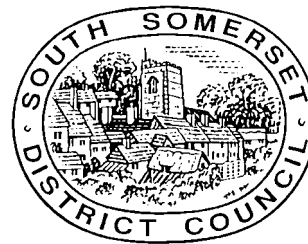**South Somerset District Council**
Notice of Meeting

South Somerset District Council

Making a difference where it counts

Thursday 17th March 2016

7.30 pm

Council Chamber
Council Offices
Brympton Way
Yeovil
BA20 2HT

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

All members of Council are requested to attend the meeting:

The public and press are welcome to attend.

If you would like any further information on the items to be discussed, please ring the Agenda Co-ordinator, **Jo Boucher, Democratic Services Officer 01935 462011**, website: www.southsomerset.gov.uk

This Agenda was issued on Wednesday 9 March 2016.

Ian Clarke, *Assistant Director (Legal & Corporate Services)*

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

INVESTORS IN PEOPLE

South Somerset District Council Membership

Chairman: Mike Best
Vice-chairman: Tony Capozzoli

Clare Aparicio Paul	Tim Inglefield	David Recardo
Jason Baker	Val Keitch	Jo Roundell Greene
Cathy Bakewell	Andy Kendall	Dean Ruddle
Marcus Barrett	Jenny Kenton	Sylvia Seal
Mike Beech	Mike Lewis	Gina Seaton
Neil Bloomfield	Sarah Lindsay	Peter Seib
Amanda Broom	Mike Lock	Garry Shortland
Dave Bulmer	Tony Lock	Angie Singleton
John Clark	Paul Maxwell	Alan Smith
Nick Colbert	Sam McAllister	Sue Steele
Adam Dance	Graham Middleton	Rob Stickland
Gye Dibben	David Norris	Andrew Turpin
Sarah Dyke-Bracher	Graham Oakes	Linda Vijeh
John Field	Sue Osborne	Martin Wale
Nigel Gage	Tiffany Osborne	William Wallace
Carol Goodall	Stephen Page	Nick Weeks
Anna Groskop	Ric Pallister	Colin Winder
Peter Gubbins	Shane Pledger	Derek Yeomans
Henry Hobhouse	Crispin Raikes	
Kaysar Hussain	Wes Read	

Information for the Public

For those Members wishing to participate, there will be time for reflection and words of encouragement from 7.20pm in the Council Chamber. There will be a very short interval between the conclusion of the time of reflection and the start of the meeting to enable those Members and Officers who do not wish to take part to enter the Council Chamber and join the meeting. Councillor Tony Capozzoli has kindly consented to officiate in this first instance.

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

Members of the Public are able to:-

- attend meetings of the Council and its committees such as Area Committees, District Executive, except where, for example, personal or confidential matters are being discussed;

- speak at Area Committees, District Executive and Council meetings;

- see reports and background papers, and any record of decisions made by the Council and Executive;

- find out, from the Executive Forward Plan, what major decisions are to be decided by the District Executive.

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

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

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

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

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

South Somerset District Council – Council Aims

Our key areas of focus are: (all equal)

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

South Somerset District Council

Thursday 17 March 2016

Agenda

1. **Apologies for Absence**

2. **Minutes**

    To approve and sign the minutes of the previous meeting held on Thursday 25th February 2016.

3. **Declarations of Interest**

    In accordance with the Council's current Code of Conduct (adopted July 2012), which includes all the provisions relating to Disclosable Pecuniary Interests (DPI), personal and prejudicial interests, Members are asked to declare any DPI and also any personal interests (and whether or not such personal interests are also "prejudicial") in relation to any matter on the Agenda for this meeting. A DPI is defined in The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 (SI 2012 No. 1464) and Appendix 3 of the Council's Code of Conduct. A personal interest is defined in paragraph 2.8 of the Code and a prejudicial interest is defined in paragraph 2.9.

    Members are reminded that they need to declare the fact that they are also a member of a County, Town or Parish Council as a Personal Interest. As a result of the change made to the Code of Conduct by this Council at its meeting on 15th May 2014, where you are also a member of Somerset County Council and/or a Town or Parish Council within South Somerset you must declare a prejudicial interest in any business on the agenda where there is a financial benefit or gain or advantage to Somerset County Council and/or a Town or Parish Council which would be at the cost or to the financial disadvantage of South Somerset District Council. If you have a prejudicial interest you must comply with paragraphs 2.9(b) and 2.9(c) of the Code.

4. **Public Question Time**

5. **Chairman's Announcements**

    Items for Discussion

6. **Chairman's Engagements** (Page 6)

7. **SSDC Transformation Programme** (Pages 7 - 45)

8. **Report of Executive Decisions** (Pages 46 - 48)

9. **Audit Committee** (Pages 49 - 50)

10. **Scrutiny Committee** (Pages 51 - 54)

11.   Motions

There were no Motions submitted by Members.

12.   Questions Under Procedure Rule 10

13.   Date of Next Meeting

Chairman's Engagements

28th January

At the invitation of the Mayor of Chard, Cllr Dave Bulmer, Mike attended a Drinks and Canape reception followed by a performance by Chard Amateur Theatre Society's production of 'Panto at the O.K. Corral'.

11th March

Mike is due to hold his Annual Civic Evening at the Octagon Theatre where invited guests will enjoy a performance of Evita by the Yeovil Amateur Operatic Society.

13th March

At the invitation of the High Sheriff of Somerset, The Hon Mrs James Nelson, Mike and Liz are due to attend the Legal Service in Wells Cathedral where the new High Sheriff, Mr. Edward Bayntun-Coward, will be sworn in.

17th March

At the invitation of the Mayor of Yeovil, Councillor Mike Lock, Mike is due to attend Yeovil Town Council's Civic Day.

SSDC Transformation Programme

Executive Portfolio Holders: *Cllr. Ric Pallister, Leader, Strategy & Policy*
                                  Cllr. Angie Singleton, Transformation
Strategic Director: *Rina Singh, Strategic Director (Place & Performance)*
Lead Officer: *As above*
Contact Details: *rina.singh@southsomerset.gov.uk* 01935 462010

Purpose of Report

This report seeks member approval of the principles and vision for the Council Transformation Programme that will lead to the adoption of a new operating model.

Public Interest

This report sets out a proposal to adopt a new operating model for delivering council services to all in South Somerset, providing more choice and speed of access to services.

The Transformation Programme aims to enhance our customers' experience and enable the council to respond to their changing needs and preferences. This will be achieved through changing the way our current service team structures are organised and by making more use of electronic Document Management (EDM) and web based technologies.

Recommendations

That Full Council:

(i)   Accept the Headline Business Case for Transformation, attached in Appendix A including the vision and principles for transformation and note the headline risks, and equality impact assessment included in this report

(ii)   Agree the Transformation Programme governance arrangements as set out in section 6 of this report.

(iii)   Delegate authority to deliver the Programme to the Leader of the Council with the approval of the Programme Board.

(iv)   Approve that savings of £2,000,000 be added to the Medium Term Financial Plan for 2017/18 and 2018/19.

(v)   Approve that £59,975 for ongoing software maintenance costs is added to the Medium Term Financial Plan as an ongoing commitment from 2017/18.

(vi)   Approve that the £394,000 currently held in the Voluntary Redundancy Reserve is transferred to a new Transformation Reserve to fund this programme.

(vii)   Allocate £1,314,300 from capital receipts set aside in the budget for transformation to fund for this programme.

(viii) Agree that the further revenue cost of £2,754,000 is funded from the Revenue Support Reserve.

Summary

This report summarises work undertaken to develop a headline business case for a new operating model based on the experience of other local authorities that have transformed their organisations to align better with changing customer preferences. The headline business case is attached in Appendix A.

The Future Model approach to transformation and its key principles reflect SSDC's own ambitions to be an organisation consistently delivering improving quality of life in South Somerset, by providing well managed cost effective services valued by its residents.

The headline business case clearly illustrates a significant range of benefits for the council, the community and staff through taking a 'whole council' approach and by leading and resourcing a significant change programme.

The business case demonstrates that the programme can deliver a major contribution to bridging the budget gap faced by South Somerset District Council. The overall cost including a provision for contingency and the cost of redundancy is estimated to be £4,702,200.

The overall estimated annual recurring savings are expected to be £2,000,000 which comprises salaries and on costs only. The payback period is two years four months.

Associated non-pay savings, other efficiencies from supplies and services made possible by the change programme or by the enhanced capacity for income generation are not included. Opportunities for these have already been cited by staff teams and service managers.

The challenge and risks are significant and should not under-estimated. Preparing the headline business case included the assessment of risks associated with delivering a transformation programme of such breadth and scale and the proposed governance arrangements reflect this assessment.

1. Background - Current position and drivers for change

Along with other councils, we face significant challenges across a number of fronts. Whilst the most significant challenge for many councils is financial, others are looking to a new generation of customers who expect to access the services they need using smart, interactive technology.

We forecast that we will need to make over £4.1 million of savings from the current budget by 2020-21. In future years, the financial pressure is likely to increase. Almost 46% of SSDC gross annual expenditure of £32.3 million is on staff related costs (2015/2016). The financial challenge cannot be met without reducing our staff numbers. The Council has, as part of a work force planning strategy, reduced the work force through sharing services and individual service reviews. It is now recognised that an approach based on process efficiency service reviews and annual 'salami slicing' budget reductions may undermine our ability to deliver services through our existing structures. Greater opportunities are to be found by generating efficiencies at a corporate level from the merger of similar generic activities across services in both front and back offices.

Research in 2014-15 analysed the nature and variety of customer demand and how SSDC handles that demand. This initial research, as part of the budget strategy, identified clear and

significant opportunities to reduce costs and improve the customer experience. The key issues to address for a future change programme were identified as: -

- Reducing avoidable contact
- Developing 24/7 digital solutions for customers
- Access to services to be *digital by default* and yet
- Continuing to ensure that customers receive the face to face help if they need it, whether for complex needs or assistance at a place and time convenient to them.
- Automating back offices
- Promoting existing digital options to customers
- Further targeting high volume simple transactions and payments for self-serve
- Reorganising customer handling

A number of Councils have demonstrated that the opportunities for achieving significant reductions in the cost of service by driving a *digital by default* culture are growing. Digitisation brings efficiency benefits by reducing the costs to store, retrieve, sort and reproduce data as part of a business process and enables the delivery of more services at a lower cost through self-help and on-line methods.

It is clear that Transformation by Local Authorities is made possible by significant investment in information and communications technology (ICT). However the success or failure of Transformation Programmes is driven by behaviours and above all <u>leadership</u> that secures the vision and direction for radical change.

The Improvement and Efficiency Social Enterprise (iESE) recent report on their "Review, Remodel, Reinvent" (3R) transformation framework captures how councils are reshaping themselves and their services to meet the new challenges. iESE emphasises the importance of the 'mindset' needed for successful change. (iESE July 2015)

"We've seen that even at councils where innovation has been strong, maybe even cutting edge [transformation] has only succeeded where it is matched by a real focus on the right behaviours, culture and leadership."

iESE conclude that effective transformation involves three levels of change (see diagram below). Councils that are able to remodel their service delivery (Level 2) are in a much better position to release resources to achieve much better re-invention outcomes (Level 3).

SSDC has done significant work at Level 1, but there is now recognition of the need to find a way to position SSDC to achieve Level 2.

ie|se Your transformation social enterprise

From surviving to thriving

How councils can re-shape local public services
to meet the next spending review challenges

Level 1
Review

Lean Thinking

Efficient Processes

Level 2
Remodel

Digital by Default

Channel Shift

Multi-skilled Staff

Structure Around
Customer Needs

Demand
Management

Level 3
Reinvent

Shared Services

Devolved Powers

Integration across the
Public Sector

Alternative Delivery
Vehicles

Public Value

Commercial Skills

Preventing Demand

Trading and Income
Generating

1 2 3

2. Looking ahead: a new operating model

Through the Local Government press, participating in peer reviews and the District Councils Network, senior elected members have looked at best practice elsewhere and encouraged the potential benefits of newer operating models to be explored so that SSDC can be in a better, more effective and resilient position in future. This demonstrates a clear desire to transform SSDC and an acknowledgement that the traditional routes to drive down costs are no longer a realistic option.

Members have visited other innovative councils to better understand operating models that are 'citizen centric' and capable of being adapted to local circumstances, with flexibility for the future in terms of alternative service delivery decisions. This initiated the work on the preparation of a business case for the 'Future Model' that has been adopted by some authorities.

The business case is based on both a high level view of the organisation and at a more detailed level reviewing a cross section of SSDC Services.

Preparing the Headline Business Case included: -

- A review of data used to prepare the internal Demand, Access and Handling report (March 2015)
- Data gathering and workshops with representatives of service teams (drawn from the high volumes of contact services.)
- Visits by senior councillors and officers to Eastbourne and South Hams & West Devon councils and further contact to learn from their experience of a major organisational change programme, and to better understand the design principles first hand.
- Data analysis for calculating efficiency gains from automation
- A headline 'maturity assessment' to identify the potential for reducing costs through a new operating model (a South Somerset Future Model).

3. 'Future Model' approach to transformation: Vision and principles

The key design principles of the Future Model include:

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

The Future Model provides an approach to thinking about the way the Council operates, with a focus on:

- The relationship with customers and the wider community
- Staff roles and structures
- Technology and processes
- Culture and ways of working
- Costs
- Outcomes

For example;

The Future Model embraces the concept that work is an activity not a place, so that SSDC could:

- have officers and members who are able to meet any time/any place/anywhere using technology enabled devices
- provide customers with face to face officer contact, from existing sites and on location, maintaining an SSDC presence and high visibility in local areas

With the appropriate ICT in place and locality working, the ability of Members to contact staff will be maintained and staff will be equipped to work more often and more effectively in localities, by using a range of ICT options.

Applying the Future Model principles ensures that SSDC will retain full control of its workforce but creates an operating model that could facilitate flexible work-sharing with potential partners, should further examination prove the business case for doing so. This could include further savings through economies of scale and service improvements from partnership working with other locality based work being carried out by other agencies.

An integral part of the Future Model is the separation of the commissioning core of the council from the delivery of its services. The principles of commissioning ensure that the focus of the council is on the outcomes it seeks to deliver and the impact these are making in the community.

When designing its services, the commissioning council uses evidence to understand what its communities need. It can use locality working to help build that evidence base. Meanwhile at its very basic level it is intended that day to day operational requests such as reporting missed bins and fly tips, putting up planning notices, empty property visits and so on should, in the new model, be carried out by generic officers based in localities.

4. Benefits of the Transformation Programme

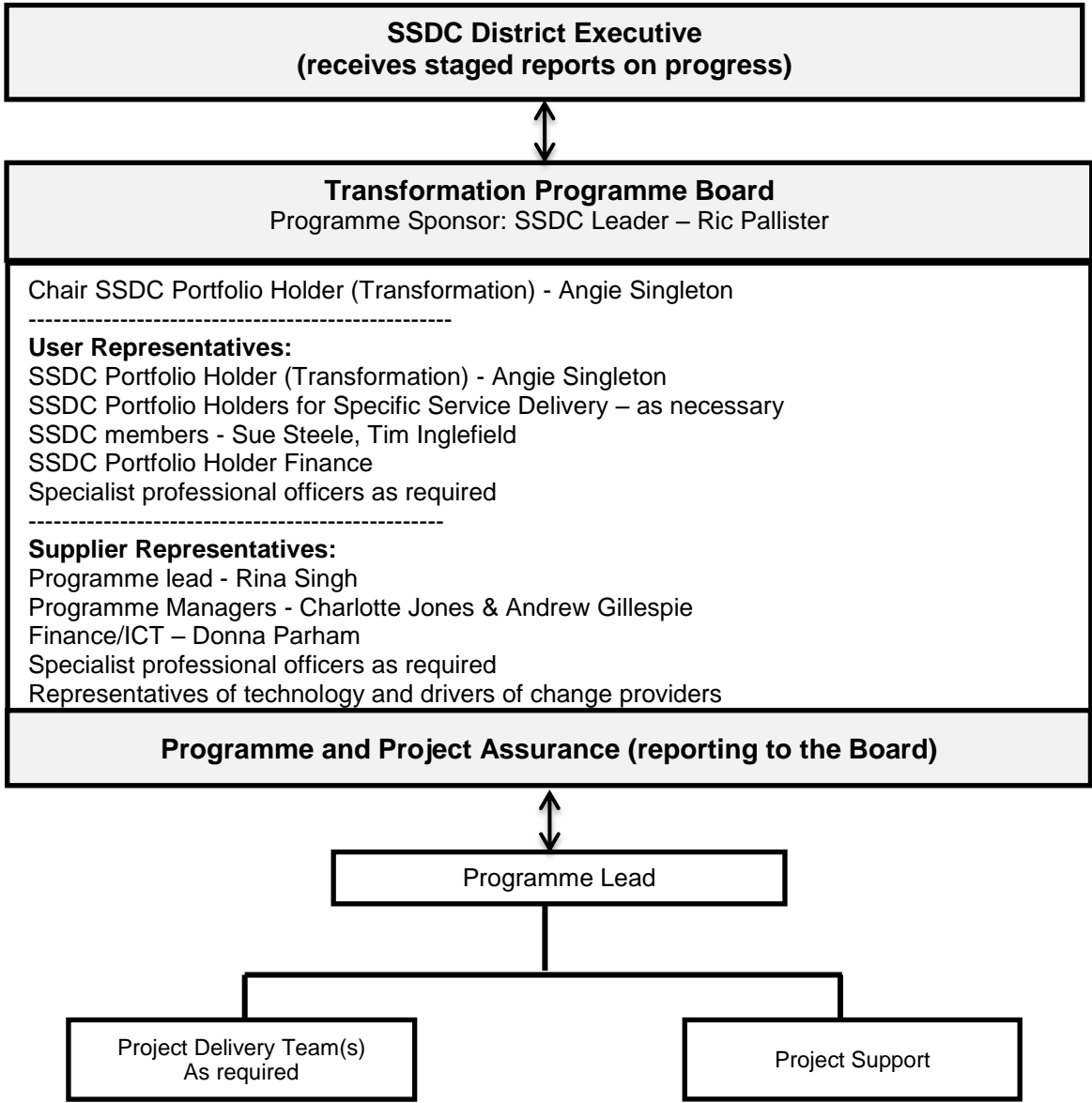The new operating model will deliver the following benefits:

- An estimated annual revenue saving of £2 million from staff costs (see Financial Implications)
- Increased capacity to handle telephone calls
- protecting face to face contact as required
- Customers' details and property records held in one place ('single view of the customer')
- 24/7 access to those who choose to use our easy on-line services
- Increased access options for our customers
- Mobile and Locality workers
- A flexible workforce with empowered roles
- Improved work/life balance and career development opportunities for our staff
- Commissioning options for the council
- Flexible future options for sharing with partners

5. Timescale

Based on the experience of other Councils, implementation of the Future Model would comprise an 18 - 24 month programme after procurement.

6. Transformation Programme (TP) Governance

It is proposed that the TP Governance should use the following structures.

SSDC District Executive
(receives staged reports on progress)

Transformation Programme Board
Programme Sponsor: SSDC Leader – Ric Pallister

Chair SSDC Portfolio Holder (Transformation) - Angie Singleton
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User Representatives:
SSDC Portfolio Holder (Transformation) - Angie Singleton
SSDC Portfolio Holders for Specific Service Delivery – as necessary
SSDC members - Sue Steele, Tim Inglefield
SSDC Portfolio Holder Finance
Specialist professional officers as required

Supplier Representatives:
Programme lead - Rina Singh
Programme Managers - Charlotte Jones & Andrew Gillespie
Finance/ICT – Donna Parham
Specialist professional officers as required
Representatives of technology and drivers of change providers

Programme and Project Assurance (reporting to the Board)

Programme Lead

| Project Delivery Team(s) As required | | Project Support |

The Transformation Programme Board will:

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

The Programme Lead will:

- create and monitor the delivery plan for the programme
- ensure that the required resources are available

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- resolve any conflicts escalated by the project delivery teams
- manage risks
- measure the delivery against the benefits and
- be responsible for the communication plan

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

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

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

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

7. Financial Implications

The tables below show a breakdown of estimated costs and savings, the timings are indicative and depend on procurement:-

Capital

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Software, connectors, and implementation including programme team and backfilling	303,250	606,500	303,250	-	-	**1,213,000**
Contingency	25,325	50,650	25,325			**101,300**
Total Capital Costs (A)	**328,575**	**657,150**	**328,575**	**-**	**-**	**1,314,300**

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Ongoing Revenue

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Ongoing costs e.g. support and maintenance (D)		59,975	59,975	59,975	59,975	**239,900**

Once-Off Revenue

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Training, organisational change management consultancy, internal programme team and backfilling	170,000	340,000	170,000			**680,000**
Contingency	17,000	34,000	17,000			**68,000**
Once-off Programme Revenue Costs	**187,000**	**374,000**	**187,000**	**-**	**-**	**748,000**
Total Once-off and Ongoing Programme Costs	**187,000**	**433,975**	**246,975**	**59,975**	**59,975**	**987,900**
Allowance for redundancy costs (Note 2) (C)		1,200,000	1,200,000			**2,400,000**
Total Once–off Revenue Costs (E)	**187,000**	**1,574,000**	**1,387,000**	**-**	**-**	**3,148,000**
Total all Revenue Costs (B)	**187,000**	**1,633,975**	**1,446,975**	**59,975**	**59,975**	**3,387,900**
Total Capital and Revenue Costs (G)	**515,575**	**2,291,125**	**1,775,550**	**59,975**	**59,975**	**4,702,200**
Salary Savings (Note3) (F)		**1,000,000**	**1,000,000**	**-**	**-**	**2,000,000**

Note 1 – The headline business case does not include any alterations to Brympton Way
Note 2 – An allowance of £38,000 has been made for each redundancy. It is expected that there will be some natural turnover that will reduce this figure. However, it is important that sufficient funds are set aside to cover redundancy costs and avoid any in year adverse budget impact.
Note 3 – These figures have been cross referenced for reasonableness to the savings made by South Hams and West Devon Councils

The overall estimated costs, including provision for redundancies, are £4,702,200 (G). The overall estimated annual saving is expected to be £2,000,000 (F). The expected payback period is 2 years and 4 months.

Estimated costs comprise £1,314,300 (A) capital and £3,387,900 (B) revenue. Revenue includes a provision for redundancy costs of £2,400,000 (C). An estimated £59,975 (D) per year are ongoing revenue costs and so need to be added to the Medium Term Financial Plan as a commitment from 2017/18.

The overall estimated annual saving is expected to be £2,000,000 (F). This is a salary saving only and does not include non-pay spend. Savings will be added to the Medium Term Financial Plan in 2017/18 and 2018/19.

Software purchases and the implementation of that software can be financed through capital receipts. A total £2,500,000 in capital receipts was set aside in the budget for transformation and members of the District Executive are recommended to allocate £1,314,300 (A) of those funds for this programme. The revenue implications for the loss of interest have already been included in the budget as part of the Medium Term Financial Plan.

There is currently £394,000 in the Voluntary Redundancy Reserve and members are requested to allocate all of this to a new Transformation Reserve. It is recommended that the remaining revenue requirement of £2,754,000 is funded from the Revenue Support Reserve.

The Revenue Support Reserve was set up to provide £3 million per annum to support the Medium Term Financial Plan for 2016/17, 2017/18 and 2018/19. Members approved this as the strategy for the use of New Homes Bonus (NHB). It enables the authority to manage the risks of using NHB to support the budget by giving the authority time to find savings if NHB ceases. The Revenue Support Reserve holds those funds pending their use for that support. The recommendation is to utilise the allocation for 2018/19 to ensure the transformation programme can be financed at the date of decision to approve the project. This will be replenished before any savings are taken for the budget. The risk of doing this is that if it cannot be replenished then the savings to find will be higher in 2018/19.

However, the Government outlined in the 2016/17 Finance Settlement that new capital receipts could be used to fund revenue if full Council approved an Efficiency Plan. As part of the financial assessment, the DCLG were asked about any possible grant funding. The response was that there was no grant funding pot at present and that support for local government was through flexibility to utilise receipts from future sale of assets for this purpose. Work is underway to investigate whether some of the revenue costs could be financed in this way. If this is possible revenue savings would not be required to replenish the Revenue Support Reserve before being added to the MTFP. A report will be made to District Executive and full Council once the investigation is complete.

General Fund Balances are expected to be £3.8 million at the end of the year. These should be retained to meet financial risks. There is no surplus to fund this programme.

8. Procurement

The procurement process will be undertaken in line with the Council's Contract Procedure Rules and in line with EU requirements.

9. Headline risk assessment (after mitigation)

Risk	Impact	Likelihood	Mitigation
Higher than anticipated costs and/or lower than anticipated savings arising from the programme.	High	Low	Detailed business case in place before committing to implementation of the programme. Robust contractual arrangements – with penalty clauses. Detailed monitoring of costs and savings within the programme
Unexpected external cost pressures which diverts resource from the TP and delays delivery.	High	Low	Review level of corporate priority against the new cost pressure.
Integrated ICT solution proves less successful than anticipated (Business continuity and connectivity in remote areas will be key to successful implementation.)	High	Low	Achieve "fit for purpose" specification Test through the procurement process Use "tried and tested" innovation Review business continuity / disaster recovery plans
Insufficient capacity to deliver the TP	High	Low	Programme identified as a key corporate priority Commission external support as required to ensure the TP is delivered in line with the timetable.
The shared vision for the TP during periods of significant changes is not maintained	Med	Med	Effective communication strategies to engage with members staff and other stakeholders embedded within TP.
Organisation transition to the new operating model is not managed effectively.	High	Med	Once decision taken to implement TP create sufficient organisation capacity to achieve programme timeframes.
Programme management arrangements are not robust or resilient.	High	Low	Establish appropriate Member and officer TP governance arrangements.
Ongoing political commitment could be difficult to maintain if faced with major external change and /or challenge	High	Med	Ongoing liaison with members to maintain shared vision Raise awareness of the scale of organisation change and the impact on both members and staff.
Reduced capacity and morale during significant corporate change	Med	Med	TP communication strategy Ensure that key staff are not lost to SSDC
New skills and approaches to work styles are not adopted	High	Low	Support cultural change with a comprehensive corporate training and development programme TP Communication Strategy Ensure new systems are resilient and stable

Council Plan Implications

The Transformation Programme will build the council's future resilience for delivering well managed cost effective services valued by our customers. The detailed design of anew operating model will be fully informed by the council long and short term priorities.

Carbon Emissions and Climate Change Implications

None from this report. Implementation of a new operating model coupled with an investment in ICT will help reduce the council's carbon footprint for example by reducing the need to travel, the use potage and printing and by reducing the requirement for accommodation.

Equality and Diversity Implications

The programme will include a significant investment to help customers use our services through digital means - and so a key aspect is to *design in* digital inclusion. Early work for the Transformation Programme has made good use of existing customer data, and an understanding of the different ways in which customers need and want to access services from the council.

If the recommendations are approved, a detailed communication / stakeholder plan will be developed and future progress will be fully informed by detailed equalities analysis. This will apply to all stages at all levels. At this stage, the TP is high level, and no detailed proposals are available to have their impact assessed or for fuller consultation.

Privacy Impact Assessment

A privacy impact assessment should be carried out whenever there is a change being proposed that is likely to involve a new use or significantly change the way in which personal data is handled. This will include a redesign of an existing process or service, or a new process or information asset being introduced e.g. "single view of a customer". This "single view" is a key strand of the transformation program that has significant /privacy data protection implications. The PIA is simply a best practice process which helps assess privacy risks to individuals in the collection, use and disclosure of personal information. A failure to properly embed appropriate privacy protection measures may result in a breach of privacy laws, a declaration of incompatibility with the Human Rights Act, or prohibitive costs in retro-fitting a system to ensure legal compliance or to address community concerns about privacy. A failure to properly keep personal information secure has potentially significant financial and reputational implications. The approach to be adopted by SSDC will be to identify and address the data protection and privacy concerns at the design and development stage of the transformation project, building data protection compliance in from the outset rather than attempting to bolt it on as an afterthought. In addition conducting and/or reviewing a Privacy Impact Assessment (PIA) through a project lifecycle will ensure that, where necessary, personal and sensitive information requirements are complied with and any risks are identified and mitigated.

Background Papers

Headline Business Case – February 2016

SOUTH SOMERSET DISTRICT COUNCIL

Transformation Programme Headline Business Case
(Appendix A)

Rina Singh

Charlotte Jones

Andrew Gillespie

February 2016

Contents

Executive Summary

The Transformation Programme

Along with other Councils, South Somerset District is facing significant financial, managerial and technological challenges.

The proposed "Future Model" Transformation Programme addresses these by rethinking the way the council operates. The design led approach will create and maintain a system that works for people, rather than people having to 'work the system'.

By placing the satisfaction of customer demand at the heart of our future service design, processing and delivery costs will be lower. When compared to the current design there will be a significantly reduced need to call on both specialist and generic staffing resources but the content of the work will be changed for the better. The workforce will be more empowered, skilled and motivated.

The SSDC Transformation Programme will create a new way to engage with individuals and communities. Vertical service "silos" will disappear and all work in the community across services will be brought together under a new joined-up way of locality working.

In summary, the design of the SSDC Future Model would mean:-

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

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

The Future Model proof of concept exercise has clearly illustrated the 'size of the prize' that could be achieved by taking a 'whole council' approach to leading and resourcing a significant change programme.

The Future Model offers both flexibility and resilience for the future;

- to retain or transfer / outsource business delivery units,
- to release capacity to promote income or economic development opportunities
- to reduce overall operating costs
- to manage performance
- to facilitate data sharing that builds high quality customer insight
- to develop the skills of our staff team, managing the organisation in a streamlined and efficient way and empowering people on the front line
- to respond locally to community issues and priorities and enable local action and involvement
- to embed marketing, digital inclusion and 'shift' programmes
- to protect resources for the "front line" and serve our residents and businesses by being an organisation that helps South Somerset to be a good place to live and work.

Delivery of the Transformation Programme requires strong leadership, management and communication of the vision for better customer services; the intelligent use of customer insight data; a design led approach to access and handling; and innovation including the use of technology and digital tools.

Investment costs and return on investment

The headline Transformation Programme (TP) business case has established that an investment of £2.3 million will generate annual recurring revenue savings of £2 million. The business case demonstrates that the TP can deliver a major contribution to bridging the budget gap faced by South Somerset District Council.

The projected annual recurring revenue savings comprise salaries and on-costs only. Associated non-pay savings, other efficiencies from supplies and services made possible by the change programme or by the enhanced capacity for income generation are not included.

The above costs do not include provision for any redundancy. This is because the Council may choose to re-invest some or all of the savings to meet other priorities. However, a provision for redundancy is included in the overall budget of £4.7m set out at the end of the business case.

Taking into account the provision for redundancy costs, the payback period for the Programme is two years and four months.

Conclusion

The analysis and review work undertaken to date confirms there is a clear business case to proceed with further detailed design of the Transformation Programme to address the issues of customer service and business process efficiency identified, in line with the principles set out in the headline business case.

A decision to proceed should be accompanied by clear and robust programme leadership and governance due to the level of risk.

1   The Case for Radical Change

SSDC along with other Councils is facing significant challenges across a number of fronts.

We forecast that we will need to make over £4 million of savings by 2020-21. In future years, the financial pressure is likely to increase. However, it is also recognised that an approach based on annual 'salami slicing' budget reductions in line with the medium term financial strategy would continue to undermine our ability to deliver services through our existing structures.

Almost 46% of SSDC gross annual expenditure of £32.3 million is on staff related costs. The financial challenge cannot be met without reducing our staff numbers. Having already reduced these through sharing services and through service reviews, any further reductions will inevitably reduce front line service delivery unless we use a very different approach.

Leading Councils are also now looking to a new generation of customers who expect to access the services they need using smart, interactive technology.

In 2014-15 we analysed the nature and variety of customer demand and how the council handles that. This initial research as part of the budget strategy identified clear opportunities to reduce costs and improve the customer experience. In addition it showed that *current systems to manage customer data and support corporate performance management are not fit for purpose. The importance of timely and accurate data to support service planning and delivery cannot be overemphasised.*

The key design elements of a future change programme were identified as: -

- Reducing avoidable contact
- Increasing capacity to manage demand
- Developing 24/7 digital solutions for customers – for access to services to be *digital by default* and yet -
- Continuing to ensure that customers receive the face to face help if they need it, whether for complex needs or assistance at a place and time convenient to them.
- Automating back offices
- Promoting existing digital options to customers
- Further targeting high volume simple transactions and payments for self-serve
- Reorganising customer handling to resolve enquiries and requests at the earliest point of contact possible

A redesign of service delivery supported by an investment in information and communications technology is now seen as essential for SSDC.

EDM or other process efficiencies could be implemented on a service by service basis, but this service "silo" approach can be limiting and short-sighted. The greater opportunities are to be found by generating efficiencies at a corporate level from the merger of similar generic activities across services in the front and back offices. A citizen centric operating model which meets the challenges ahead will not be achieved through incremental improvements.

2   Transformation: Strategic and National context

To meet these challenges, senior members have demonstrated a clear desire to transform SSDC and an acknowledgement that the traditional routes to drive down costs are no longer a realistic option.

In recent years, supported by the agenda of the Government and technological advances, leading Councils have moved to more radical programmes of service redesign. Customers

and their preferences are placed at the heart of service provision - enabled through the use of digital[1] technology and a *digital by default*[2] approach – empowering both staff and customers, protecting the front line and improving the customer experience.

A number of Councils have demonstrated that the opportunities for achieving significant reductions in the cost of service by driving a *digital by default* culture are growing. Such financial benefits are not restricted to the delivery of more services through self-help and on-line methods. Digitisation has brought efficiency benefits to the 'back office' reducing the costs to store, retrieve, sort and reproduce data as part of a business process. The financial and satisfaction benefits from efficiency, transparency and choice derived from being 'digital by default' are widely recognised.

At a practical level, redesigning services to resolve customer requests at the earliest point of contact avoids unnecessary contact which may be frustrating and / or costly for both the council and the customer. The focus of 'Transformation' is on the creation of core process designs that lead to a better customer service, efficiency gains and savings opportunities though maximising the use of technology.

The Improvement and Efficiency Social Enterprise (iESE) recent report on their "Review, Remodel, Reinvent" (3R) transformation framework captures how councils are reshaping their services to meet the new challenges. They emphasise the importance of the mind-set needed for successful change.

"We've seen that even at councils where innovation has been strong, maybe even cutting edge [transformation] has only succeeded where it is matched by a real focus on the right behaviours, culture and leadership." (iESE July 2015)

The iESE analysis concludes that effective transformation involves all 3 levels of change (see diagram below). Councils that are able to remodel their service delivery (level 2) are in a much better position to release resources to allow members to achieve greater re-invention outcomes (Level 3). Although some Level 3 "reinvention" work has also been done, this will remain severely restricted while the necessary development resources have not yet been released through Level 2 remodelling. Reaching Level 2 is the current challenge for SSDC.

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[1] **Digital –** refers to the use or storage of data or information in the form of digital signals. So '**digitisation'** is the process of converting information into a digital format. This is not the same (or as simple) as publishing information on-line or providing information by email.

[2] *'Digital by default'* means providing services in a digital format that are so straightforward and convenient that all those who can use them will choose to do so, **while those who can't are not excluded**.

Level 1
Review
- Lean Thinking
- Efficient Processes

Level 2
Remodel
- Digital by Default
- Channel Shift
- Multi-skilled Staff
- Structure Around Customer Needs
- Demand Management

Level 3
Reinvent
- Shared Services
- Devolved Powers
- Integration across the Public Sector
- Alternative Delivery Vehicles
- Public Value
- Commercial Skills
- Preventing Demand
- Trading and Income Generating
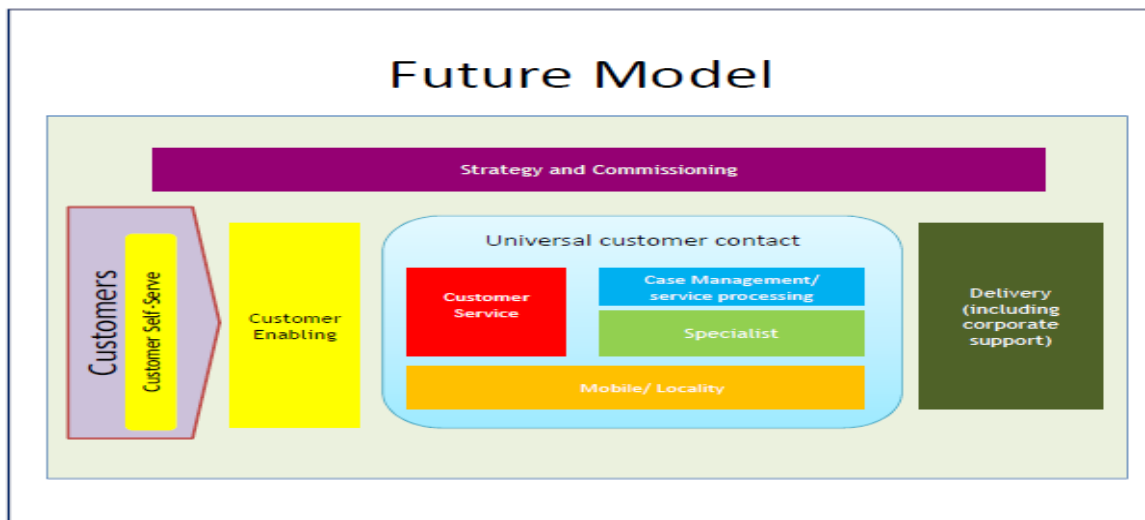
3   Future Model

To further explore alternative ways of doing Council business, senior officers and members have visited other innovative councils, drawing on their experiences, particularly around agile working and commissioning of services in a largely rural district. They have also reviewed SSDC's experience to date in delivering savings through both shared services and re-engineering processes in some service areas.

Visits by senior councillors and officers to Eastbourne and South Hams & West Devon councils, to better understand the design principles and key risks of a major organisational change programme from the perspective of leadership and staff teams, confirmed that the design principles of the Future Model concept could be effective when applied to SSDC.

The Future Model approach to Transformation and its key principles reflect SSDC's own ambitions to be an organisation consistently delivering improving quality of life in South Somerset by providing well managed, cost effective services valued by our residents.

Work to prepare a headline business case for the redesign of SSDC service delivery based on the Future Model was initiated.

4   The Future Model Explained

Future Model

Strategy and Commissioning

Customers

Customer Self-Serve

Customer Enabling

Universal customer contact

Customer Service

Case Management/ service processing

Specialist

Mobile/ Locality

Delivery (including corporate support)

Overview

Future Model is a customer & citizen centric service delivery operating model that has been developed by local government for local government to provide a new way of managing service demand, providing sustainable long term solutions that benefit customers, staff and the community at large.

The Future Model concept can be used to redesign and improve:

- The relationship with customers and the wider community
- Staff roles and structures
- Technology and processes
- Culture and ways of working
- Costs
- Outcomes

The Future Model uses the following clear **principles of design:**

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

Transition to a Future Model way of working will keep a council at the heart of the community and support vitality and growth in the local economy, delivering great outcomes for people, with excellent customer services – all on a lower cost base.

Using the Future Model re-focuses the organisation around the customer & citizen through:

- A **redesigned organisational model** that completely reconfigures the way the organisation works, eliminating traditional silos, unlocking capacity and genuinely putting the customer first.

- **Re-designed business processes and customer journeys** that are as efficient as possible, delivering the best possible customer experience, with more opportunities to self-serve in key areas - such as enquiries, reporting, making applications, and booking and paying for services.
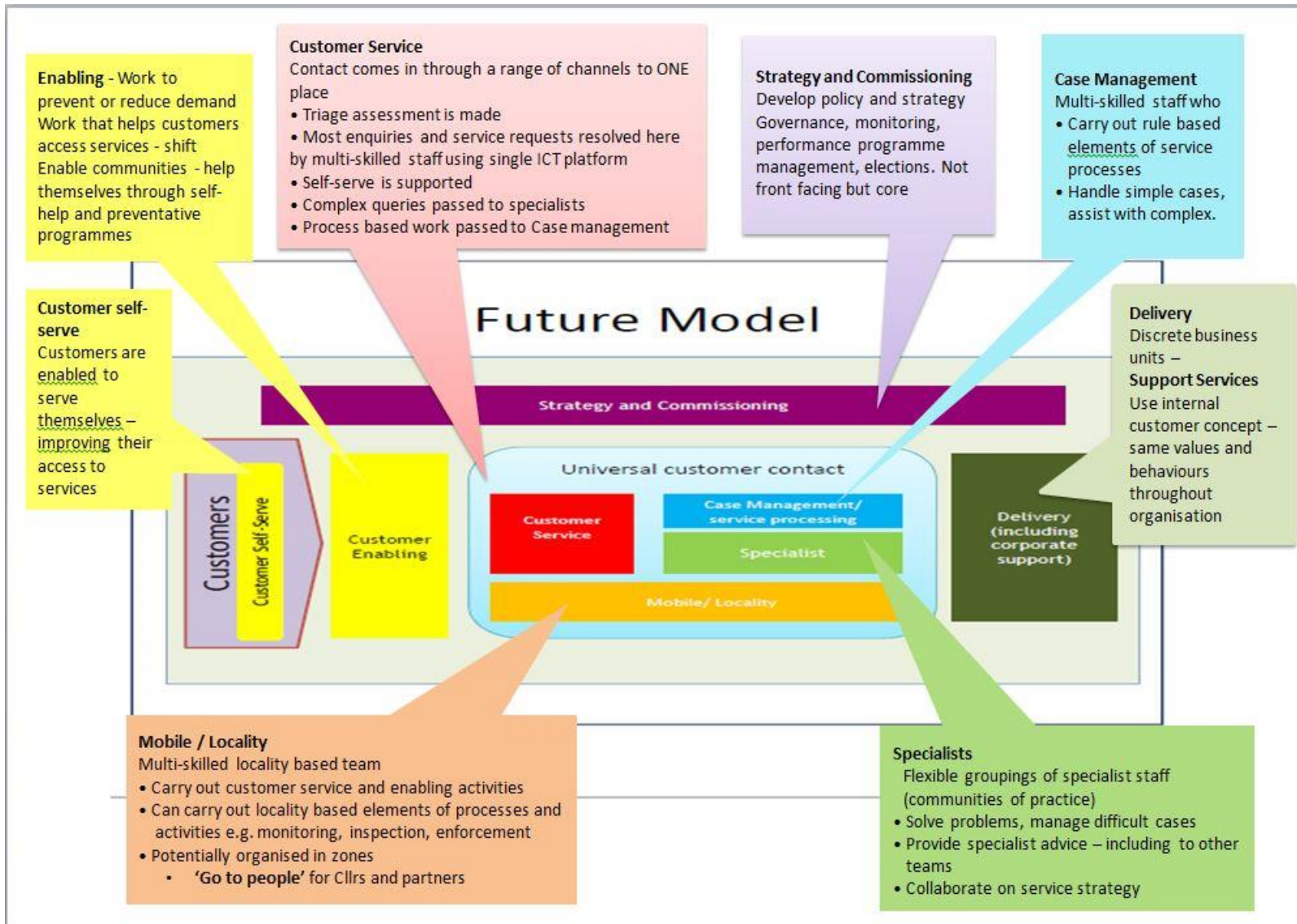
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- A **refreshed technology platform** that provides end to end integration between a Customer Portal; Customer Contact Manager; Electronic Document Management; Workflow; Mobile solutions; GIS; and back office applications – all enabling smoother, shorter processes, self - serve and more efficient ways of working. Customers are not handled by multiple services around the Authority and insight and intelligence is shared to provide 'a single view of the customer'.

- A new approach and culture that develops through the introduction of more **flexible ways of working,** resulting in liberated staff with greater autonomy to support customers and the opportunity to develop their skills.

More details of the redesigned organisational model, customer journeys and business processes, refreshed technology platform and flexible ways of working are provided in the next sections.

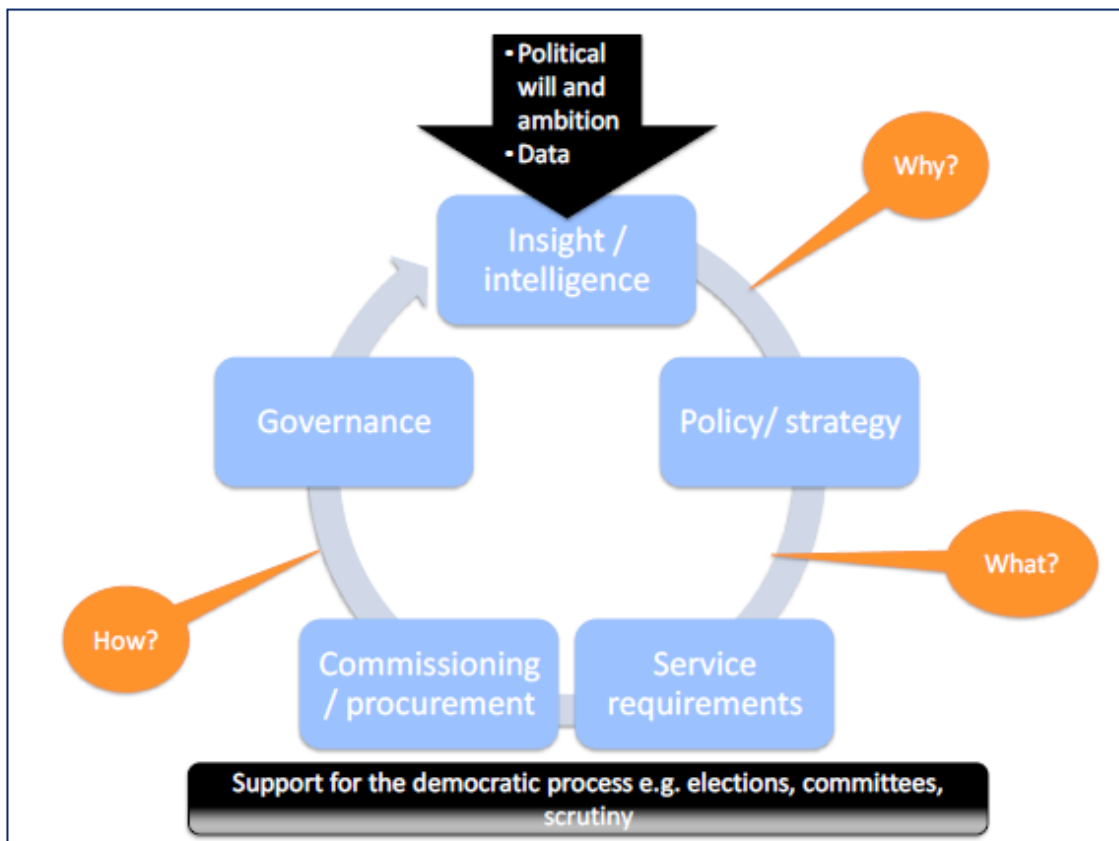**Future Model - A redesigned organisational model**

As shown on the diagram at the start of this section and in the more detailed diagram and text below, the Future Model design is made up of 3 main elements: –

- Strategy and Commissioning,
- Universal Customer Contact and
- **Delivery** (including support services).

Enabling - Work to prevent or reduce demand Work that helps customers access services - shift Enable communities - help themselves through self-help and preventative programmes

Customer Service
Contact comes in through a range of channels to ONE place
• Triage assessment is made
• Most enquiries and service requests resolved here by multi-skilled staff using single ICT platform
• Self-serve is supported
• Complex queries passed to specialists
• Process based work passed to Case management

Strategy and Commissioning
Develop policy and strategy Governance, monitoring, performance programme management, elections. Not front facing but core

Case Management
Multi-skilled staff who
• Carry out rule based elements of service processes
• Handle simple cases, assist with complex.

Customer self-serve
Customers are enabled to serve themselves – improving their access to services

Future Model

Delivery
Discrete business units –
Support Services
Use internal customer concept – same values and behaviours throughout organisation

Strategy and Commissioning

Customers

Customer Self-Serve

Customer Enabling

Universal customer contact

Customer Service

Case Management/ service processing

Specialist

Mobile/ Locality

Delivery (including corporate support)

Mobile / Locality
Multi-skilled locality based team
• Carry out customer service and enabling activities
• Can carry out locality based elements of processes and activities e.g. monitoring, inspection, enforcement
• Potentially organised in zones
  • 'Go to people' for Cllrs and partners

Specialists
Flexible groupings of specialist staff (communities of practice)
• Solve problems, manage difficult cases
• Provide specialist advice – including to other teams
• Collaborate on service strategy

Strategy and Commissioning

The Future Model separates the commissioning core of the council from the delivery of its services. The principles of commissioning ensure that the focus of the council is on the outcomes it seeks to deliver and the impact these are making in the community. When designing its services, the commissioning council uses evidence to understand what its communities need.

Strategy and Commissioning is both the activity and resource to translate insight and ambition into the Council Plan and major strategies, **ensuring that the council remains unique, accountable and capable.**

Strategy and Commissioning (S&C) is a concept and an activity rather than a department or single team. There will be S&C roles in all service areas. S&C managers are likely to report to members of the senior management team, and will manage both other specialist staff in S&C roles and staff involved in 'delivery units'.

Universal Customer Contact (UCC)

There are two main groups of customers for district council services: residents and businesses. There are different customer types within these groups e.g.: landlords, developers, licensees, tenants, business owners, householders. There are also numbers of individual customers with needs to access services in a particular way, or who require specialist services for their particular circumstances or characteristics.

Service users access services in different ways. Some can be encouraged to self-serve on line or draw on support from customer service staff only, whereas others may need to access the support of specialist staff more quickly.

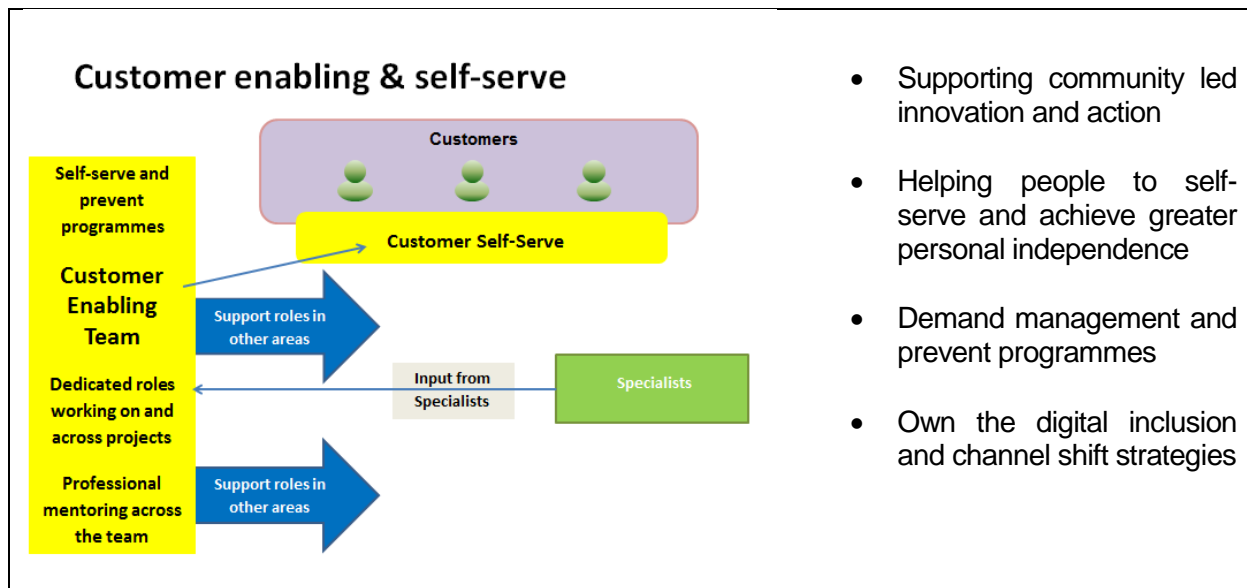The Future Model is designed to meet the differing – and changing - needs and preferences of customers.

Universal Customer Contact (UCC) covers **all the activity associated with managing customer demand and performance, and providing services** – including: customer enabling, customer service, mobile and locality working, case management and specialist advice. UCC has a strong focus on resolving questions and issues (simple and complex) and scheduling specialist input when and where required. The overall purpose of this element is to provide smoother / shorter customer journeys with few if any hand offs between staff, fewer contacts between the council and customer and automation wherever possible.

The following sections cover

- Customer Enabling
- Customer Services
- Case management (business processing)
- Specialist advisors – operating in communities of practice
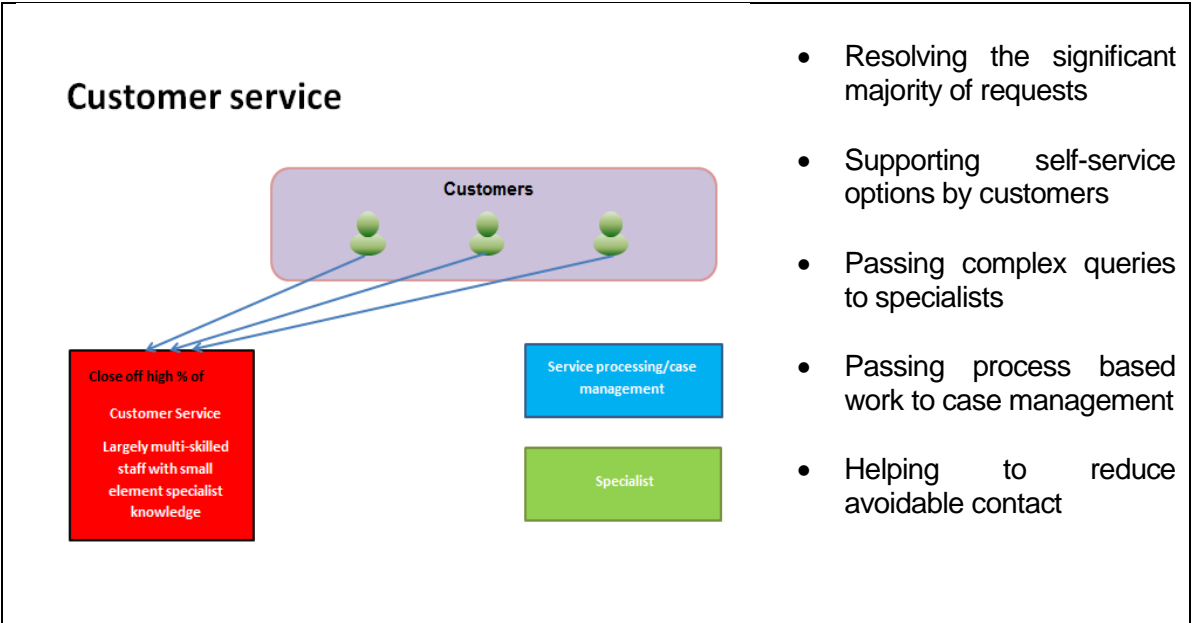- Mobile / Locality workers

Universal Customer Contact - Customer Enabling

Customer enabling is an activity or function in itself – it reflects the ethos of the Future Model – helping people help themselves - with the financial and satisfaction benefits that entails.
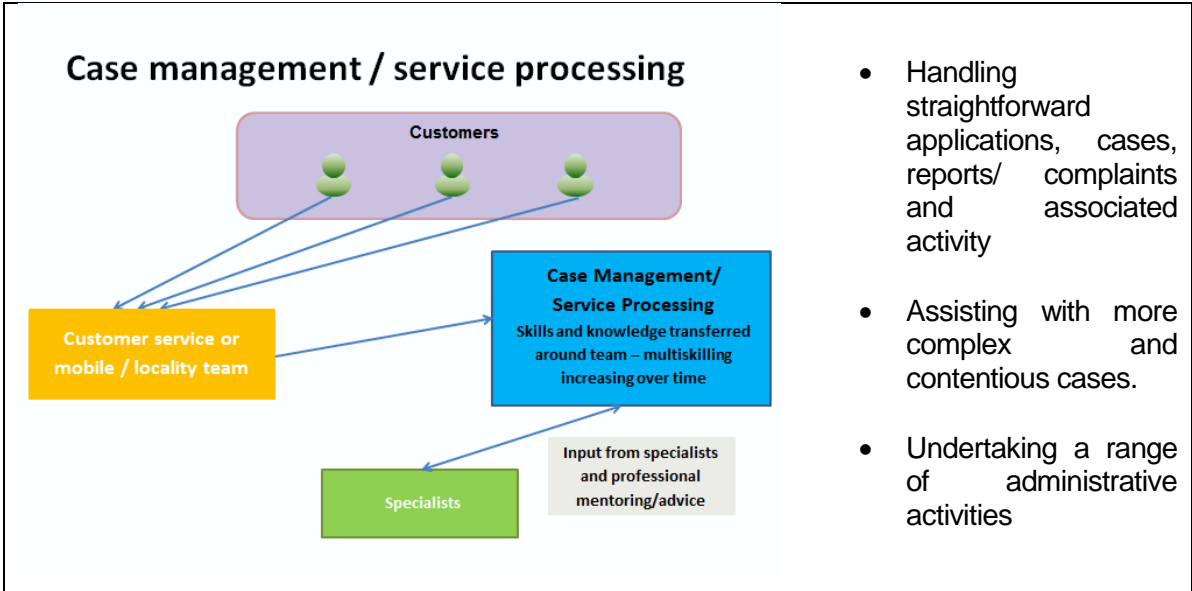

Customer enabling & self-serve

- Supporting community led innovation and action
- Helping people to self-serve and achieve greater personal independence
- Demand management and prevent programmes
- Own the digital inclusion and channel shift strategies

Universal Customer Contact - Customer Services

Customer Services are provided by **a multi-skilled customer service team**, with comprehensive knowledge of council services, using intelligent form design, access to single customer records, and work flow technology. Contact from customers comes in through a range of channels - face to face locations, by phone and internet and through social media.

Customer service

- Resolving the significant majority of requests
- Supporting self-service options by customers
- Passing complex queries to specialists
- Passing process based work to case management
- Helping to reduce avoidable contact

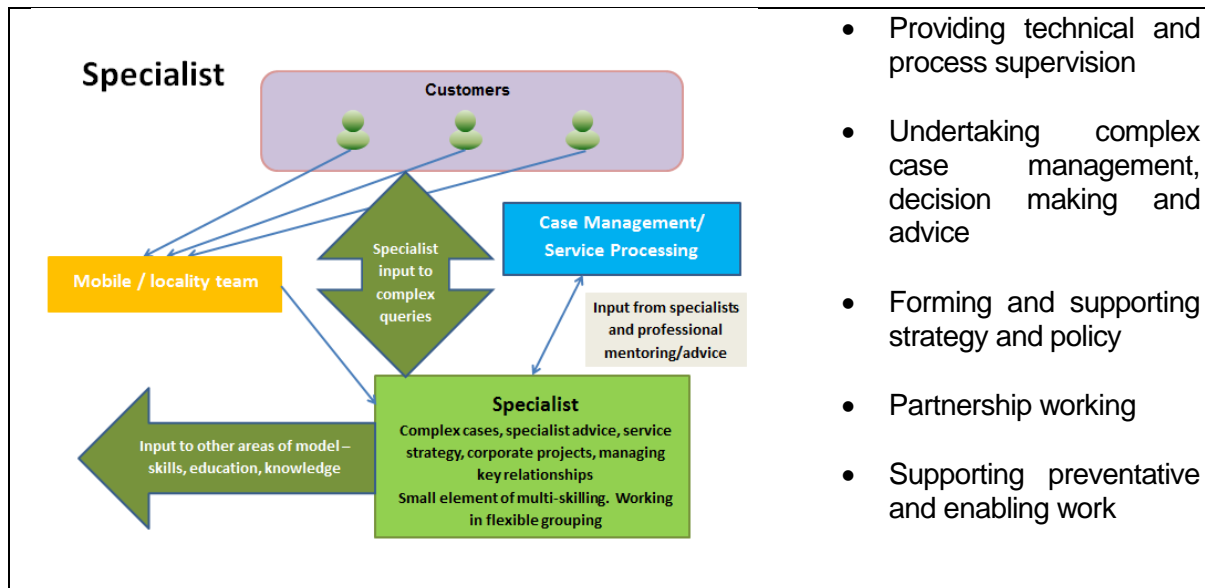## Universal Customer Contact - Case management (business processing)

The focus here is on fast, technology enabled and customer focused service processing of cases, where an enquiry cannot be resolved at the first point of contact. During early phases of transition to the Future Model, case managers might focus on a particular business area but over a period of time the level of multi skilling would rise as knowledge and skills are transferred around the team.

Case management / service processing

- Handling straightforward applications, cases, reports/ complaints and associated activity
- Assisting with more complex and contentious cases.
- Undertaking a range of administrative activities

Universal Customer Contact - Specialist Advisors

Specialist advisors are the professionally qualified staff that provide both technical and process expertise and complex case management and advice. A key principle of Future Model is the drawing on expert skills and knowledge only where appropriate. This means that systems of work must be designed so that specialists will focus on strategic and judgemental work rather than rules-based processing and case management.

Functions which are largely rules based or administrative in nature may not require specialist involvement other than when reviewing compliance or advising on the design of a particular workflow for a new national or local duty or policy.
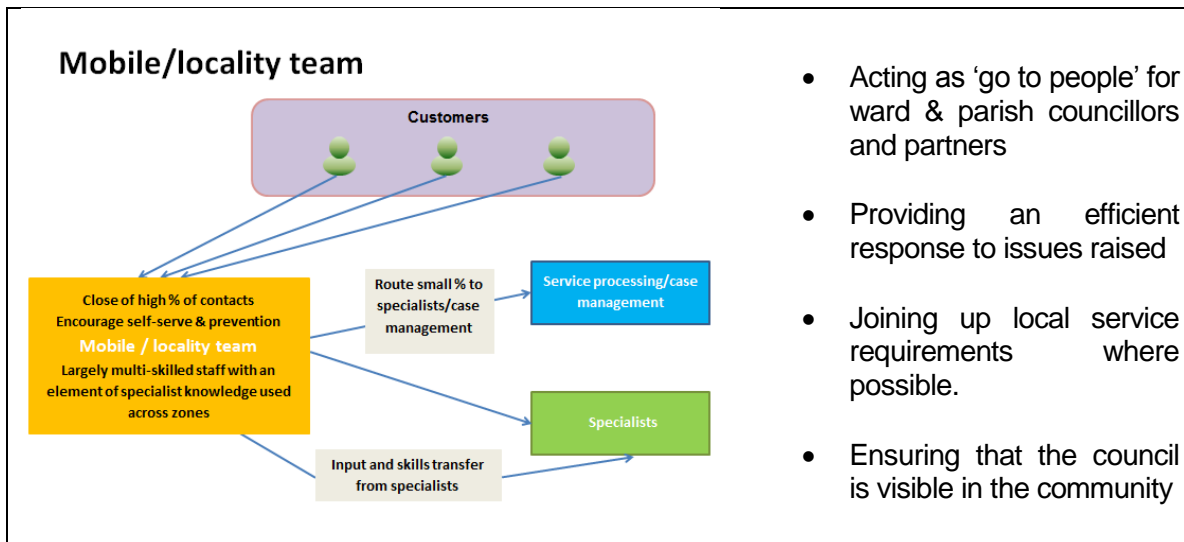

- Providing technical and process supervision
- Undertaking complex case management, decision making and advice
- Forming and supporting strategy and policy
- Partnership working
- Supporting preventative and enabling work

Universal Customer Contact - Mobile / Locality

Mobile workers and Locality teams build up detailed knowledge of a local patch which leads to better commissioning of services and helps avoid duplication of work. The Mobile / Locality teams have key roles in helping the council achieve its objectives. One outcome would be to reduce the workload of specialists, saving both time and travel costs. Subject to careful assessment of the technical and administrative requirements of the task, staff broaden their skills and knowledge and make best use of technology to reduce (or even avoid) handling the paperwork 'back at the office'.

Mobile work would include a range of technical and 'public realm' services that require site visits for example pest control treatments, inspections (planned and reactive) of sites or premises, home visits to install a piece of equipment for independent living, or a site visit to put up public notices. Other examples may be a local choice to deliver a service through being mobile – for example home / business visits to make assessments, obtain information or provide advice.

Locality teams - there is clearly a comparison with the current operating practice of SSDC teams providing a responsive service to local issues and enabling or securing action on the ground with minimal referral, in partnership with local communities including town and parish councils. Using the same single platform as other elements within Universal Customer Contact, the local commissioning role would provide fast and responsive links to delivery services or to the mobile team (e.g.) to fix or install equipment. More complex issues such as investigating (e.g.) empty homes or environmental enforcement related actions would be handled using workflow in the case management system.

Mobile/locality team

- Acting as 'go to people' for ward & parish councillors and partners

- Providing an efficient response to issues raised

- Joining up local service requirements where possible.

- Ensuring that the council is visible in the community

Delivery (including Support Services)

The Delivery element of the Future Model will comprise several discrete business units, including Support Services. To meet the needs of the internal customer, Support Services are designed using the same values, principles and behaviours as for external customers.

The detailed design will be SSDC's own choice. Services within the 'delivery' part of the model could include those retained in house or under third party management. This would allow discrete decisions to be taken in future without affecting the overall operating model

5   Future Model - Business Processes and Customer Journeys

Development of the technology platform (see section 6) to support the principles of the Future Model focuses on the creation of core process designs that ensure the customer request is resolved at the earliest point of contact, providing a better customer service, efficiency gains and opportunities for savings.

Working on service process redesign will allow SSDC to challenge who should be responsible for undertaking a piece of work within any given process, shift work towards the customer and triage roles wherever possible and ensure each stage of the customer journey is delivering the service in the most effective manner.

By enabling access to relevant data at the first point of contact (including via on-line self-help), the customer journey is as short and accurate as possible.

6   Future Model - The Transformation Technology Platform

A fully integrated technology platform is needed to support improvements in the following critical elements of Transformation:

- customer enabling
- customer self-serve
- single view of the customer
- automated workflow
- document management
- mobile solutions

Key to a new technology platform is the single view of the customer through data integration between the CRM (customer relationship management system) and the 'back office' data processing systems. All information held about a customer can be seen together. This single view supports more streamlined customer journeys, with fewer handoffs / touch points and issues resolved faster. In addition:

- Customers will have a wider choice of channels, receive the same level of service and will be able to track progress on-line.

- Mobile / agile working is enabled by access to back office systems.

- The Council will be better positioned to meet increasing requirements for data sharing and transparency.

An integrated technology platform (as illustrated below) can support a single or multi-council service delivery. This can be evidenced at South Hams where a single platform will enable officers to answer calls for the two different Councils using the same systems.

The Transformation Platform can be designed to allow different back office systems to be integrated and could be retained or replaced in phases as and when required by the council.

To release the savings & efficiency opportunities identified by the Future Model analysis, an extended / developed technology platform is needed at SSDC. The illustration below shows how the different elements of the council's ICT system could link together, enabling an integrated flow of information to and from the customer.
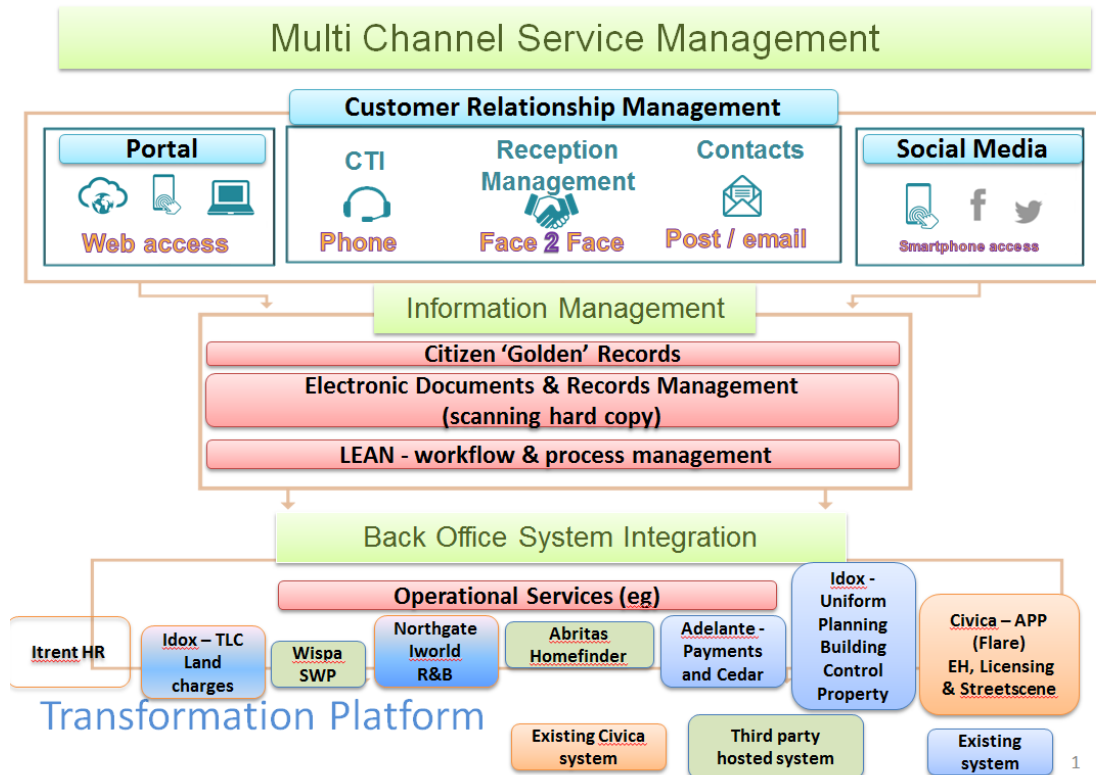
7 Future Model - Flexible Ways of Working

The Future Model promotes innovation in working practices so that staff teams and individuals adapt to meet changes in customer demand.

Transformation aims for an organisation that is designed around the customer, staffed by people who are customer centric in behaviours and attitudes, who use slick and efficient business processes to deliver excellent customer service at lower cost

To deliver these changes, Future Model transformation focusses on;

- **Knowledge and skills.** Investing in the structured transfer of knowledge to enable customer self-serve and effective functioning of customer teams

- **New Future Model roles and structures, career pathways and progression**. Providing clarity about career development and pathway opportunities will become a crucial part of the Future Model and of developing and retaining staff

- **Culture, behaviours and ways of working**. Creating a culture of empowerment, performance management of staff, an open and honest approach, trust and respect, knowing when to ask for help and new approaches to team meetings and team support.

Selecting staff with the right customer centric attitudes, behaviours and willingness to embrace change, empowerment and innovation will make the future model work across all services. This can be achieved by allocating people to new roles through a mix of job matching, self-selection, internal or external recruitment.

8   Benefit Drivers

The section explains **how** the financial and other benefits of transformation are achieved.

Delivering service improvements <u>and</u> releasing savings is the main design challenge for a Transformation programme. Programme design and implementation will focus on the following drivers:

- Remodelling
- Demand management
- Channel shift
- Efficiency

Remodelling

Including agile working, releases capacity in the organisation through the reallocation of work and better workforce practices and creates the bulk of the projected cost reductions through improving productivity. Higher paid specialist staff are focused on strategic and judgement based work rather than rules based processing and case management.

Demand management

Demand management is about a deeper understanding of the causes of demand and how it may be reduced without lowering service standards. Examples include design of letters to help avoid visits or calls to clarify meaning or to give information, earlier interventions to prevent arrears and targeted work to increase payments by direct debit.

Channel shift

Channel shift involves supporting customers to make more use of on-line digital services (self-serve) – which in turn are designed to suit customer preferences and expectations. It is well evidenced that the cost of transactions through a digital / on-line channel are significantly lower than those handled by phone, or face to face. Well-designed public services promote self-help and the empowerment of people – and promoting self-serve online is one aspect of that. The risks of digital exclusion must of course be properly understood and managed.

Efficiency

Technology is used to support and enable the redesign of service delivery to achieve greater efficiency through reduced use of resources. Examples include reductions in duplication of work; speeding up processes through automation; automated services request allocation through workflows; supporting mobile and agile working; data sharing of information and faster access to customer intelligence.

9   Developing the Headline Business Case for an SSDC Future Model

The headline business case for a transformation programme provides an assessment of the potential costs and benefits.

In particular, the business case provides a proof of concept for a customer centric 'Future Model' for SSDC. The business case draws on the experience of local authorities that have successfully transformed their organisations with particular reference to Eastbourne Borough Council and South Hams & West Devon councils, where Future Model design proved to deliver the benefits the councils sought.

The headline business case is based on both a high level strategic review and at a more granular level review of a cross section of SSDC Services

A detailed review of a number of key processes and customer interactions was undertaken, using data supplied by SSDC to specifically identify opportunities for channel shift and technology enabled efficiency. The output from this work has been used to validate some of the assumptions in the high level review.

- A headline **assessment** helped identify the potential for reducing costs and delivering benefits by adopting a new operating model. The assessment reviews current methods and processes against a clear set of benchmarks. This headline assessment was established through a series of 'opportunity workshops' with service representatives in Autumn 2015.

- Using the current staffing structure (FTEs and costs) for SSDC, a **headline activity analysis** mapped current work activity by service type against the Future Model.

- **Analysis of potential efficiency gains** from automation used SSDC service data supplied by high volume contact services in March and Autumn 2015. This work helped to provide a more detailed analysis of high volume contact services, to compare with the overall findings of the council wide headline maturity assessment and activity analysis.

- Learning from representatives of service teams (drawn from the high volumes of contact services) helped to form a better understanding of current needs and opportunities for improved service delivery and customer engagement. Discussions considered the implementation of a new technology platform and promotion of a move towards digital by default (internal processing activities and by customers using services). A workshop specifically for the technical aspects of ICT including the Customers First system was also held.

10   Aligning SSDC with the Future Model: headline financial impact

The summary output from the headline assessment for SSDC is shown below.

Benefit drivers that reflect the Council's opportunities were applied to the 'future modelled' activity, creating a potential FTE cost saving/benefit. This benefit can be realised as a financial saving through headcount reduction or can be reallocated to support the customer focused model. This approach would involve the full remodeling of the Councils structure supported by technology to enable the financial benefits to be realised.

Summary Headline Assessment

Note. The arrows indicate SSDC's current position and help to illustrate the potential opportunities to gain the benefits from the Future Model.

Page 37
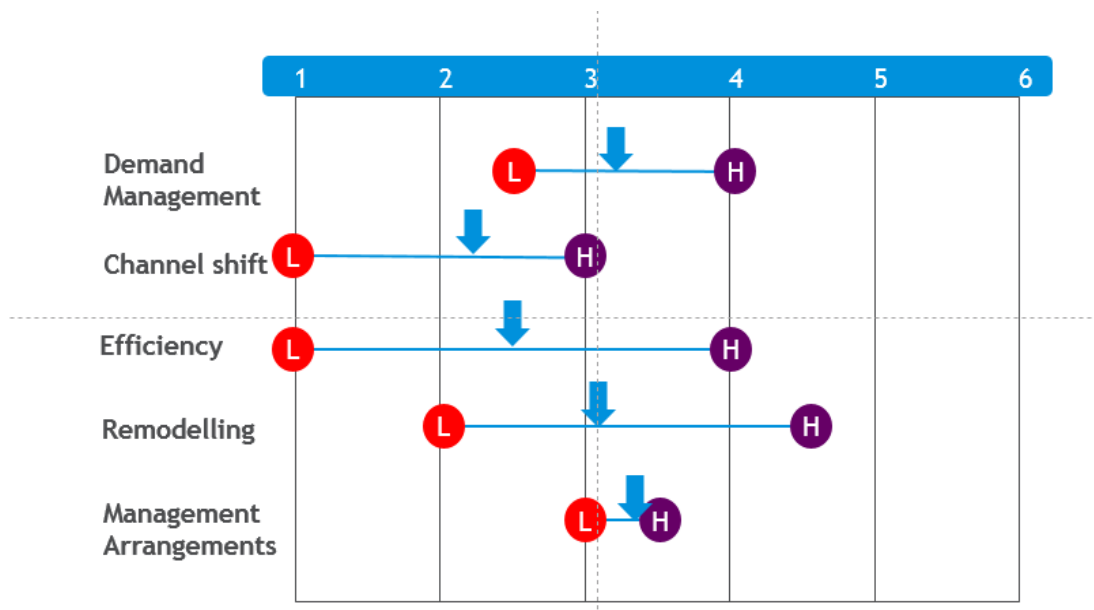
The headline per annum impact of the Future Model at SSDC, set out below, reflects the significant savings that have already been achieved by SSDC from other service based re-design.

SSDC staff lists (FTEs and costs) were used to map work activity by service type that currently takes place against the Future Model activities.

Further refinement of this assessment will be part of the next phase of the programme – a detailed business case and blueprint for the new operating model. At this stage there are a number of assumptions made based on knowledge of other councils, including the type of activities undertaken within the council and the proportion of time spent on each activity. These would need to be tested further at a local level in a detailed business case.

If SSDC were to adopt an approach to transformation similar to Eastbourne and South Hams/West Devon councils, then the savings estimated below could be achieved. These are based on a new structure for SSDC supported and enabled by the implementation of a Transformation technology platform as described in section 6.

- The baseline staff cost in scope is £12.3M (367.7 FTEs).

- The potential annual financial saving is £2.0M (equating to 63.1 FTEs) following full implementation of the model (estimated to be a minimum of 18 months).

- This represents a saving of 16% (17% FTE reduction). This benefit could either be realised directly from a reduction in headcount **or** re-aligned to additional customer/community enabling activity, e.g. locality working initiatives, building self-serve capability or revenue generation activity.

- It is important to note that this level of saving (£2.0m) can only be achieved as a result of large scale remodelling of SSDC's organisational structure and staffing profile.

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The tables below highlight the potential savings available by applying the headline assessments for each driver using the activity analysis. All drivers are interconnected and it would not be reasonable to consider savings projections in isolation.

FTE	Benefit Drivers				FTE to be	FTE Saving	% Saving
	Customer Enabling	Customer Self-Serve	Internal Modelling	Technology or Process Improvement			
367.7	6.6	16.1	23.7	16.7	304.5	63.1	17%
% of savings	10%	26%	38%	26%			

FTE	Benefit Drivers				FTE to be	FTE Saving	% Saving
	Customer Enabling	Customer Self-Serve	Internal Modelling	Technology or Process Improvement			
£12,323,116	£207,508	£429,303	£875,906	£494,069	£10,316,330	£2,006,787	16%
	10%	21%	44%	25%			

This high level analysis applies the FM assessment, principles of design and drivers of benefits using South Somerset data to show that:

- Reduced cost / reduced staffing requirement can be achieved by managing demand to reduce the level of service required by customers – enabling customers through better design of guidance and signposting services and support to do more for themselves.

- Further time (and cost) reductions can be created by 'channel shift' - supporting customers to self-service on-line and reducing council administrative workload and overheads in the process.

- There are efficiency gains from better use of technology to help process work such as designing out non-value adding activity (waste) and manual handling which can be automated from journeys and processes. The headline assessment for efficiency gains makes up 25% of the projected reduction in costs and FTE.

- Remodelling (including agile working) creates the bulk of savings through improving productivity and releasing capacity in the organisation through the reallocation of work, workforce optimisation and better workforce practices. This is achieved through the redesign of job roles and reframing the definition of a 'specialist'. This allows for a shift of work and knowledge closer to the customer by embedding rule based 'knowledge' into processes and scripts and workflows, developing agile working and genuinely customer centric attitudes and behaviours. Remodelling represents 44% of the cost reduction as work is pushed closer to the customer away from higher paid staff. This allows specialists to focus on strategic and judgemental work rather than rules-based processing and case management.

11 SSDC Future Model - Customer, staff and Council related benefits

In addition to the projected annual saving of £2M (and associated non-pay savings and income generation opportunities**)**, a range of potential customer, staff and business related benefits are described below:

Customer related benefits:

- Implementation of the change described in this business case will allow SSDC to have a single view of customers. This single view supports a number of benefits for the customer including more streamlined customer journeys, issues resolved more quickly and fewer hand offs/ touch points
- Greater resilience across services – protecting the front line
- A larger, integrated mobile/locality team highly visible across the community
- Customers will have a wider choice of channels (web (self-serve), phone, SMS, face to face) and will be able to track progress on queries
- Potential for faster processing of applications and cases.

Staff related benefits:

- More flexible and empowered roles
- Senior staff able to focus on those areas that genuinely require their expertise.

Council related benefits:

- Enhanced strategic capacity and capability to support the forward planning of the organisation and the delivery of outcomes through continuous feedback, innovation and improvement.
- The potential to enhance capacity and capability to manage and deliver key corporate projects and corporate plan outcomes.
- Enhanced capability for marketing and targeting of services – potential for income generation
- The benefits of joined up [digital] data (see below)

Joined up data benefits:

The implementation of a Transformation Technology Platform will enable a smoother customer journey and will also improve the data journey by acting as the central information management tool, linking the customer and the various back office systems through systems integration.

- With all incoming and outgoing communication fed through the a digital platform SSDC would have a single system that links all its business specific back office systems, allowing for customer contact data, process information and key records to stored and viewed in one system.

- With each back office system being integrated to a Digital Platform, there is less risk of duplication of records. Records created in the back office system will also be created as a record using data synchronisation.

- Any updates or changes will be made in the back office system and will auto-update the system when next synchronised. Deep, two-way integration will also be delivered enabling further efficiency savings to be realised. With users working on communication and processes from a single Digital Platform, duplicate records will be easier to identify and manage.

- Better customer insight will be gained by utilising a central CRM and linking this contact record to each back office system. SSDC would have a single customer view across all service areas, providing better insight into the types of contact made by our customers and progress of any processes.

- Customer journey processes can either be initiated from CRM contacts and then the back office system updated as part of the process or the process started in the back office system with the record being created through the data synchronisation. Either way, the record (under the specific business application) becomes the central record for all SSDC.

- Better data quality/analysis. The process of obtaining customer data for analysis to support this business case was difficult. Volume data and type of enquiries for phone calls and face to face visits, post and emails across the council is not consistent even if recorded. A single platform facilitates the sharing and analysis of data for social and economic policy evaluation.

- The implementation of corporate EDM & Contact Management systems would provide SSDC with the ability to capture all this data, providing staff, service areas and senior management with a single source for all their reporting needs, including:
  - Process completion against set service level agreements
  - Real-time overviews of current workloads
  - Analysis of demand management
  - Identifying trends
  - Data on all methods of communication

- Sharing Data - Providing there are built in, adaptable integration points and robust system security, SSDC could enable external partner access to certain data and documentation as well as providing a system that could be easily be deployed by other Councils under a single operating platform.

- Transparency - In principle all data held and managed by local authorities should be made available unless there are specific exclusions (e.g. protecting vulnerable people or personal, commercial and operational considerations). The requirements of transparency and regulations such as the Freedom of Information Act can be met more efficiently with an integrated platform.

12 SSDC Future Model - Headline Costs and Return on Investment

The overall cost including provision for the potential cost of redundancies is estimated to be within £4.7million. This includes the cost of the technology platform, the organisational change programme itself, and allowances for backfilling internal project team roles, a contingency sum and provision for the potential costs of redundancy.

The costs include capital and revenue spend. Software purchases and the implementation of that software can be financed through capital receipts.

The expected revenue costs are £3,388,000 including a provision for redundancy costs of £2,400,000. The provision for the associated costs of redundancy payments have been established by the HR manager and Assistant Director (Finance) using averages for the current workforce profile as a whole. A more detailed assessment will be developed during the lifetime of the programme. Workforce planning is a critical management strategy and given the consequences of a reduced budget the provision for redundancy is a financial risk of any alternative approach to addressing the budget deficit.

A fuller ICT assessment is already underway based on the indicative technology requirement. This will be completed to inform the programme board of the reviewed requirements specification and preferred procurement route. At this stage a provision of £100,000 to support third party systems integration has been included in the headline programme budget.

The headline costs do **not** include the costs of additional hardware / accommodation to support agile & mobile working. Provisions for additional hardware e.g. mobile (agile) working devices, or establishing / decommissioning accommodation may be required once a detailed blueprinting exercise has been completed. Existing budgets for a range of internal supplies and services may present an opportunity to realign budgets to the new ways of working.

The projected savings of £2m (set out in section 10) are also subject to how the Council decides to release the savings generated.

In assessing the conclusion of the headline business case, consideration should also be made for the additional undefined and / or indirect savings that would accrue as a result of the change including:

- Accommodation and other non-pay savings – supplies and services, travel etc.
- Income generation from new business areas, customer insight and web based marketing, made possible by the new operating model and technology platform
- Back office rationalisation (ie ICT systems)
- More effective collaboration with the voluntary sector, other public services and the private sector

Based on the anticipated financial costs and benefits of this headline business case the expected payback for the Transformation Programme is 2 years and 4 months from procurement.

13 Looking Ahead: Transformation Programme design and implementation

Experience of implementing the Transformation Model at both Eastbourne and South Hams & West Devon Councils has produced a robust project approach – which involves a number of project work streams running simultaneously to deliver the change programme.

These will include:

- **Organisational Design and People** focussing on the management of change in the organisation. In particular this would include the definition of detailed role and people specifications, consultation, recruitment into roles, preparation for people in role – including training, cultural change and performance management. This work stream will also focus on the customer – engaging with customers in detailed design, the development of a portfolio of projects and interventions for enabling (demand management), channel shift strategy and management, and the engagement of community in change.

- **Technology** focussing on the detailed design of customer journeys and processes and the implementation of technology to support those journeys and processes. The business case is assuming that the organisation will use template prompts, diagnostics and processes as a basis for implementation. In this case the task will be to adapt these templates to the local needs with minimal modification. This may become a significant change management challenge.

- **Transition (Programme Management)** - focussing on the overall management of the programme and in particular on developing and maintaining the business case, the target Operating Model, the management of benefit delivery, transition management and communications. Any property related changes will be managed in this stream although it is expected that there will be a separate project to manage major changes in property and infrastructure.

- **Support Services establishing** the new requirements for corporate and support services, and aligning current systems to the new ways of working to support delivery and custom

Appendix 1: Estimated Transformation Costs

The tables below shows a breakdown of estimated costs and savings, the timings are indicative and depend on procurement.

Capital

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Software, connectors, and implementation including programme team and backfilling	303,250	606,500	303,250	-	-	**1,213,000**
Contingency	25,325	50,650	25,325			**101,300**
Total Capital Costs	**328,575**	**657,150**	**328,575**	**-**	**-**	**1,314,300**

Ongoing Revenue

Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Totals £
Ongoing costs e.g. support and maintenance		59,975	59,975	59,975	59,975	**239,900**

Once-Off Revenue

Item	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
Training, organisational change management consultancy, internal programme team and backfilling	170,000	340,000	170,000			**680,000**
Contingency	17,000	34,000	17,000			**68,000**
Once-off Programme Revenue Costs	**187,000**	**374,000**	**187,000**	**-**	**-**	**748,000**
Total Once-off and Ongoing Programme Costs	**187,000**	**433,975**	**246,975**	**59,975**	**59,975**	**987,900**

Item	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
Allowance for redundancy costs (Note 2)		1,200,000	1,200,000			**2,400,000**
Total Once–off Revenue Costs	**187,000**	**1,574,000**	**1,387,000**	**-**	**-**	**3,148,000**

Total all Revenue Costs	187,000	1,633,975	1446,975	59,975	59,975	3,387,900

Total Capital and Revenue Costs	515,575	2,291,125	1,775,550	59,975	59,975	4,702,200

Salary Savings (Note3)		1,000,000	1,000,000	-	-	2,000,000

Note 1 – The headline business case does not include any alterations to Brympton Way

Note 2 – An allowance of £38,000 has been made for each redundancy. It is expected that there will be some natural turnover that will reduce this figure. However, it is important that sufficient funds are set aside to cover redundancy costs and avoid any in year adverse budget impact.

Note 3 – These figures have been cross referenced for reasonableness to the savings made by South Hams and West Devon Councils

Agenda Item 8

Report of Executive Decisions

Lead Officer: *Angela Cox, Democratic Services Manager*
Contact Details: *angela.cox@southsomerset.gov.uk or (01935) 462148*

This report is submitted for information and summarises decisions taken by the District Executive and Portfolio Holders since the last meeting of Council. The decisions are set out in the attached Appendix.

A meeting of the District Executive was held on 3rd March 2016.

Members are invited to ask any questions of the Portfolio Holders.

Background Papers

All Published

Ric Pallister, Leader of the Council
Angela Cox, Democratic Services Manager
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Appendix

Portfolio	Subject	Decision	Taken By	Date
Leader, Strategy and Policy	SSDC Transformation Programme	District Executive recommended Full Council to: i. Accept the Headline Business Case for Transformation, attached in Appendix A including the vision and principles for transformation and note the headline risks, and equality impact assessment included in this report. ii. Agree the Transformation Programme governance arrangements as set out in section 6 of this report. iii. Delegate authority to deliver the Programme to the Leader of the Council with the approval of the Programme Board. iv. Approve that savings of £2,000,000 be added to the Medium Term Financial Plan for 2017/18 and 2018/19. v. Approve that £59,975 for ongoing software maintenance costs is added to the Medium Term Financial Plan as an ongoing commitment from 2017/18. vi. Approve that the £394,000 currently held in the Voluntary Redundancy Reserve is transferred to a new Transformation Reserve to fund this programme. vii. Allocate £1,314,300 from capital receipts set aside in the budget for transformation to fund for this programme. viii. Agree that the further revenue cost of £2,754,000 is funded from the Revenue Support Reserve.	District Executive	03/03/16
Strategy and Policy Environment and Economic Development Leisure and Culture	District-wide Voluntary Sector Grants 2016/17	District Executive: 1. approved the proposed funding for 2016/17, for the organisations numbered 3 to 5 in Table 1 (Access for All £8,000, Somerset Rural Youth Project £8,000, Actiontrack Performance Company £2,000, Take Art £10,500, Somerset Art Works £3,500, Somerset Film £2,000) 2. noted that 2016/17 funding for Citizens Advice South Somerset and South Somerset Voluntary and Community Action were subject to separate reports following reviews commissioned by the Portfolio Holder. In both cases District Executive recommended a further 12 month funding at the 2015/16 level.	District Executive	03/03/16

Strategy and Policy	Quarterly Performance and Complaints Monitoring Report – 3rd Quarter 2015/16	District Executive noted the corporate performance monitoring report.	District Executive	03/03/16
Finance & Legal Services	Proposed amendments to the Business Rates Discretionary Rate Relief Policy	District Executive: (a) Approved the amended Discretionary Rate Relief Policy (DRRP) which will come into effect on 1 April 2016; (b) Noted the DRRP Overview and Scrutiny Committee Task and Finish Group have considered and support the proposed amendments.	District Executive	03/03/16
Finance and legal Services Strategic Planning (Place Making)	SSDC Response to New Homes Bonus Consultation	District Executive approved the response to the DCLG Consultation on New Homes Bonus attached at Appendix A.	District Executive	03/03/16
Strategy and Policy	Consent for disposal of a property in Long Sutton by Yarlington Housing Group	The Portfolio Holder for Strategy and Policy has agreed to advise Yarlington Housing Group that in the light of the views of the elected member for the ward, SSDC does not support their proposed disposal of number 20, Langport Road, Long Sutton.	Portfolio Holder	04/03/16
Strategy and Policy	Affordable Housing development Programme: Chard Working Men's Club	The Portfolio Holder for Strategy and Policy has agreed to approve the allocation of £6,544.28 grant subsidy to Stonewater Housing Association towards the overall refurbishment costs of the former Chard Working Men's Club building.	Portfolio Holder	04/03/16

Audit Committee

This report summarises the items considered by the Audit Committee on 25 February 2016.

Certification of Claims Report

David Johnson, Audit Manager at Grant Thornton, presented the report from the external auditors on their findings from the signing off of the Housing Benefit Subsidy claim 2014/15. He referred to the errors as detailed in Appendix A and noted that although the errors were very small they had to be reported.

The Assistant Director noted that unfortunately there would always be an element of human error, but each year improvements were made, and overall the result was a good one.

Members were content to note the report.

Treasury Management Performance to December 2015

The Principal Accountant (Exchequer) presented the report which reviewed the treasury management activity and performance against Prudential Indicators for the nine months ended 31 December 2015.

She noted an update had been received from Arlington Close, which advised they predicted no interest rate rise until September 2018. During a short discussion the Principal Accountant responded to points of detail and clarified that:
- Point 12 – future reports would include the number of units held in the property fund.
- Point 20 – the sentence should read that the overall estimate for capital expenditure has decreased, and not increased as printed in the agenda.

In response to a query, the Assistant Director explained in more detail the ceiling referred to in point 35, and that it was an ability to borrow funds if needed.

Members were content to note the Treasury Management Activity and position of the individual prudential indicators.

2015/16 SWAP Internal Audit Quarter 3 Update Report

The Assistant Director (South West Audit Partnership – SWAP) presented the report as detailed in the agenda and highlighted some points including:

- The progress of operation audits.
- No special reviews or investigations had been undertaken.
- Updated that an Audit of Property Services, as detailed near the end of appendix B, had now been started.

The Assistant Director (Finance and Corporate Services) also advised that two audits had been removed from the plan:

- Lean Thinking Benefit Realisation – it was no longer felt appropriate to continue with this Audit as the authority was moving towards transformation.

- Leisure Centre / Hub Contract Compliance – as there was no longer a contract with The Hub.

The Assistant Directors noted the training session mentioned at the end of the covering report would be deferred to the next meeting as it was felt it would be more beneficial to do so when looking at the new Internal Audit Plan for 2016/17.

Members were content to note the progress made on the 2015/16 Annual Internal Audit Plan.

Councillor Derek Yeomans
Chairman of Audit Committee

Scrutiny Committee

At their meeting on 1 March 2016, members of Scrutiny Committee considered the following items:

Reports to be considered by District Executive on 3rd March 2016

The Scrutiny Committee considered the reports contained in the District Executive Agenda for the 3rd March 2016 and made the following comments:

Yeovil District Hospital report

- Members noted that the reports refer to the problems YDH have encountered since introducing the ANPR parking arrangements and suggested that SSDC bears these in mind when considering implementing similar arrangements.

Transformation Programme

- Members commented on how useful they had found the briefing sessions on this topic. As this represents such a major project for SSDC, Scrutiny felt it was important all members fully understand the decision they are being asked to take and requested that a further session is offered to members between 4 and 6 pm on Thursday 17th March.

- Members noted that this is a complex issue but suggested that a more 'plain English' document is produced prior to Full Council in March to ensure that the key messages are clearly communicated and understood.

- Members sought clarification as to how the Transformation Programme fits with the Strategic Alliance as discussed recently at Full Council and noted the Strategic Director's response closer working with other authorities (including Sedgemoor) in the future will not be dependent on having the same technological systems in place. We would have the same front end – Customer Relationship Management System (CRM) with specific connectivity software between the CRM system and the various back office systems such as Northgate and Uniform.

- Members discussed the governance arrangements should the decision be made to proceed with Transformation and were told that the Programme Board (which will be cross party) would report periodically to DX and there Scrutiny would be able to consider those reports in the normal way.

- It was noted that all expenditure associated with the Transformation Programme would be subject to the usual Financial Procedure and Procurement Rules and that there would be a considerable period of time before services and hardware would be procured as consultation work is undertaken.

- The Transformation Portfolio Holder will lead sessions to identify what members want in terms of service provision and then the shape and form of the structure will be considered.

- Members were informed that whilst the 'Lean Programme' as a separate entity would cease upon the adoption of the Transformation Programme, Lean is essentially a Business Process Re-engineering process and the principles will continue within Transformation although will be applied across the authority rather than on a service

by service basis. All processes would have to be looked at again with a view to utilising technology to achieve efficiencies and reduce duplication.

- Members were re-assured that although within transformation there will be a specific focus on enabling customers to do more via self-service 24/7, the provision of face to face contact and speaking to people over the phone would remain.

- Members were pleased to note that lessons were being learnt from those further down the Transformation route than us and this learning had been reflected in the business case to date and will be in all future work. In particular members noted that CIVICA had already been invited into to SSDC to assess out current platforms to avoid the risk of being told later on that our current systems require further investment prior to commencing Transformation.

- Members sought re-assurance of how the risk of IT failures could be effectively minimised. Officers confirmed they are learning the lessons from other authorities, that substantial assessment work will be done in advance and the legal team will be involved to tie down contracts when looking to procure a service, software and hardware etc.

- Members asked what the timescales are and when the redundancies would come into effect. The Strategic Director and Leader and Portfolio Holder for Transformation explained:

  o The figures provided were all based on worst case scenario.

  o As an average there is 5% natural wastage each year (although we may have to advertise external for specific skills related posts).

  o SSDC is very good at enabling staff to change direction and redirect into areas where greater resource is required.

  o If we can increase our income and utilise the existing staff skills to do this, this may prevent the need for such significant savings.

  o Potential opportunities with the ring-fenced arrangement with Sedgemoor.

  o Applications for voluntary redundancies will be considered

  o Any redundancies will be phased

District Wide Voluntary Sector Grants

- Members noted that the work of the voluntary sector groups mentioned in the report added great value to the work of SSDC, especially in terms of the Health and Wellbeing of our communities.
- Regarding the Somerset Rural Youth Project, members asked for further information as it appears some of the current SLA Targets are not being met, in particular regarding increasing young people's contribution to community regeneration projects in rural areas.

<u>Quarterly Performance Report</u>

Members noted the explanation that there had been an increase in the number of complaints within Arts and Leisure because the service had been successful in engaging with more customers, hence an increase in complaints – although the majority of complaints were successfully resolved at stage one.

<u>Proposed Amendments to NNDR</u>

No comments – members noted the report, noting the detailed work of the Task and Finish Group on this matter.

<u>SSDC Response to New Homes Bonus Consultation</u>

Members felt this was a very detailed and thorough response and thanked officers for their work on this.

Task and Finish Reviews

<u>Journey of Exploration</u>
The first phase of the Task and Finish work regarding the Journey of Exploration has now been completed with a report submitted to February Full Council. As the implementation of the Solo Business case progresses, the Task and Finish Group will be retained albeit with an amended focus. The membership and Terms of Reference of the group will be revisited in due course.

<u>Homefinder Somerset</u>
The first meeting of the Task and Finish Group established to review the significance placed on 'local connection' with the Home Finder Somerset Allocation policy has been held with another due to take place in April.

<u>Consent for disposal / Rural Lettings Policy</u>
Following on from the consideration of the Call-in at the January Scrutiny meeting, all members have been invited to put their names forward for the Task and Finish Group that is to be established to review our current policy for consenting to the disposal of affordable homes previously owned by SSDC – the review will also encompass a review of some elements of the Rural Lettings policy.

Task and Finish Groups would soon be commencing work to monitor the Council Tax Reduction Scheme and to review the Housing Benefit Discretionary Housing Payment Policy; invitations to participate in these will be circulated to members in due course.

Scrutiny Committee requested that a Scoping paper come forward to the next meeting outlining proposals for a review to better understand the role and work of the Community Council for Somerset. It is hoped undertaking this review will identify any areas of potential duplication with the work of SSVCA and SSDC and where communication across the organisations could be improved to benefit the community.

Scrutiny Committee encourages all members to participate in Task and Finish work; it provides an excellent opportunity for members to review an area of work in detail, work with officers and help formulate recommendations for the creation and amendment of policy and

working practice. All Task and Finish groups agree their own scope, project plan and meeting timetable to best suit the group, so should be able to work around existing commitments.

Councillor Sue Steele
Chairman of Scrutiny Committee

Questions under Procedure Rule 10

The following question has been submitted by Councillor Mike Beech:

Regarding planning application 15/04331/S73 in Somerton, can we have an explanation as to why there is a £40,273 S.106 contribution towards a new studio theatre at the Octagon or towards the stage refit at the Westlands entertainment complex given that as far as we know no contracts had at that time been signed regarding Westlands?

Agenda Item 13

Date of Next Meeting

Members are asked to note that the reserve meeting date in April will need to be engaged. Therefore the next meeting of the Full Council will take place on **Thursday, 21st April 2016** in the Council Chamber, Council Offices, Brympton Way, Yeovil **commencing at 7.30 p.m.**