underspend carried forward from the work on devolution during the 2015 to 2018 period. This together with the contributions agreed by the constituent authorities have given the Committee a larger than anticipated budget for 2018/19.
- 4.3 In terms of the anticipated spend for 2018/19 the current position suggests that the Committee will be able to operate within budget and should achieve an underspend to be carried forward to 2019/20 to help offset the future budget requirement for the Joint Committee. The current underspend is around £33k. It should be noted however that not all commitments for 2018/19 have yet been identified.
- 4.4 At the time of the Committee's establishment the Inter Authority Agreement referred to the development of a B&CSA and included some headings to be included within it. Appendix B sets out the draft B&CSA. It is a relatively simple document proportionate to the small size of the budget and the limited financial risk to each constituent authority. It explains the role of the administering authority as well as the responsibilities of the constituent authorities. The Joint Committee has approved the B&CSA and all Section 151 Officers of the constituent

authorities have been consulted on its contents. The document now requires the formal approval of the constituent authorities.

4.5 In terms of the Joint Committee's budget for 2019/20 the work programme is unknown at this stage although a busy year is expected for the Committee to respond to Government policy initiatives and to support the Delivery Plan. To assist the constituent authorities to plan budget commitments for 2019/20, the minimum contribution levels for 2019/20 are set out below and are at the same level as for 2018/19. It is believed these contributions will generate sufficient budget to cover the costs of the administering authority to service the Joint Committee and leave a small surplus. Every effort will be made to contain costs within budget but if work is subsequently identified for 2019/20 which cannot be met within budget or from another source, a further request for funding may be made to the constituent authorities (including in-year in exceptional circumstances) but only against a costed proposal or plan of activity and after all other potential sources of funding have been exhausted..

- County Councils - £10,500
- Unitary Councils - £4,000
- District Councils and National Parks £1,400

5 Consultation, communication and engagement

5.1 Under the Communications and Engagement Plan, members of the constituent authorities, partners and the public have been kept informed of developments with the Joint Committee through newsletters published after each formal meeting and press releases on significant issues of interest. As we move towards Christmas, the Committee's engagement plans include seeking the support of relevant Ministers and all local MPs for the Communications document and specifically our 'asks' of Government. This engagement campaign will continue and accelerate as we move into 2019.

5.2 In addition the Committee has a website providing background information, links to latest news and publications and details of the membership. This can be accessed at: <http://www.hotswjointcommittee.org.uk/>

6. Equality Considerations

6.1 No adverse impact on any protected groups.

7. Public Health Considerations

7.1 There are no direct public health impacts of these recommendations. However, public health considerations will be an important consideration in the development of the LIS recognising that there is a strong correlation between economic prosperity and health of the population.

8. Risk Management Considerations

8.1 Given the participation in the Joint Committee as one of the constituent Local Authorities, the main risks are around failing to participate actively in this or any other related process, thus manifesting a failure of sub-regional or regional awareness of the Council's specific economic and productivity concerns. The risk from failing to participate is most likely to be a loss of the Council's influence at regional level and an inability to draw attention to the area's economic needs (across such areas as productivity, skills, infrastructure and related inward investment). It would also weaken the wider partnership proposition, so affecting the ability of the HotSW partnership to speak with one voice and influence Government policy for the benefit of the wider area and including our residents, businesses and visitors.

9. Legal Considerations

- 9.1 The HotSW Joint Committee is a Joint Committee of the local authorities across Devon and Somerset that comprise the HotSW area and established under Sections 101 to 103 of the Local Government Act 1972 and all other enabling legislation to undertake the following:
- 9.2 The key purpose of the Joint Committee is to be the vehicle through which the HotSW partners will ensure that the desired increase in productivity across the area is achieved.
- 9.3 The Committee is a single strategic public sector partnership providing cohesive, coherent leadership and governance to ensure delivery of the Productivity Strategy for the HotSW area. The specific objectives of the Joint Committee are to:
- Improve the economy and the prospects for the region by bringing together the public, private and education sectors;
 - Increase our understanding of the economy and what needs to be done to make it stronger;
 - Improve the efficiency and productivity of the public sector;
 - Identify and remove barriers to progress and maximise the opportunities/benefits available to the area from current and future government policy.

10. Financial Considerations

- 10.1 The direct costs to the constituent authorities are set out above and in Appendix B. In addition to this the constituent authorities and partners continue to input considerable amounts of officer time into the partnership on an 'in kind' basis. The LEP continues to make a significant contribution to the work of the Committee and has met some direct costs.
- 10.2 The constituent authorities are reminded that the Joint Committee continues to provide a relatively low-cost option to meet the partnership's objectives compared to the Combined Authority alternative.

11. Reason for Recommendation/Conclusion

- 11.1 It is essential that the local authorities contribute to the development and approval of the LIS working in collaboration with the LEP. The LIS will be a natural development of the Productivity Strategy and Delivery Plan for which the Joint Committee already has delegated authority, and therefore it would seem appropriate to formally extend this authority to the development and approval of the LIS to the Joint Committee on behalf of the constituent authorities.
- 11.2 It is important that the constituent authorities are kept up to date on the Committee's budget situation and make provision for the 2019/20 budget commitment. It is also important that the Budget and Cost Sharing Agreement is formally agreed by the constituent authorities as part of the Committee's governance arrangements.

Background Papers

South Somerset District Council: 23 February 2017 (Minute 106 refers)
South Somerset District Council: 18 January 2018 (Minute 97 refers)

APPENDIX A

Heart of the South West Partnership's key strategic asks of Government

As part of the partnership's increased lobbying with MPs and with reference to the Great South West Partnership several 'policy asks' of Government have been identified to coincide with party conferences and the Autumn Budget. These will be socialised over the next few months and are:

1. Recognition of the Great South West Partnership in the Autumn Budget Statement together with a commitment to co-design a Rural Deal - a 'Rural Productivity Partnership' with GSW following publication of Rural Productivity Commission Report earlier in the year
2. Strategic Connectivity
 - a. Confirmation of Sub National Transport Body/ (ies)
 - b. Peninsula Rail priorities – e.g. commitment for funding Dawlish
 - c. Funding commitment for A303 improvements
 - d. Superfast Broadband and 5G trials
 - e. Joint working with the National Infrastructure Commission on an A38/M5 corridor study to explore how we can unlock our full potential and accelerate growth to transform our region.
3. Transforming Cities and Strength in Places bids agreed
4. EU Fisheries underspend proposal: an offer to work with Government to develop a proposal to utilise the projected underspend in the current EU Fisheries budget.
5. Nuclear Sector Deal (and others specifically Maritime and Defence) to have clear place-based elements/funding, recognising the HotSW opportunities.
6. Local Industrial Strategy specific: encourage joint working with WECA on Wave 2 Local Industrial Strategies particularly around connectivity and Smart specialisations e.g. Nuclear and Aerospace.

APPENDIX B

BUDGET STATEMENT – 2018/19

Costs

At the time the Joint Committee (JC) was established it was estimated that its operating and support **costs** for 2018/19 (and to cover the remainder of 2017/18) would be £89,000 - excluding in-kind officer support. This estimate comprised:

1. £25,000 for work the Joint Committee would wish to commission to support the delivery of its work programme
2. £24,000 for the Brexit Resilience and Opportunities Group Secretariat
3. £40,000 for the Administering Authority to undertake its duties.

Budget

Current budget position summary:

18/19 Budget = <u>£117k</u> (an increase of £25k over the original estimate)	18/19 Expenditure - <u>£76.4k</u> (as at 24/10/18)
<ol style="list-style-type: none"> 1. £67k - devolution budget carry forward (as against the estimate of £42k) – transferred from PCC to SCC 2. £50k - funding contributions from the constituent authorities 	<ol style="list-style-type: none"> 1 £40k - for Administrative Authority costs including: direct meeting costs (including refreshments); staffing costs directly relating to HotSW meetings; JC communications and marketing; micro-site development 2 £11.3k - support costs of the Brexit Resilience Opportunities Group (BROG) including seconded part-time officer support (against an original budget allocation of £24k) 3 £6k – costs of Housing Summit 4 £9.8k – housing consultancy support 5 £9.3k – national corridor infrastructure corridor consultancy support

BUDGET AND COST SHARING AGREEMENT

As part of the new Joint Committee (JC) working arrangements, the following clause was agreed in relation to the costs of operation of the Joint Committee. This clause was in the Inter-Authority Agreement.

4.0 JC Finance

4.1 The JC's budgetary arrangements shall be detailed in a budget and cost sharing agreement to be agreed by all the Constituent Authorities annually on the recommendation of the JC and in advance of the financial year. The only exception to this will be in the JC's first year of operation when the JC shall recommend a budget and cost sharing agreement to the Constituent Authorities for approval at the first opportunity following its establishment.

4.2 The budget and cost sharing agreement shall cover:

- (a) The responsibilities of the Constituent Authorities for providing funding for the JC
- (b) The anticipated level of expenditure for the JC for the year ahead
- (c) The cost sharing mechanism to be applied to the Constituent Authorities
- (d) Details of how the budget will be set and agreed each year
- (e) Who is to be responsible for maintaining financial records on behalf of the JC (the 'accountable body');
- (f) What financial records are to be maintained;
- (g) What financial reports are to be made, to whom and when;
- (h) What arrangements and responsibilities are to be made for:
 - auditing accounts;
 - insurance including ensuring all partners have sufficient cover;
- (i) How any financial assets held by the JC on behalf of the Constituent Authorities will be redistributed to the CAs in the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA.

How is the budget set and agreed each year?

In the February preceding each financial year, in consultation with the Somerset County Council Finance Advisory Team, the SCC Strategic Manager - Partnership Governance on behalf of the PMO will detail a budget plan for the JC income and expenditure. This will establish estimated amounts for that financial year and the timing of those financial transactions. This will be submitted by the administering authority to the Joint Committee for recommendation to the Constituent Authorities (CA) for approval.

Each CA will pay their agreed contribution to the Administering Authority (AA) in a timely manner on receipt of invoice details.

Who is to be responsible for maintaining financial records on behalf of the JC?

SCC Finance Advisory Team – Ian Tier, Finance Manager.

What financial records are to be maintained?

Financial records, i.e. orders for supplies and services, payments made, invoices raised and receipts, will be kept electronically on the SCC financial system. This incorporates purchase orders, invoice scans, cashiers receipts and sales invoices.

What financial reports are to be made, to whom and when?

SCC Finance Advisory will present a quarterly income and expenditure report to the SCC Strategic Manager – Partnership Governance. This will be reported to the CEx Advisory Group for information. An income and expenditure report will be presented to the JC for information on at least an annual basis.

What arrangements and responsibilities are to be made for?

Auditing Accounts: The AA's accounts and audit arrangements will apply to JC business.

Insurance:

Each CA will ensure that it has sufficient insurance cover in place to provide protection for their members and officers participating in the work of the JC and in their capacity as officers or members of that authority. The AA will ensure that it has sufficient insurance cover in place to cover the AA role.

How any financial assets held by the JC on behalf of the CA will be redistributed to the CAs in the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA?

Itemised records of contributions made by each of the CAs will be kept over the life of the JC. In the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA having given the required notice, financial assets will be returned to the CA or CAs on a proportionate basis.

Agenda Item 8

Commercial Assets Update Report

Executive Portfolio Holder: Henry Hobhouse, *Income Generation, Climate Change and Property Director:* Clare Pestell, *Commercial Services and Income Generation*
Service Manager: Robert Orrett, *Commercial Property, Land and Development Manager*
Contact Details: Robert.orratt@southsomerset.gov.uk or 01935 462075

Purpose of the Report

1. To update members on commercial investments and management of the existing asset portfolio since the last half yearly update in June 2018.

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of 6th December 2018.

Public Interest

3. This report is to update members on progress made to date since the previous update in June 2018 in purchasing new commercial investments that have been acquired to deliver the objectives of SSDC's Financial Strategy agreed in September 2017 and the Commercial Strategy agreed in August 2017. The aim of this report is to give Members and the public an update on the performance and impact of the commercial strategy to date including its contribution to mitigating the impact of reductions in Government funding and protecting services.
4. Due to the sensitive commercial nature of investment acquisitions, and the need to manage risk and protect the value of the Council's investments over the long term, certain detailed information is included in a confidential appendix and not to be disclosed.

Recommendations

5. That the District Executive:
 - a. Note progress made to date in acquiring new commercial investments
 - b. Note progress being made in securing income from our existing assets
 - c. Note progress being made in disposals and transfers of existing assets, resulting in a reduction of future liabilities associated with these assets.

Background

6. While presenting the "Commercial Services Income Update" report to District Executive in February 2018, members requested regular updates to show progress made in meeting the Commercial Strategy (approved by Council in August 2017). Following the update to Members in June 2018, this report is for noting the progress made to date by the newly

appointed Commercial Property Team and their work on new investments as well as management of the existing asset portfolio.

7. This report is a succinct update of high level figures for new investments since June 2018. It also updates members on work being carried out to increase income from existing assets and reduce liabilities. The Commercial Property Team has undergone some recent staff changes and now comprises of the following staff members:

Robert Orrett, MRICS	-	("RO") Commercial Property, Land and Development Manager (also service Manager for current Property and Engineering teams)
Brendan Fisher, MRICS	-	("BF") Property and Development Project Manager
Dan Bennett	-	("DB") Property and Development Project Manager
Rebecca McElliott	-	("RM") Property & Development Project Manager

8. RO has been newly appointed and now manages the Property and Engineering Team. In addition to the existing Property and Engineering team, SSDC recruited BF and DB to work in the Commercial Property, Land and Development Team on investment and strategic acquisitions, disposals and maximising potential from our existing assets, as well as providing support to priority and strategic projects and other key developments. Both teams will become the Commercial Property, Land and Development Team following full Transformation and are currently transitioning to the new operating model, ready for 2019.
9. SSDC has a wide and varied range of assets that have been accumulated via various means over the years. The creation of South Somerset Homes (SSH) in 1998 meant that many assets were transferred via a Large Scale Voluntary Transfer (LSVT) to SSH, now Yarlinton, albeit numerous tranches of land were retained for strategic purposes, i.e. potential ransom strips.
10. After the LSVT, SSDC retained a portfolio of assets that mainly comprised of operational offices, listed buildings, industrial units, car parks and an assortment of land, i.e. grass verges, open spaces and ransom strips. These assets do not generate a substantial annual income and are now in many cases costing SSDC money through increased maintenance and running costs. Some, however, provide opportunities to generate value through development, sale receipts and development to also provide Council Tax, business rates and New Homes Bonus grant funding.
11. As part of the Commercial Strategy, Council approved a commercial approach to Land and Property management in August 2017.

Commercial Investments

12. Since the introduction of the Commercial Strategy, SSDC has purchased a number of investment properties. This report summarises the high level figures to demonstrate the annual income achieved via rent or sales.

13. The total amount invested to date is £26.2m on four commercial investments. These have been funded through a combination of reserves and borrowing. The costs and funding of each investment is set out in Confidential Appendix 1, Table 1.
14. The financial strategy includes an ongoing annual income target of £2m for commercial investment income. This target is net of the costs of increased capacity within the Commercial Property Team as outlined above. The investments made to date are therefore making good progress towards this target.

M&S Yeovil

15. Continues to provide strong annual revenue to SSDC. M&S has just announced a 7% increase in profits this year, whilst it continues its own Transformation programme between 2018 and 2022. There are no indications from M&S that there is any intention to leave Yeovil.

Wilko Yeovil

16. Continues to provide strong annual revenue to SSDC and performs well as an anchor store to the town. There are no indications from Wilko that there is any intention to leave Yeovil. With the recent sale of Glovers Walk and regeneration of this area of town on the horizon we expect that this will remain the case for the foreseeable future.

Residential Development, Marlborough

17. This development progresses well and is expected to be completed in the early months of 2019 and sold out prior to the end of 2019. Latest agents' forecasts for the Marlborough location show that the capital value of similar residential units has grown this year and the sales of completed units should generate a healthy receipt for SSDC, that can be reinvested into our town centre regeneration schemes. The additional community benefit of this scheme is that whilst it is out of SSDC area we are using local contractors wherever possible, aiding the local economy.

Battery Storage Facility, Taunton

18. The roll out of this operational facility for green energy is on time and in budget to date. It is progressing well and should be operational in early 2019. There will be more to report back on at completion and at the next asset update report.

Market Commentary

19. It has been apparent over the last six months that returns achievable in the market are tightening in some sectors; and as can be seen from the number of units rejected SSDC's property team are being very selective over those investments of interest to us and even then we have not secured all that we have bid for, as we have not been prepared to pay more than our own professional advice obtained for the benefit of SSDC. However, we are progressing a number of investments as noted above that have not yet completed in time for this update

report and progress continues to be made towards reaching our revenue shortfall and achieving the objectives set in the Commercial Strategy for 2021.

Commercial Investments Considered and Rejected

20. SSDC has considered a number of other potential investment acquisitions including:

- A car showroom in Newcastle
- A retail warehouse in Corby and Norwich
- Industrial units (x2) in Salisbury
- An industrial estate in Eastleigh
- A business centre in Winchester
- Industrial units (x2) in Eastleigh
- A supermarket in Ampthill
- A supermarket in Haywards Heath
- A multi-let development in Brighton
- An office building in Southampton
- A retail unit in Chichester
- A multi-let retail centre in Clevedon
- An industrial unit in Telford
- A car showroom and gym in Portsmouth
- An office development in Southampton
- A multi-let industrial estate in Newquay
- An industrial unit in Poole
- A hotel development in Gosport
- An industrial unit in Andover
- A number of food retail outlets
- A retail unit in Brighton
- An industrial unit in Bridgwater
- A retail unit in Yeovil
- An office building in Andover
- A trade park in Oswestry
- A car servicing unit in Redditch
- A multi-user entertainment estate in Plymouth
- A business park in Birmingham
- A business centre in Gillingham
- A multi-let industrial centre in Hitchin
- An industrial development in Weston-super-Mare
- An industrial unit in Scunthorpe

21. However, these have either been rejected by the IAG or were rejected prior to consideration by the IAG. This has been for a variety of reasons arising in the assessment and due diligence process including:

- a. The asking price being in excess of the valuation placed on the investment by SSDC.
- b. Unacceptable risk to income in future years

- c. Unacceptable risk to SSDC in the development of the project
 - d. Potential investments placing SSDC's portfolio out of balance through over exposure to a sector or market; and
 - e. Non-compliance with the Commercial Strategy aims and objectives.
22. Part of SSDC's approach includes developing an effective working relationship with agents. Feedback from agents is that there is limited stock currently available generally within the market, resulting in some price inflation. The Commercial Property Team are working to ensure that SSDC does not overpay for property due to the lack of supply, and is not exposed to undue risk, for example within the retail sector, where significant changes are currently occurring nationally. SSDC's Commercial strategy also aims to create a risk-mitigated and balanced portfolio and therefore we will be selective to agree the best investments and negotiated terms that we can to meet our strategy objectives. Further details of investments considered are included in Confidential Appendix 1.

Asset Management Update

23. Since the previous update to District Executive in June 2018, a number of enquiries have been received regarding the potential disposal of SSDC assets. These disposals can deliver estate management savings to SSDC, reducing our asset costs for the future and in turn improving the overall quality, values and returns of the wider portfolio.
24. DB has recently been appointed to the Property Development Project Manager role, jointly funded by Yarlinton Housing Group for the first year. DB has identified a number of sites that SSDC own, and can progress for small scale housing development. The first of these sites has been reviewed in detail and a draft design has been produced for a pair of semi-detached houses. A planning 'pre app' for this site will be made and if a favourable response is received then we will consult with members and work towards making a full planning application. If planning consent is granted then the site could be sold at auction and would likely generate a receipt. Receipts such as these can be reinvested to provide greater community benefit for our residents such as our town regeneration schemes, or used towards revenue producing investments to support council services where there is a known revenue shortfall.
25. There are a number of other sites in SSDC ownership currently under review and a report will be brought to DAG for consideration and reported retrospectively to District Executive in due course and included in future District Executive 6 monthly update reports outlining the aspirations and potential gain from the wider project.

The following provides an overall update:

Agreed terms on SSDC existing assets (further detail shown in Confidential Appendix 1):

- Disposal of land North of Pent House, Penn Hill Park (Yeovil)
- Renew lease for business based in Dovecot building, Bruton

- Sale of Amenity Land at 74 Holyrood Terrace
- Sale of Amphora House in Langport
- Licence for access to rear of 180 Sherborne Road
- Grant of Easement at Essex Close, Chard, to facilitate housing development
- Working in partnership with Yeovil College to ease local parking issues

Current Negotiations on SSDC existing assets

- Extension of Chard Cemetery on SSDC owned land (yard at Zembard Lane and rear of 2 Crimchard)
- Boden Centre, Chard – negotiating with a number of potential occupiers on a short term lease basis
- Churchfields, Wincanton potential redevelopment (subject to the relocation of occupants) a report will be brought to District Executive with a final recommendation when negotiations and research has been completed.
- Land rear of Poppy Close and Jasmine Close – potential disposal of land for garden extension
- Potential grant of easement in Furzehill, Chard for two properties
- Lifting of restrictive covenant to facilitate housing development in Crewkerne

Disposals to Parish Councils & CAT's of SSDC Assets

- Ash Recreation Ground by way of Community Asset Transfer to Ash Parish Council

Completions relating to SSDC Assets

- Bridge Barns – surrendered lease on Area North offices, vacated by end of December 2018
- Disposal of The Follies
- Lease re-gearred at 6/7 South Western Terrace to allow local restaurant to expand and facilitating disposal as an investment property
- Re-letting of Units 6, 8 and 15 at Yeovil Small Business Centre
- Renewal of Western Gazette lease at Yeovil Innovation Centre
- Grant of new lease for office space to Julian House at Petters Way, Yeovil

- Two small parcels of highway land at Beercrocombe

Transactions relating to SSDC jointly owned assets

- Lufton 2000 JV
 - a. Sale of Plot 24/25 Completed October 2018
 - b. Sale of Plot 32/34 – Sold subject to planning permission due December 2018

Acquisitions

- Land to rear of 30 Fore Street, Chard to facilitate the Chard Regeneration Scheme

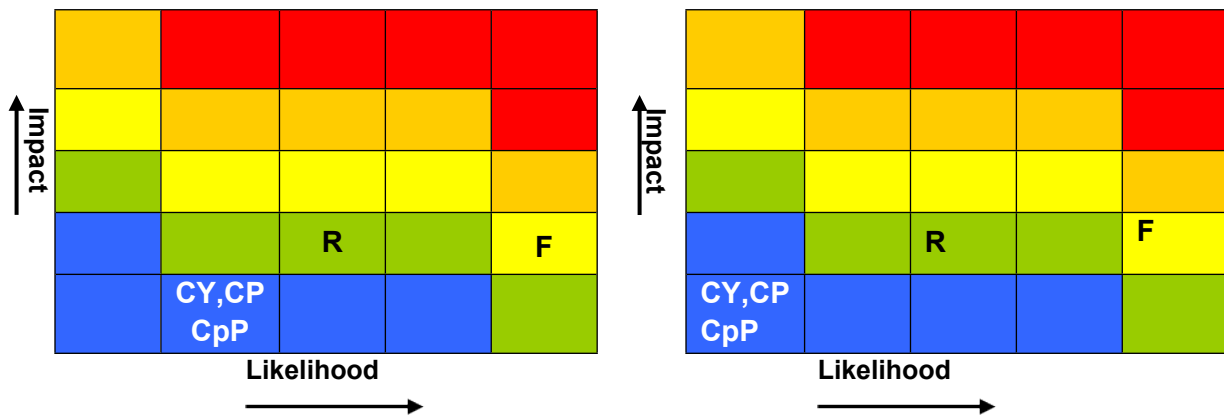
Financial Implications

26. The financial implications for the progress with commercial investments and of asset management activity are set out above within the report and also in further detail in the Confidential Appendix 1.
27. SSDC has approved a large sum for commercial investment. The commercial strategy has been live for fifteen months, and good progress has been made in establishing the team to deal with acquisition, ongoing management and ultimate disposal of land and property assets including investment properties.
28. This report demonstrates that a number of acquisitions have been progressed, and some have been considered and rejected for a variety of reasons. This demonstrates the strategy is working, with the overall outcome that SSDC is making good progress in acquiring a balanced portfolio of investments that is on track to meet overall income generation targets within the financial strategy.
29. Detailed and robust due diligence has been completed with extensive involvement of SSDC's finance and legal specialists together with external advisors (e.g. valuers, tax specialists, legal advisers, sector specialists) to support the property team in completing robust business cases that underpin recommendations and investment decisions. The decisions made have been through the agreed governance arrangements as approved by SSDC with the Investment Assessment Group providing unanimous recommendations to the Chief Executive and Council Leader for final decisions.
30. The financial implications of completed acquisitions including costs, income and funding arrangements will continue to be incorporated in budget setting and monitoring processes, in line with SSDC's financial procedures framework.

Risk Matrix

Risk Profile before officer recommendations

Risk Profile after officer recommendations



Key

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

Council Plan Implications

This report links to the following Council Plan objectives:

- Actively manage assets and resources to ensure the best financial or community return
- Seek business opportunities for SSDC
- Work with businesses and use our assets

Carbon Emissions and Climate Change Implications

None

Equality and Diversity Implications

This report is for information purposes only

Privacy Impact Assessment

There is no personal information included in this report

Background Papers

- SSDC Commercial Strategy 2017

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

Document is Restricted

Agenda Item 9

Economic Development Strategy (2019 – 2028) draft for public consultation

Executive Portfolio Holder: Jo Roundell Greene, Environment, Economic Development & Transformation
Directors: Martin Woods (Service Delivery)
Netta Meadows (Strategy & Commissioning)
Service Manager: Peter Paddon (Lead Specialist - Economy)
Lead Officer: Peter Paddon (Lead Specialist - Economy)
Contact Details: Peter.paddon@southsomerset.gov.uk

Purpose of the Report

1. This report presents the text version of the Council's Economic Development Strategy (2019 – 2028) draft for public consultation.
2. **Due to the size of the document, it will be published in electronic format only** as a supplement to this Agenda. If you require a paper copy please contact the Democratic Services Specialist on 01935 462148.

Forward Plan

3. This report appears on the District Executive Forward Plan and was scheduled for November 2018. However, it was deferred to permit proper scrutiny of the processes and data used in the preparation of the Strategy by Scrutiny Committee.

Public Interest

4. The Economic Development Strategy (EDS) 2019-28 sets out the vision, key outcomes, priority themes and action plan to deliver economic development over the next ten years.

Recommendations

5. That District Executive:
 - i) Agree the draft Economic Development Strategy 2019 - 2028 for public consultation;
 - ii) Delegate authority to the Portfolio Holder to make amendments to the EDS in consultation with the appropriate Director/s, and
 - iii) That unless there are substantial changes as a result of the consultation, agree that the draft Strategy go before Full Council for agreement following the end of the consultation period.

Background

6. The Council's Economic Development Strategy 2019 - 2028 is a key document. It replaces previous versions of the strategy and sets out a rationale for the economic development aims, objectives and activities of the Council in the years ahead.
7. At the time of writing, national and local economies are experiencing times of continued uncertainty. A local economy does not operate in isolation of national and regional economies and thus our strategy is carefully aligned with wider economic strategies that will impact on South Somerset.

8. In order to prioritise our work for the local economy we have undertaken an extensive analysis of the available local economic data and trends. We have taken account of what the businesses of South Somerset tell us about the economy and have established what is currently working well for them whilst paying careful attention to what the current and future difficulties might be. We have also taken note of the aspirations aims and goals of our partner bodies who help define and shape the economy of South Somerset, so that we can work with them and help achieve our goals.
9. A good economic development strategy recognises that it is not possible to tackle all economic issues but helps us to prioritise our areas of work. This will help us to direct our resources into economic development activities where we can make a genuine and positive difference.
10. As its title implies, an Economic Development Strategy provides high-level strategic direction to our areas of work. It is not intended that the document provides a lengthy or exhaustive list of all our future activities. The strategy will help us to decide what our areas of work should be and to help ensure that our activities do align with our overall plan. Of equal importance will be the Delivery Plans that sit beneath this Strategy. These Plans will indicate the timescales and outcomes required to deliver the individual tasks.

Report Detail

11. In March 2018 the District Council procured the services of Chilmark Consulting to work with officers to produce this Strategy. Chilmark have strong record of researching and preparing economic strategy documents.

Research

12. The Strategy has been underpinned by thorough research of the relevant databases and policy documents. The latest available data was used to help develop an assessment of the local economy including skills provision. This enabled a District economic summary assessment to be prepared. This analysis revealed the key characteristics and performance of South Somerset in terms of population, employment structure, business demography, productivity and pay, skills and training, housing profile, place making and infrastructure, plus health and prosperity measures. The key data sources and the rationale for using them are set out in the appendices of the Strategy.
13. We have also ensured that the Economic Development Strategy is soundly aligned to other SSDC Policy Documents. This ensures close synergy with our Council Plan and Local Plan.
14. To provide a wider context for the current economic situation and likely projected growth, the EDS draws on the Heart of the South West LEP (HotSW) Strategic Economic Plan 2014-30; HotSW Productivity Plan 2018-36 and the Somerset Growth Plan. The EDS is also informed by central government strategies for industry and productivity. All of this helps to ensure that we work in a common strategic direction, it also helps us to make the most of partnership working and creates the best opportunities to attract external funding for economic projects.

Consultation

15. Our consultations included key employers in the District. Many responded positively and were actively involved, but some chose not to participate. Manufacturing and engineering consultees invited to engage included: Thales, TODS Aerospace, Numatic, Leonardo, Yeovil College, RNAS Yeovilton, WEAFF and iAero.

16. Engagement with smaller businesses was largely undertaken through representative Chambers of Trade and Business Associations in the District. These organisations included: Federation of Small Businesses, CBI, Institute of Directors, Somerset Chamber of Commerce, Yeovil Chamber of Trade and Commerce, Bruton Chamber of Commerce, Wincanton Chamber of Commerce, Ilminster Chamber, National Farmers Union. Additionally, we met directly with numerous smaller businesses during the Chard, Yeovil and Wincanton regeneration programme work and have fed that information and economic development matters and concerns into the EDS.
17. Our approach to stakeholder engagement was focused on greater depth rather than breadth of input. Contact methods included direct telephone contact with the named business representative; email follow-up; followed by structured in depth telephone or face-to-face. This approach (rather than a wide ranging business survey) is considered to be a more effective way of securing an in-depth analysis and understanding of business issues.
18. Two stakeholder half-day workshop events were set up and businesses and partner authorities/agencies were invited. Attendance and take-up for the half-day workshops was limited and one workshop was held.
19. Four Area based workshops were conducted for SSDC Members. These were held either before or after the Area Committees to ensure the best opportunity for members to attend.
20. A question and answer session was held with Scrutiny Committee with pre-prepared questions and answers plus additional questioning. This session was in addition to the normal cycle of reports that are taken to Scrutiny Committee before the District Executive Committee.

EDS Priority Actions

21. The priorities in the EDS are derived from the identification of 'Golden Opportunities' for the District. These reflect our analysis of quantitative economic data and are critically informed by the stakeholder consultee discussions held. Our review and analysis also enabled us to determine that the emerging priorities were in-line with wider good practice, policies and thinking. The Strategy then develops the six Priority Themes within which individual primary actions/projects and year one delivery milestones are identified.
22. The purpose of the Strategy is not to provide a lengthy or exhaustive list of all our future activities, but to provide a framework that guides and prioritises our delivery plans.
23. The EDS makes an important distinction between projects in which we will be the lead partner and those where we will assist other partners in the lead role. It is important that the EDS recognises what can be realistically achieved whilst ensuring that the Council does not duplicate the efforts and resources of other partners. Sound partnership working will ensure that the resources of all partners are deployed to best effect.

Monitoring and Management

24. The Strategy covers a ten year period, yet uncertainties over the future of the economy demand that we build flexibility into the document. The Strategy includes a proportionate degree of monitoring of our activities to enable us to respond quickly to the changing needs and demands that undoubtedly lie ahead. It is intended to be a document that provides strategic and robust direction whilst retaining our ability to be flexible. We will report quarterly and annually in line with the District Council Plan.

25. The EDS sets out key outcomes and identifies success measures under each priority theme. Initial project milestones are also set out and will be refined as each action/project moves forward to delivery. Delivery Plans will set out more detail and the appropriate performance monitoring and review mechanisms, which will be aligned to our Council Plan and any other relevant reporting cycles.
26. EDS delivery progress will be monitored by the Strategic Development Board. This protocol was agreed by Full Council in May 2018. Progress may then be reported to Area Committees if required. Financial updates on (an as yet to be agreed) EDS Delivery Budget will be provided regularly to the District Executive Committee, as part of the routine reporting procedure.

Published Format of the Strategy

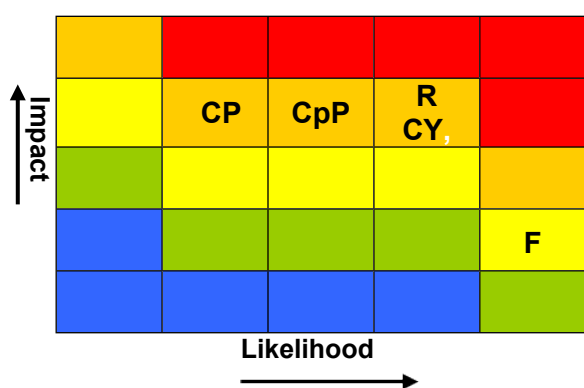
27. The main strategy document is not intended to be longer than 25 pages of text, covering our vision, key outcomes, priority themes and strategic action plan. This main document can be used separately from the three appendices that accompany it. The consultation document will be in DTP (Desk Top Published) format including pictures and graphics.
28. The final document will be available on-line. We do not intend to undertake a major print run of the document and will encourage the use of online or electronic versions of the document. Copies of the Strategy can be printed if required.

Financial Implications

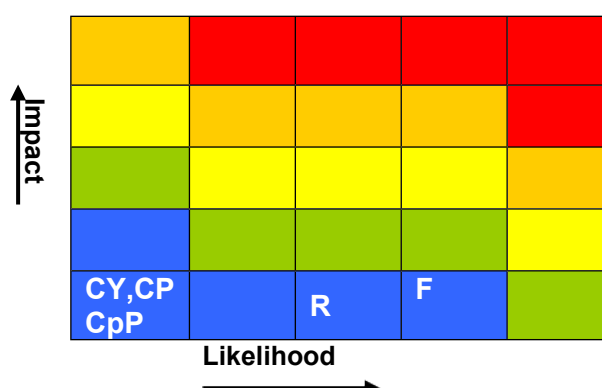
29. There are no financial implications that relate directly to this report. However an EDS budget for 2019/20 will be prepared to support delivery plans.

Risk Matrix

Risk Profile before officer recommendations



Risk Profile after officer recommendations



Key

Categories	Colours (for further detail please refer to Risk management strategy)
R = Reputation	Red = High impact and high probability
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CY = Capacity	Green = Minor impact and minor probability
F = Financial	Blue = Insignificant impact and insignificant probability

Council Plan Implications

30. The Economic Development Strategy will be a key policy document for the Council. It will help to deliver 5 of the 8 priority projects listed in the Council Plan (2018/19) and contribute to all 6 Key Performance Indicators (2016 -21) used by Council to measure the local economy. It also aligns with the draft Council Plan for 2019/20.

Carbon Emissions and Climate Change Implications

31. There are no implications at Strategic Level associated with this report. However, implications will be assessed for all projects included in the delivery plan.

Equality and Diversity Implications

32. Following consultation with our relevant specialist officer (Specialist - Strategic Planning, Strategy and Commissioning) it was agreed that it would be difficult to undertake an Equality Impact Assessment on such a wide ranging strategic document. It was however recommended that the work included in the delivery plans will to be considered for individual EQAs. Also, targeted consultation with groups representing protected characteristics will be undertaken as part of the EDS public consultation.

Privacy Impact Assessment

33. The economic data used in the preparation of this Strategy is sourced from documents that are already in the public domain.
34. Where information has been obtained through consultation with individuals or organisations we have:
 - only collected the data necessary for the production of the EDS
 - secured permission to use the information and opinions
 - acted in accordance with the General Data Protection Regulations 2018

Background Papers

- SSDC Economic Development Strategy Public Consultation Draft - December 2018 **available electronically on the Mod.Gov app or on SSDC website at this link:**
<http://modgov.southsomerset.gov.uk/ieListMeetings.aspx?CId=136&Year=0>
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Agenda Item 10

The ‘Making’ of the East Coker Neighbourhood Plan

Executive Portfolio Holder: Angie Singleton, Strategic Planning (Place Making)
Ward Member(s) East Coker; Cathy Bakewell; Gina Seaton
Director: Netta Meadows; Strategy and Commissioning
Service Manager: Jan Gamon; Lead Specialist - Strategic Planning
Lead Officer: David Clews, Spatial Planner
Contact Details: david.clews@southsomerset.gov.uk or 01935 462054

Purpose of the Report

1. To note the result of the Referendum in relation to the East Coker Neighbourhood Plan and to confirm that the Plan be ‘made’ (or adopted).

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of December 2018.

Public Interest

3. The Neighbourhood Plan represents the views of East Coker Parish Council and other stakeholders on the preferred approach to future development in the settlement. This has been the subject of Independent Examination by a qualified person and proceeded to a Referendum by the local electorate, with the result being one in favour of the Plan. Once the making of the Plan is confirmed by the District Council, it will become part of the Statutory Development Plan with equal status to the Local Plan and will be used in the determination of planning applications.
4. The Neighbourhood Plan has been the subject of resident surveys, public meetings and consultation events; and the Parish Council have a dedicated section on its website in association with this process. [Neighbourhood Plan | East Coker Parish Council](#)

Recommendation

5. That the District Executive agrees to the making of the East Coker Neighbourhood Plan.

Background

6. Neighbourhood planning aims to help local communities play a direct role in planning the areas in which they live and work. The plan can show how the community wants land to be used and developed in its area.
7. The East Coker Neighbourhood Area designation was approved by the District Council in September 2013. Since then, the Neighbourhood Plan for the area was prepared and a ‘Pre-Submission’ Plan consulted upon in January- March 2017 (Regulation 14). This was followed by formal submission of the Plan in March 2018 and the District Council carried out consultation in line with procedures set out in the relevant Regulations (Regulation 16). The Plan was then the subject of independent examination and the District Council agreed on 6th September with the Examiner’s recommendations for Proposed Modifications and that the next step should be a local referendum.
8. The Referendum took place on 7th November 2018, with 426 votes cast. Of these, 352 voted in favour of the Plan, with 74 against. The Plan can therefore now be ‘made’ (or adopted). Once confirmed, it will have equal status to the Local Plan and be part of the Statutory Development Plan.

Planning applications are determined by local planning authorities in accordance with the adopted development plan, unless material considerations indicate otherwise. A development plan sets out the planning policies for the development and use of land.

The East Coker Neighbourhood Plan

9. The East Coker Neighbourhood Plan sets out a vision for the Parish and the Plan's main objectives. The Plan summarises the consultation process and evidence base informing its preparation; and policies seeking to guide future development in the Parish relating to Housing, Employment and Business, Traffic Transport and Infrastructure, Community Services and facilities; and Built and Natural Environment. It also covers Implementation, Monitoring and Review.

10. The Neighbourhood Plan's objectives are set out follows~;

Housing Objective - To encourage the delivery of housing which meets local need, including affordable housing, and provide everyone in the community with the opportunity to live in an appropriate home.

Employment Objective - To support the retention, improvement and expansion of existing employment space and encourage a range of further businesses, including home-working.

Transport Objective - To work with the Highway Authority to ensure that transport and movement within the Parish is appropriate and safe and to retain, promote and improve the network of footpaths, bridleways and cycle paths.

Community Objective - To provide and support the retention of a range of service and community facilities supporting sustainable growth.

Recreation Objective - To protect open space, sport and recreation facilities to promote healthy lifestyles and the well-being of residents in the Parish.

Conservation Objective - To support the retention and enhancement of the existing Conservation Areas in East & North Coker.

Design Objective - To secure good design in new development, and to protect, enhance and invest in the natural and built environment through a range of local projects and improvements.

Landscape Objective - To secure the protection, enhancement and interpretation of the distinctive rural landscape, settlement pattern, historical assets, natural environment and biodiversity of the Parish.

Agricultural Objective - Protect high grade agricultural land in order to increase sustainability of food supplies.

11. The Examiner's Report concluded that the correct procedure for the preparation and submission of the East Coker Neighbourhood Plan was followed and that it meets the 'Basic Conditions', subject to several Proposed Modifications being made. The Plan, supporting documents and representations received are all available on the District Council's website – [South Somerset District Council - East Coker Parish Neighbourhood Area Designation](#)

12. The District Council has accepted the Examiner's recommendations and a local Referendum was held on 7th November 2018. The prescribed question that was asked was

"Do you want South Somerset District Council to use the Neighbourhood Plan for East Coker to help it decide planning applications in the neighbourhood area".

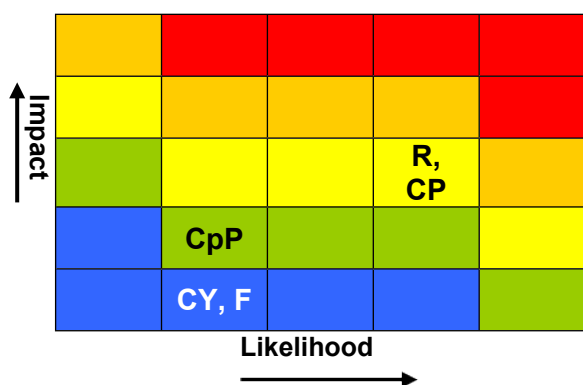
More than 50% of those who voted said 'Yes', so the Neighbourhood Plan can now be 'made'.

Financial Implications

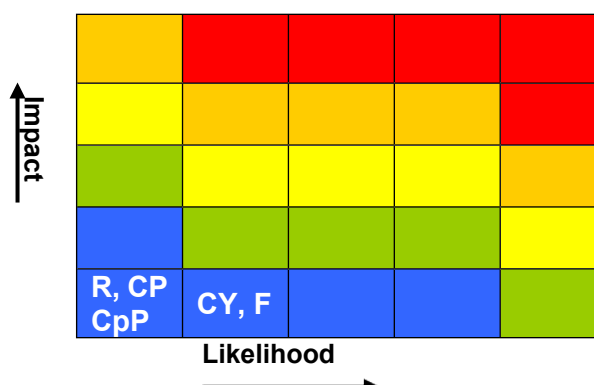
13. Under the Community Infrastructure Levy Regulations, 15% of Community Infrastructure Levy receipts are generally passed directly to those parish and town councils (in England) where development has taken place. In England, communities that draw up a neighbourhood plan and secure the consent of local people in a referendum, will benefit from 25% of the levy revenues arising from the development that takes place in their area.
14. The Council is able to claim a grant of up to £20,000 from the Ministry for Housing Communities and Local Government towards the costs of progressing the Neighbourhood Plan once the date of the Referendum had been set. A claim will be made in relation to that at East Coker once the next submission is open.
15. There is no SSDC funding involved in the recommendation specifically referred to in this report.

Risk Matrix

Risk Profile before officer recommendations



Risk Profile after officer recommendations



Key

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

Council Plan Implications

16. The Neighbourhood Plan accords with the Council's aims to increase the focus on jobs and economic development, protect and enhance the quality of our environment; and to enable housing to meet all needs. The District Council's values include supporting people and communities, enabling them to help themselves; and the Neighbourhood Plan has been prepared by the local community who wish to have an influence on future development in the town. The Council Plan states that it will focus on supporting communities to develop local, parish and neighbourhood plans.

Carbon Emissions and Climate Change Implications

17. The East Coker Neighbourhood Plan does not directly address carbon emissions or climate change and no such issues arise.

Equality and Diversity Implications

18. No significant changes to a Service, Policy or Strategy are proposed directly and it is therefore not necessary that an Equality Assessment is undertaken.

Privacy Impact Assessment

19. No personal data handling is involved.

Background Papers

The East Coker Neighbourhood Plan Referendum Report to District Executive – September 2018

Agenda Item 11

District Executive Forward Plan

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

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. Consultation Database

5.1 The Council has agreed a protocol for processing consultation documents received by the Council. This requires consultation documents received to be logged. There are no consultation documents outstanding at the current time.

6. Background Papers

6.1 None.

Appendix A - SSDC Executive Forward Plan

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
January 2019	Somerset Strategic Housing Framework (SSHF)	Portfolio Holder for Strategy and Policy	Director Strategy and Support Services	Leisa Kelly, Specialist – Strategic Planning	District Executive
January 2019	Loan to Queen Camel Community Land Trust for the purchase of the Old School site, Queen Camel	Portfolio Holder for Finance and Legal Services	Director Strategy and Support Services	Paul Fitzgerald, Section 151 Officer	District Executive
January 2019					South Somerset District Council
January 2019	Presentation on the work of SPARK	Portfolio Holder Leisure & Culture	Director Strategy and Support Services	David Crisfield, Third Sector and Equalities Co-ordinator	District Executive
January 2019	2019/20 Draft Budget Progress Update	Portfolio Holder for Finance and Legal Services	Director Strategy and Support Services	Nicola Hix, Lead Specialist (Finance)	District Executive
January 2019	Council Tax on Empty Homes	Portfolio Holder for Finance and Legal Services	Director Service Delivery	Helen Morris, Revenues Team Leader	District Executive
January 2019	Two year Business Rates Retail Relief Scheme	Portfolio Holder for Finance and Legal Services	Director Service Delivery	Helen Morris, Revenues Team Leader	District Executive
January 2019	Transformation Project Progress Report	Portfolio Holder for Strategy and Policy	Chief Executive	Caron Starkey, Strategic Lead for Transformation	District Executive

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
January 2019 March 2019	Draft Built Leisure Facilities Needs Assessment	Portfolio Holder Leisure & Culture	Director Support Services	Lynda Pincombe, Specialist - Strategic Planning	District Executive South Somerset District Council
January 2019	A303 Local Impact Report	Portfolio Holder for Strategic Planning (Place Making)	Director Strategy and Support Services	Jo Manley, Specialist (Strategic Planning)	District Executive
January 2019 January 2019	Annual Review of the Council Tax Support Scheme 2018/19	Portfolio Holder for Finance and Legal Services	Director Service Delivery	Ian Potter, Lead Specialist (Vulnerable Customers)	District Executive South Somerset District Council
February 2019 February 2019	Approval of Council Plan 2019/2020	Portfolio Holder for Strategy and Policy	Director Strategy and Support Services	Netta Meadows, Director (Strategy & Support Services)	District Executive South Somerset District Council
February 2019 February 2019	South Somerset Local Plan Review, approval of Preferred Options for consultation	Portfolio Holder for Strategic Planning (Place Making)	Director Strategy and Support Services	Jo Wilkins, Acting Principal Spatial Planner	District Executive South Somerset District Council

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
February 2019 February 2019	2019/20 Budget and Medium Term Financial Strategy	Portfolio Holder for Finance and Legal Services	Director Strategy and Support Services	Paul Fitzgerald, Section 151 Officer	District Executive South Somerset District Council
February 2019	Capital & Revenue Budget monitoring reports for Quarter 3	Portfolio Holder for Finance and Legal Services	Director Strategy and Support Services	Nicola Hix, Lead Specialist (Finance)	District Executive
February 2019	Quarterly Performance and Complaints Monitoring Report	Portfolio Holder for Strategy and Policy	Director Strategy and Support Services	Zac Tredger, Specialist (Performance)	District Executive
March 2019	District Wide Voluntary Sector Grants	Portfolio Holder for Strategy and Policy	Director Strategy and Support Services	David Crisfield, Third Sector and Equalities Co-ordinator	District Executive
March 2019	Adoption of new Equality Policy and Objectives	Portfolio Holder for Strategy and Policy	Director Strategy and Support Services	David Crisfield, Third Sector and Equalities Co-ordinator	District Executive
March 2019	Final Built Leisure Facility Strategy	Portfolio Holder Leisure & Culture	Director Support Services	Lynda Pincombe, Specialist - Strategic Planning	District Executive
March 2019	Progress report on the SSDC Holding & Trading Company	Portfolio Holder for Property & Climate Change and Income Generation	Director Commercial Services & Income Generation	James Divall, Income Opportunity Development Manager	District Executive

Date of Decision	Decision	Portfolio	Service Director	Contact	Committee(s)
April 2019	Transformation Project Progress Report	Portfolio Holder for Strategy and Policy	Chief Executive	Caron Starkey, Strategic Lead for Transformation	District Executive
June 2019	Annual review of the Regulation of Investigatory Powers Act 2000 (RIPA)	Portfolio Holder for Finance and Legal Services	Director Strategy and Support Services	Paula Goddard, Legal Specialist	District Executive
July 2019	Capital & Revenue Budget out-turn reports 2018/19	Portfolio Holder for Finance and Legal Services	Director Strategy and Support Services	Paul Fitzgerald, Section 151 Officer	District Executive
July 2019	SSDC Annual Performance Report 2018/19	Portfolio Holder for Strategy and Policy	Director Strategy and Support Services	Zac Tredger, Specialist (Performance)	District Executive
July 2019	Transformation Project Progress Report	Portfolio Holder for Strategy and Policy	Chief Executive	Caron Starkey, Strategic Lead for Transformation	District Executive
TBA	Leisure Contracts	Portfolio Holder Leisure & Culture	Director Service Delivery	Lynda Pincombe, Specialist - Strategic Planning	District Executive
TBA	Dualling of A303 from Sparkford to Ilchester	Portfolio Holder for Strategic Planning (Place Making)	Director Strategy and Support Services	Jo Manley, Specialist (Strategic Planning)	District Executive

Agenda Item 12

Date of Next Meeting

Members are asked to note that the next scheduled meeting of the District Executive will take place on **Thursday, 10th January 2019** in the Council Chamber, Council Offices, Brympton Way, Yeovil commencing at 9.30 a.m.