

## Appendix A

### Shared Services Project Definition Documents

# Shared Services Project Definition Document

## Workstream 1

### Finance, Procurement, Audit and Review

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Finance, procurement, audit and review**

**Document Version No:**

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**Document Ref:**

**Author:**

[Redacted]

**Date:**

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### **Document History**

| <b>Revision Date</b> | <b>Version Issued</b> | <b>Joint project leader/project leader sign-off</b> |
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| <b>Joint project leader/project leader</b> | <b>Project team</b> |
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## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

Services covered by this project are audit, governance and risk management: financial services of accountancy, insurance, cashiering, debtors and creditors: and procurement.

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

### 3.1. Description of current service delivery arrangements

**Section 151 officer** is one of three statutory officers, the others being the Head of Paid Service and the Monitoring Officer. The S151 officer is the senior finance officer, and:

is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest;

must be actively involved in, and able to bring influence to bear on all material business decisions, to ensure that the immediate and longer term implications, opportunities and risks are fully considered, and consistent with the financial strategy; and

must lead the promotion and delivery of good financial management throughout the organisation, so that public money is safeguarded at all times, and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the S151 officer

:

must be professionally qualified and suitably experienced; and

must lead and direct a finance function that is resourced to be fit for purpose and appropriately developed.

Both councils recognise the importance of this position with SSDC placing responsibility is at Assistant Director level and at EDDC with a Strategic Director. Both position report direct to the CX.

As separate entities it will be for each council to manage and review their governance arrangements and determine whether it is in their best interests to retain this position, or to place responsibility with a joint officer, and if so at what stage.

The Authorities will also have to set up, manage and monitor joint arrangements of the partnership. Again this could either be managed through a shared position or separately by each council

### **Audit**

The requirement for an Internal Audit function stems from Section 151 of the Local Government Act 1972 which requires that local authorities “make arrangements for the proper administration for their financial affairs”. The Accounts and Audit Regulations 1996 more specifically require that “a relevant body shall maintain an adequate and effective system of Internal Audit of their accounting records and control systems”.

### **SSDC**

The Audit function is undertaken by the South West Audit Partnership, an organisation hosted by the Council and one which provides a similar service to 9 further authorities including two county councils. Governance is shared between the three statutory officers (Head of Paid Service, Monitoring Officer and S151 Officer). Net cost £156,500.

### **EDDC**

The Audit & Corporate Governance Service is currently delivered by one team and has an establishment of 1 principal auditor, 1 part-time principal auditor and 2 senior auditors (which could be trainee auditors rising to senior auditors over time) with management and supervisory support from the Audit & Governance Manager. There are currently 3 vacant posts.

The Service has two distinct work plans, one relates to the Internal Audit function and the other to the Corporate Governance function. Service currently delivered by an in-house team supplemented by qualified agency staff and contracts with Exeter City Council and a specialist computer auditor. Net cost for both work streams £146,220.

### **Financial services**

The title covers a range of activities which are capable of being grouped with similar functions to form a number of small units. For the purpose of this exercise, and not as a preference, the teams cover:

- 1) Accountancy, treasury management, system administration and insurance
- 2) Cashiering, debtors and creditors
- 3) Procurement

### SSDC

- 1) Accountancy, treasury management, system administration and insurance, reconciliations for Revenues and Benefits, overseeing asset management, DSO financial administration, and insurance (10.8 FTE) – preparation and monitoring of, and reporting on budgetary performance. Completion of annual statement of accounts, statistical returns, and government grants. Administration of accounting system and insurance policies/claims. In-house short and medium term investment of the Councils significant surplus cash reserves and borrowing requirements. Host to SWAP and Joint Burial Committee. Net cost excluding treasury management income £490,942.
- 2) Cashiering, debtors and creditors (7.7 FTE) – Cashiering is a back office function as cash machines are provided for use by the public. All transactions through the web, post office, bank, card payments are processed by the team. Lead on VAT. Debtors and creditors are managed through the team but most departments input and authorise their own creditors and part of the process of producing invoices. A contractor is employed to manage the transporting of cash. Net cost £ 226,220
- 3) Procurement and risk management (2.6 FTE) – Procurement and risk management is managed through this team and some of our contracts (eg stationery, telephones and photocopying). The Procurement Strategy has recently been updated and awaits member approval. The manager has set up a Procurement Board of key procuring managers and also manages the contracts register. The team also oversee procurement cards, leased cars, PC replacement, furniture replacement, the catering facility and controlled stationery. The team keeps the overall contracts register and manages the risk register. The Procurement and Risk Manager provides training on risk and reports regularly to the Audit Committee Risk and procurement information will be held together on the same system (Ten). Net cost £106,730.

### EDDC

- 1) Accountancy, treasury management, system administration and insurance (6 FTE) – similar to responsibilities performed by the SSDC team other than in respect of treasury management where responsibility for handling the majority of the council's cash reserves are placed with an external fund manager (cost £55k) and functions associated with the Housing Revenue Account. Net cost £296,690.

- 2) Cashiering, debtors, creditors and concessionary fare scheme administration (7.6 FTE) – invoicing and recovery of sundry debts. Payment of creditor invoices and other sums owed by the Council. Daily processing of income receipts paid direct to bank, through the post, across the counter, via the council's website, over the phone and the BACs arrangement. The team are also responsible for the administration of the free bus travel scheme, including the issue and management of bus passes, till March 2011 (1FTE). A contractor is employed to collect, count and bank cash from car park machines. Net cost £221,990.
- 3) Procurement (1FTE) – a strategic position with the officer providing guidance and support to service spending officers on such matters as framework agreements, EU regulations and financial/contract regulations. Maintenance of a central contracts register. Working with neighbouring authority and the Devon Procurement Partnership on joint initiatives/contracts. Deliver efficiency savings through smarter procurement. Net cost £24,790.

### **3.2. Service delivery options with benefit/costs for each option**

The common nature of the services outlined above suggests that they could be shared across the two organisations. There are however a number of issues that need to be considered and a resolution of these will influence any decision on the extent of share management and partnership working.

Both Councils have established sound corporate governance arrangements and have the capacity to maintain high quality services and to deliver improvement. At a time of financial uncertainty, forcing councils to consider the advantages that might be achieved through joint working, each Authority might wish to maintain, at this initial stage of the partnership, their own S151 officer. Such a decision would not however prevent a different position being adopted once that relationship had matured and a better understanding gained of the financial costs and benefits.

Following the above theme both organisations will remain as separate sovereign entities and as such will retain their distinct financial regimes and the responsibility for managing the risks inherent within them. In addition to the S151 role careful consideration therefore needs to be given to the delivery of internal audit services and that of strategic financial planning/advice.

A decision to maintain separate finance and/or audit teams to serve each council would not rule out the appointment of joint managers/service providers or the combining of operational functions such as creditor payments, debt collection, cashiering, treasury management, insurance administration etc. With regard to the latter functions the size of the teams would however suggest there is little scope to make staff savings other than at management level (in addition see comment below re investment in ICT). In addition to this it may be difficult in terms of accountability to report to two separate managers.

On the assumption Council will want to retain a separate internal audit service it would be appropriate to consider the advantages which would result from also being a member of the SWAP, who presently provide SSDC's internal audit service.

Again with procurement there is obvious merit in the 2 councils pooling resources on joint initiatives, in addition to working closely with other local and regional partnerships, but possibly little to be gained in locating officers to one site.

The investment and reliance on corporate financial ICT systems by the two Councils will also have a bearing on any decision to merge teams. Here benefits that might be achieved from merging relatively small officer teams would need to be balanced against the cost and operational impact of moving to a common shared computer application.

Both authorities use Cedar but have different versions. Either can be set up to meet the requirements of both councils but this would mean negotiating a price with the system provider. The closer the authorities work together, the more services that are shared between them then the stronger the argument for moving to a shared system.

The current position is set out below:

|                  | SSDC     | EDDC                   |
|------------------|----------|------------------------|
| Accounting       | Cedar E5 | Cedar efinancials v3.4 |
| Debtors          | Cedar E5 | Cedar efinancials v3.4 |
| Creditors        | Cedar E5 | Cedar efinancials v3.4 |
| Cash receipting  | in-house | Capita                 |
| Asset management | in-house | IPF                    |

| Potential changes<br><i>(systems, shared managers, shared teams, shared technology for example)</i> | Potential benefits and savings                                                                                    | Potential costs                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| One S151 officer to service both councils                                                           | Between £92k and £109k shared                                                                                     | This would be dependent upon the role of the new job and what happens to areas of responsibility currently held by post holders. Redundancy costs a possibility |
| Shared Head of Service/Assistant Director                                                           | Between £75k and £92k shared                                                                                      | Alternative to above. Again possibility of redundancy costs. It could also leave SSDC without a S151 officer                                                    |
| Shared financial services manager                                                                   | Benefits of sharing expertise, skills and knowledge. This would be a saving to SSDC of £26.6k (picked up by EDDC) | Could leave SSDC with a capacity issue but this could be managed within the overall structure                                                                   |

|                                                                                   |                                                                                                                                                     |                                                                                                                                  |
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| A combination of the above!!                                                      |                                                                                                                                                     |                                                                                                                                  |
| Shared operational manager for debtors, creditors, cashiering and other functions | In relatively small teams sharing a 'hands on' manager will have an impact on capacity unless financial systems are also shared                     | Back filling to maintain capacity.<br>Cost of moving to a common suite of systems.<br>Accountability in reporting to 2 managers. |
| Shared financial system                                                           | This should be a longer term ambition should the councils merge service teams. Savings in license fees, financial services staff etc not quantified | Capital cost of transition                                                                                                       |
| Joint working on procurement                                                      | Saving achieved by joint procurement and possibly by combining the team.                                                                            | Transferring responsibility for functions currently grouped with procurement could have cost in SSDC                             |
| Joint working on risk management                                                  |                                                                                                                                                     | Shared ict?                                                                                                                      |
| Joint procurement                                                                 | Options within the service which merit further consideration include bulk cash handling and insurance.                                              |                                                                                                                                  |
| Audit                                                                             | Potential to undertake joint audits, particularly where service delivery is shared.                                                                 | Potential higher costs of audit in initial years of partnership as both councils come to terms with the new relationship         |

### Recommendations

**That Finance remains separate initially to ensure that the financial interests of both authorities are met.**

**That EDDC explore further the joining of the SWAP partnership – this should lead to an eventual reduction in audit days paid for by both authorities.**

**That joint procurement is pursued with a joint saving target**

### 3.3. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

ICT – combining services would be most effective where a common financial system is adopted. The setting up and migration of data would be drain on internal finance and ICT resources, with back filling of posts an option plus costs imposed by system providers.

Legal – resources required to develop contractual agreements etc.

Audit – requirement to overview client and partnership arrangements in addition to the role of key officers

HR – terms and conditions, contracts of employment, JE (?), TUPE etc for shared services

Risks – continuing requirement on both authorities to maintain good governance, to deliver balanced budgets, unqualified Statement of accounts and other services to clients during the period of transition.

#### **4. RISKS AND ISSUES**

*Identify the key risks in the project.*

Reduction in capacity at senior/middle manager level through sharing posts

Loss of dedicated on-site staff were teams to be relocated

Savings not realised as cost of transferring to a shared suite of ICT systems increase above that budgetted for

#### **Finance**

**The figures contained above, referring to the budgetted cost of services for 2010-11, have not been prepared on a like for like basis accordingly they must be used with caution. Should there be a requirement to prepare detailed business cases for all or some of the services identified then an appropriate exercise will be undertaken to reconcile these differences.**

# Shared Services Project Definition Document

## Workstream 2

Human Resources (inc Learning and Development; Payroll Services;  
Communications and Marketing)

# Shared Services PROJECT DEFINITION

## BACKGROUND

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Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

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**Work stream Title: Human Resources/Communications****Document Version No:**

Version 1.0

**Document Ref: KJ/IC****Author:**

[Redacted]

**Date:**

11 May 2010

**Document History**

| <i>Revision Date</i> | <i>Version Issued</i> | <i>Joint project leader/project leader sign-off</i> |
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## 1. OBJECTIVES OF THE PROJECT

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Options are likely to include:

- a) A joint manager and a single team
- b) One manager supervising two separate teams
- c) Separate managers running two separate teams
- d) Alternative option reflecting existing contractual commitments or other considerations.

## 2. PROJECT SCOPE

The scope of this document includes Payroll Services, Learning and Development, Human Resources and Workplace nursery. It also includes Communications both internal and external.

Out of scope is Member Development.

## 3. INFORMATION & BUSINESS CASE

### 3.1. Description of current service delivery arrangements for SSDC and EDDC

#### Communication

EDDC has two officers involved in communication at a combined 1.7 FTE. SSDC has a communication officer post 1 FTE. It is considered that given the likely workload in this area that there is no scope to produce savings.

#### Human Resources, Learning and Development and Payroll Services

##### South Somerset District Council

HR, Payroll and Learning and Development are currently a service within the Legal and Corporate Services Directorate led by a Service Manager.

1. **Payroll Services (2 FTE)** - payroll services to the Council and South West Audit partnership includes benefits administration for salary sacrifice schemes such as bike scheme, child care vouchers and Local Government Pension Scheme.
2. **Human Resources (4.89 FTE\*)** – employee relations, restructure and redundancy, TUPE; policy development; manager support and advice; handling disciplinary, grievance and complex absence cases; supporting recruitment; processing all employee contracts and contract changes, workforce planning. Includes HR services to South West Audit partnership.
3. **Learning and Development (0.5 FTE)** – co-ordination of corporate training plan delivery, work experience, summer placements, induction programme.

The total staffing budget for Human Resources, Learning and Development and Payroll Services is circa £261k.

\*With low recruitment activity opportunities have been taken over the past year to reduce staffing by approximately 1 FTE on stated figure through reducing number of hours backfilled.

**Workplace Nursery** –though part of the HR Service it has not been considered as part of this report.

For the current SSDC structure please see **Appendix One**

## **East Devon District Council**

Human Resources, Learning and Development and Payroll Services are part of Organisational Development. The Organisational Development Service is currently delivered by four key teams led by the Head of Organisational Development:

1. **Payroll Services (3 FTE)** – payroll services to the Council and Leisure East Devon; benefits administration for salary sacrifice schemes such as bike scheme, child care vouchers and Local Government Pension Scheme. The team will be reduced to 2 FTE with effect from April 2011 due to loss of Leisure East Devon payroll.
2. **Human Resources (3.37FTE)** – consultation and negotiation with UNISON, restructure and redundancy, TUPE; policy development; manager support and advice; handling disciplinary, grievance and complex absence cases; supporting recruitment; processing all employee contracts and contract changes.
3. **Learning and Development (2.08FTE)** – corporate training delivery; well being activities including Happy Healthy Here week and Happy Healthy Here audits; co-ordination of apprenticeship scheme and corporate National Vocational Qualifications.
4. **Communications and Improvement Team (5.3 FTE)** - This comprises co-ordination of the CAA inspection regime and the performance management framework; internal and external communications; community engagement; funding advice; data protection compliance; freedom of information requests; complaints and performance monitoring.

The total staffing budget for Human Resources, Learning and Development and Payroll Services is circa £335k (this includes the Head of Organisational Development post and on costs)

For the current EDDC structure please see **Appendix Two**.

A number of proposals have been made to the Rationalisation Panel at East Devon District Council in relation to the Learning and Development and Human Resources functions.

These are:

- a) Options to reduce this team by 0.89 FTE have been made to the Rationalisation Panel – this would effectively delete the post of HR Support Officer.
  
- b) Options for Learning and Development presented to the Rationalisation Panel include:
  - Deletion of the Learning and Development Manager post
  - Deletion of the part time Learning and Development Officer post
  - Outsourcing training to an existing partnership which is operating between a number of councils in Devon

These options represent potential savings in region of £70k salary costs.

Options to the Rationalisation Panel also include the sharing of the Learning and Development Manager post which internalises some of SSDC spend on Learning and Development and shares the cost of this post.

### **3.2. Service delivery options with benefit/costs for each option**

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

The longer term vision for Human Resources, Payroll Services and Learning and Development is that these would be shared services across the two organisations.

It is possible that these services could fit within a wider service or directorate to form an Organisational Development function including one or more of the following equalities, organisational performance and improvement, business change (lean or systems thinking), Health and Safety and Member Development.

It envisaged that longer term Human Resources, Payroll and Learning and Development could be shared services across both Councils and led by a single manager at the appropriate level. This means that it fits with model a) as outlined in point 1 of this paper. However, this will not mean the sharing of all posts due to geographical distance and small number of staff involved. A proposed shared structure is attached in **Appendix Three**. The speed of achieving a fully shared service will to a significant extent be driven by the implementation of a shared HR and Payroll system.

It is hoped that the service can be streamlined and automated as far as possible to ensure self service for transactional activities reducing the burden of paperwork on managers wherever possible. The ideal scenario would be the upgrade of the HR/Payroll system to the i Trent version by 2013. This would allow the system to be hosted by one site and facilitate the sharing of the payroll team.

Ultimately the service can be shared but to support the transformation programme as a whole, it is considered that interim management arrangements will be necessary. The learning from other Councils which have experienced similar change programmes highlights the need to have sufficient capacity within the support functions to facilitate large scale organisational change. This capacity is particularly necessary within Human Resources as

this team will need to effect its own change whilst supporting the organisation through restructure, harmonisation of terms and conditions, policies, pay and grading structures as well as other key people processes (performance management and cultural initiatives.)

On this basis it is anticipated that the current management arrangements will be required for the transitional period to ensure a strong HR presence in both organisations. It is anticipated though that through some synergy savings such as combined policy development, the current combined FTE could be reduced from April 2011 to 1.6 FTE from the present 2 FTE to start the process of making savings.

In 2012, the roles should be reviewed again to assess the then organisational requirements based on progress and the extent of integration that has taken place. Once there is a high level of integration, it is envisaged that the role would be reduced to 1 FTE.

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i> | <b>Potential benefits and savings</b>                                                                                                                                                                                                                 | <b>Date saving achieved</b> | <b>Potential costs</b>                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HR Management capacity could be reduced from 2 FTE to 1.6 FTE from April 2011.                             | Savings would be in the region of £25k                                                                                                                                                                                                                | From April 2011.            |                                                                                                                                                                                                               |
| Shared Payroll Team and shared HR/Payroll System                                                           | Staff savings with a shared payroll team = circa £30k (savings achieved through shared Payroll Manager post)<br><br>Some small technological savings achieved through hosting TRENT at one site or the other.<br>Shared rental of system - circa £5k. | From 2013                   | Need to upgrade TRENT to allow one site or the other to host the system. The upgrade path will cost in the region of £47k plus additional consultancy to combine payrolls. The upgrade costs could be shared. |
| Sharing of Learning and Development Function                                                               | Internalise SSDC external spend of approximately £15K to provide income to EDDC by sharing Learning and Development Manager post                                                                                                                      | From April 2011             |                                                                                                                                                                                                               |

#### 4. **PROJECT RESOURCES**

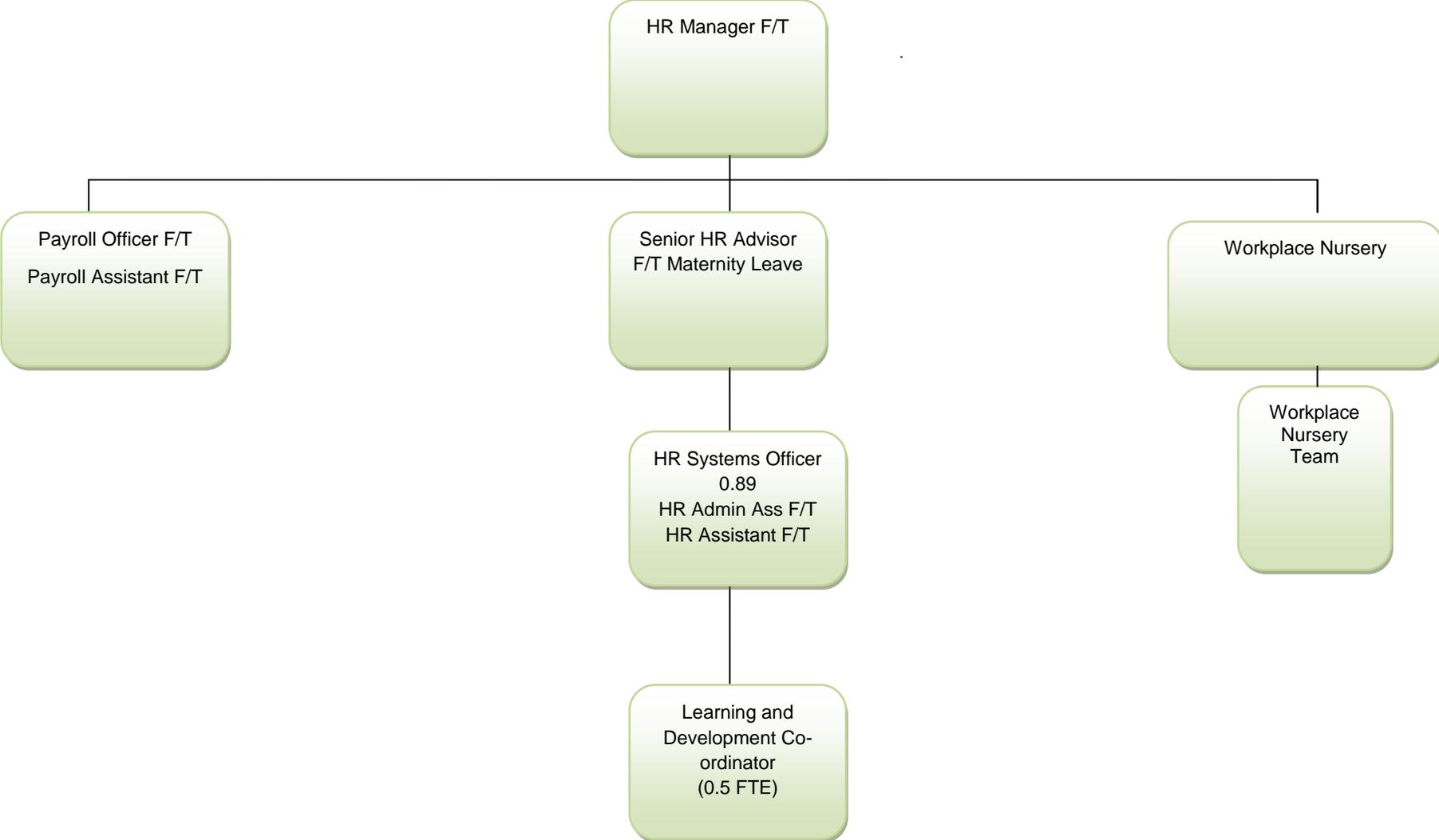
*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

#### 5. **RISKS AND ISSUES**

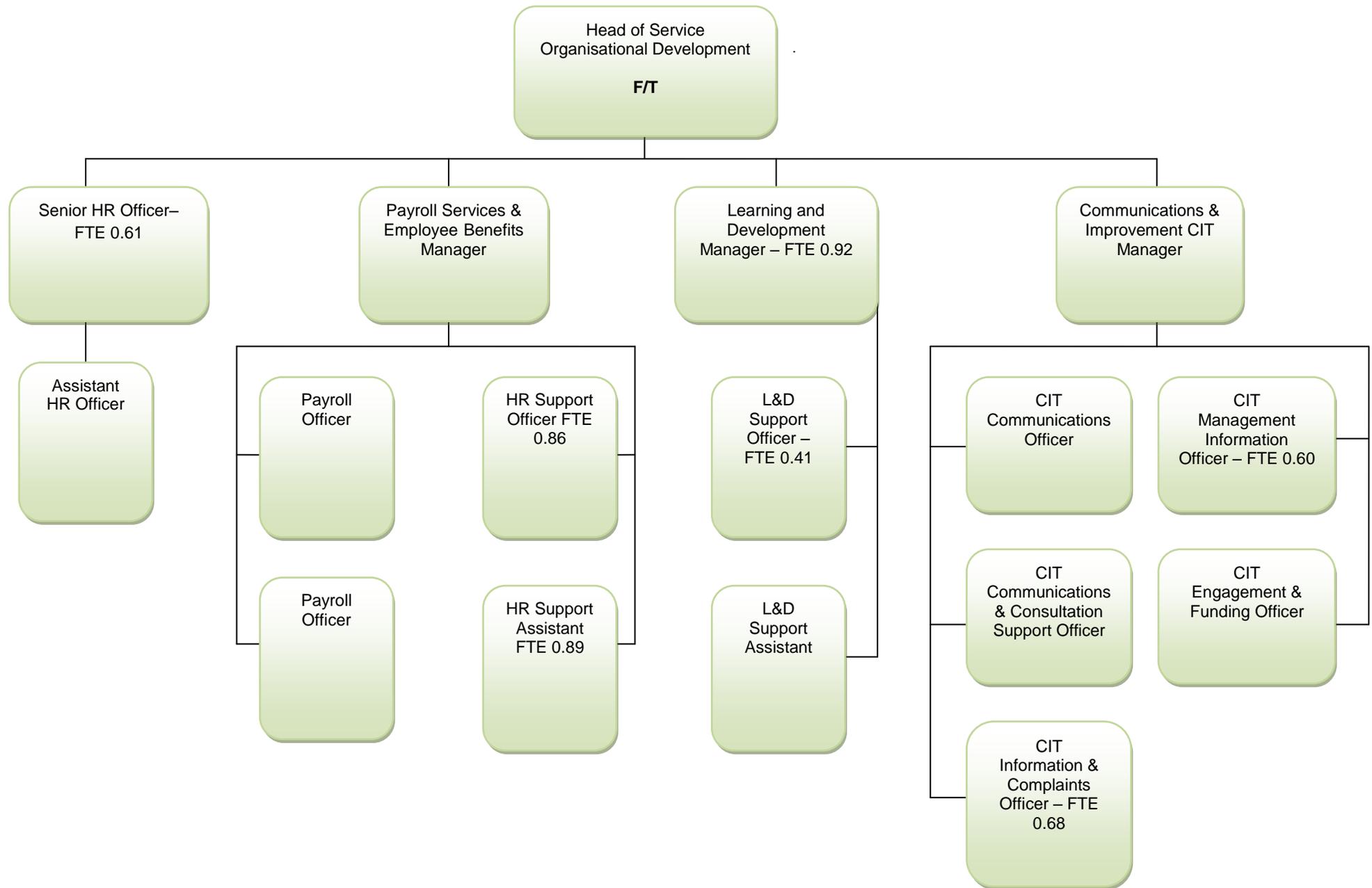
There are significant legal and organisational risks associated with this workstream.  
The include:

- Budgetary constraints due to current financial climate impacting our ability to reorganise and restructure.
- Capacity reduction due to current or future recruitment freezes.
- Strain on HR resources in managing 'business as usual' and transitional arrangements.
- Effecting redundancies too soon and requiring these skills later on.
- Staff retention; absence issues, morale and motivation.
- Increased tension due to ambiguity and uncertainty creating additional strain on 'business as usual'.
- Legal challenges following tupe, changes to terms and conditions, job evaluations and equal pay issues.
- Disputes with trade union during harmonisation exercise.
- Reduction of current service delivery during transition particularly with regard to payroll migration in relation to self service and interface with finance systems.
- Lack of investment in HR to ensure it can adequately support the organisation. This could lead to employee engagement issues which seriously affect the culture of the new organisation as well as producing costly claims and employee relations issues.

**Appendix One SSDC Current HR Structure June 2010**



## Appendix Two EDDC current Organisational Development structure as at June 2010



# Shared Services Project Definition Document

## Workstream 3

ICT (inc systems and web development; printing/post; GIS; Customer Service Centre)

# Information and Business Case for ICT, Print and Post and Customer Service Centre

## ICT

### Introduction

South Somerset (SSDC) and East Devon (EDDC) use technology in similar ways to enable or deliver most of their services. There are some similarities in the methods and actual technology employed but there are also many differences.

To make the most of the partnership a Joint ICT strategy is required to align work programmes, infrastructures and resources to ensure that maximum opportunities for efficiencies and capacity building are taken advantage of.

Each Council, in keeping its own unique identity and priorities will still require local support for its own initiatives, but where possible, technology deployment will be undertaken with both Council's requirements in mind.

Both ICT Services have identified the opportunities of deploying ICT [in order to improve service resilience and reduce costs](#) using

- Server Virtualisation
- [Thin Client Technology](#)
- Storage Area Networks
- Green Technology

[This](#) [PID](#) highlights the need to do this together, converging infrastructures and technologies in order to maximise the potential improvements that can be made whilst reducing the investment necessary to do this.

### Efficiency

ICT as an enabler will be used to create and support efficiency and service improvements across both Councils. Many of the opportunities for joint service delivery have a common approach to the use of ICT on their critical paths. ICT will need to be deployed closely and in step with appropriate business process re-engineering to assure that efficiencies are created in service areas right first time.

The proposed joint ICT service itself will generate efficiencies through more intelligent deployment of ICT, effectively creating a virtual ICT service to both Councils. Over time key decisions will need to be made over the physical service delivery to ensure that efficiencies are maximised and high quality service levels created and maintained.

ICT services and telephone budgets across both councils; [this](#) accounts for millions of pounds. [The](#) partnership provides an opportunity to consolidate across both organisations and deliver efficiencies. This will involve developing a common infrastructure

and support model, implementation of joint 'corporate' solutions and ensuring that IT and Information is used intelligently across both organisations

### **Customer Satisfaction and Access Channels**

A key objective of both authorities is the delivery of excellent Customer Satisfaction; ICT services can assist the delivery of this objective via the implementation of appropriate ICT solutions to support customer-facing services and via the provision of high quality electronic access channel services.

### **Information Security**

High profile incidents of data loss within the public sector and the impact on public confidence has prompted the need for improved data security across the public sector. This has increased as remote, mobile and home working has expanded.

Both Councils have gained compliance with the onerous Government Connect Code of Connection (CoCo) security standards and will converge their approaches to ensure we can meet the standards at minimum cost.

### **Current Delivery Structures for both Councils**

#### **Management and Staffing**

The two ICT Services have very different management and reporting structures. At South Somerset strategic ICT is provided through the time of a Director and Assistant Director as the ICT team is split into two distinct areas GIS, Web, and E-comms as one and ICT providing the infrastructure, systems support, helpdesk, policy compliance and Data Centre. In East Devon the strategic lead is through the Head of Service These should be harmonised and combined into a joint ICT function under one strategic leader in order to effectively manage the joint operations and transformation projects.

[REDACTED]

[REDACTED]

In total the number of FTE's including strategic management are:

| <b>South Somerset</b> | <b>East Devon</b> |
|-----------------------|-------------------|
| <b>FTE's</b>          | <b>FTE's</b>      |
| 19.8                  | 17.7              |

#### Notes

- for East Devon this excludes the Document Centre staff
- Street Name and Numbering function resides within ICT in East Devon but in Streetscene at South Somerset

- [REDACTED] systems administration activity is carried out outside of the ICT structure to different degrees in each organisation. In South Somerset this is equivalent to 4.4 FTE's and in East Devon 3.2 FTE's.

## Service Delivery

In both authorities the service is provided in house with some external assistance bought in when necessary e.g. systems upgrades require the input of the application provider. One way to achieve savings in infrastructure is through economies of scale. This will require rationalisation of both council's support contracts and delivery mechanisms onto a common footing. There is currently little in common between the support contracts. This range of uncommon contracts is an opportunity in creating efficiency savings for the future.

## Software Applications

Applications, like infrastructure, require rationalising in order to achieve savings. Analysis of the two councils shows, like infrastructure, there is some common ground between the two.

| Area                            | South Somerset       | East Devon               |
|---------------------------------|----------------------|--------------------------|
| <b>Debtors</b>                  | <b>Cedar E5</b>      | <b>Cedar Efinancials</b> |
| Cash Receipting                 | In-house             | AIMS (Capita)            |
| Income Mgt                      | In-house             | AIMS                     |
| Insurance/Risk Mgt              | Magique              | Spar                     |
| Audit                           | In-house             | -                        |
| Asset mgt                       | -                    | IPF asset manager        |
| <b>Payroll/HR</b>               | <b>Trent</b>         | <b>Trent</b>             |
| Electoral                       | Strand               | Express                  |
| LLPG                            | GMS-CAPS             | GGP                      |
| Land Charges                    | CAPS                 | MIS                      |
| Legal                           | Solcase              | -                        |
| Licensing                       | Flare                | Lalpac                   |
| C/Tax                           | SX3                  | Academy                  |
| NNDR                            | Civica               | Civica                   |
| <b>Housing Stock</b>            | <b>Anite (at HA)</b> | <b>Anite</b>             |
| Leisure                         | Haven                | -                        |
| <b>Dev and Building Control</b> | <b>CAPS</b>          | <b>CAPS</b>              |
| EH                              | Flare                | CAPS                     |
| Concessionary fares             | -                    | ESP                      |
| Car Parks                       | POW                  | SPUR                     |
| Waste and recycling             | In house             | Lagan                    |
| <b>Grounds</b>                  | <b>MCPC</b>          | <b>MCPC</b>              |
| CRM                             | Northgate            | Lagan                    |
| Website                         | Umbraco              | Obtree                   |
| <b>Document mgt</b>             | <b>Comino</b>        | <b>Comino</b>            |
| GIS                             | Various              | Arcmap                   |
| Helpdesk                        | Heat                 | Touchpaper               |
| Network                         | Novell               | Microsoft                |

|                     |                  |                  |
|---------------------|------------------|------------------|
| Email               | Groupwise        | Exchange         |
| Telephone system    | Sophos           | Sophos           |
| IVR                 | McFarlane        | McFarlane        |
| Main report writing | Business Objects | Business Objects |

Although there are eight main applications that have common suppliers, all are either at different versions, have different elements or are just used in very different ways.

Opportunities for savings may be also identified where there is a significant difference in software costs if terms and conditions are similar.

### Revenue Budgets 2010/2011

For ICT (excluding printing/post/scanning ):

|                           | EDDC<br>£        |                | SSDC<br>£        |                       |                                                                                                                                                                                                                 |
|---------------------------|------------------|----------------|------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | ICT              | Services       | ICT              | Services              |                                                                                                                                                                                                                 |
| Strategic Management      | 74,000           | 0              | 18,500           |                       | Shared between Director and Assistant Director at SSDC and can change depending on work required (the amount given is an average) .<br>The Head of ICT at EDDC is also acting as Support and Operations Manager |
| Managers                  | 97,300           | 0              | 96,400           |                       | Operational management at SSDC is shared over two managers.<br>The ideal set up_at EDDC is three managers but the S&O position is vacant and there is no budget allocated for next year.                        |
| Other Salaries            | 561,140          | 0              | 566,850          |                       | Staff employed for IT Support and Development (excluding Print) Includes car allowances and oncosts.                                                                                                            |
| Total salaries            | 732,440          |                | 681,750          |                       |                                                                                                                                                                                                                 |
| Support Service           | 0                | 0              |                  |                       | Cost of provision for support e.g. desktop /database (not including support provided by application providers which is included in "software")                                                                  |
| Disaster Recovery         | 8,500            | 0              | 27,720           |                       | Contracts with external companies                                                                                                                                                                               |
| Other Direct Costs        |                  |                | 118,910          |                       | Miscellaneous costs (adhoc equipment purchases)                                                                                                                                                                 |
| Telephone/Data/mobiles    | 103,000          | 45,800         | 79,920           | <u>30,980</u>         | SSDC Cost of Line rental and telephone calls<br>EDDC All telephone and data lines and calls                                                                                                                     |
| Software                  | 202,880          | 260,860        | 376,860          | <u>76,940</u>         | Application licenses and support                                                                                                                                                                                |
| Hardware maintenance      | 43,750           | 5,370          | 39,320           | <u>70,950</u>         | Maintenance of hardware (e.g. PC, hardware)                                                                                                                                                                     |
| <b>Total Direct Costs</b> | <b>1,203,590</b> | <b>318,100</b> | <b>1,324,480</b> | <b><u>178,870</u></b> |                                                                                                                                                                                                                 |
| Overall council           |                  | 1,521,690      | <u>1,503,350</u> |                       |                                                                                                                                                                                                                 |

|        |       |        |                                                               |
|--------|-------|--------|---------------------------------------------------------------|
| cost   |       |        |                                                               |
| Income | 1,500 | 17,760 | <a href="#">EDDC income is from Street Name and Numbering</a> |

[Note: this is the initial review of costs and a further review needs to be undertaken to establish details, especially like-for-like comparisons.](#)

### Financial Savings

The ability to realise savings in ICT applications and hardware will be limited in the near term due to the requirement to implement a new joint infrastructure. Existing contractual arrangements may have a similar limiting effect.

But we do need to establish a “Transformation Plan” that looks at all Services [that use ICT](#) across the two Councils and [that](#) identifies opportunities to provide joint ICT solutions to assist joint working in the future. This plan will identify costs and savings.

### Initial Joint Work Plans

ICT is an important enabler to deliver partnership cost savings. A number of actions are required to enable all service areas to easily share information and commence working jointly. Actions within this section refer to common corporate requirements rather than service specific systems:

| Work Plan                   | Outcome                                                                                                                                                                                                                                                                                                 | Priority (1,2,3)                                              | Cost                                                                                                                 |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Create a joint ICT Strategy | Agreed common strategic direction and high level plan. Examine all current projects with a view to partnership working.                                                                                                                                                                                 | 1                                                             | minimal                                                                                                              |
| Implement network link      | A <a href="#">secure</a> network link is required to allow for:<br>- Shared use of applications<br>- Ability to update files across both organisations for all users<br>- Integrated voice systems<br>Rationalisation of remaining network to reduce costs.<br>Rationalisation of internet connections. | 2                                                             | ?                                                                                                                    |
| Integrate network           | SSDC run Novell and plan to move to Microsoft complete with all the latest Microsoft systems. EDDC moved to Microsoft 2 years ago. Both Councils need to converge on common systems to enable integration. This is a major undertaking.                                                                 | 2                                                             | SSDC will cover the cost of their upgrade as planned. However EDDC may have to upgrade slightly for full integration |
| Shared access to documents  | Access to documents across both organisations is currently limited to officers who have user ids at both                                                                                                                                                                                                | <a href="#">2</a><br><a href="#">May need to establish an</a> |                                                                                                                      |

|                                                     |                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                   |                                                                                                               |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
|                                                     | <p>organisations.</p> <p>Implementation of an integrated Active Directory between the councils will enable officers to have a single logon across both councils.</p> <p>As part of the business case, options for a shared file resource would also be considered. (e.g Sharepoint)</p>                                                            | <p><a href="#">external Sharepoint service initially; [redacted] then change once [redacted] network link and SSDC migration to Microsoft</a></p> |                                                                                                               |
| Joint email/calendars                               | <p>Ease of organising appointments with officers across both councils.</p> <p>Secure email between the councils.</p> <p>Potential for reduced file storage across both councils if a single email solution is implemented.</p>                                                                                                                     | <p><a href="#">2 to follow network link and SSDC migration to Microsoft</a></p>                                                                   |                                                                                                               |
| Joint Intranet                                      | <p>A joint intranet will provide ease of access to information held on intranets across both councils and joint communications. The resource requirement to support the intranets will be reduced as information is entered once.</p>                                                                                                              | <p><a href="#">3</a></p>                                                                                                                          |                                                                                                               |
| Implementation of shared content management website | <p>The joint website will ensure that each council maintains its unique identity, but where documents or content is common it can be entered and maintained only once.</p> <p>Introduction of council-wide content management at SSDC will enable service areas to maintain control of their own pages reducing central resource requirements.</p> | <p><a href="#">3</a></p>                                                                                                                          |                                                                                                               |
| Evaluate requirement for integrating phone systems  | <p>Both councils have old SOPHOS telephone systems technology but with a VOIP connection. On implementation of the network line the telephone systems could be integrated to provide "free" telephone calls between councils.</p>                                                                                                                  | <p><a href="#">3</a></p>                                                                                                                          | <p>[redacted]</p> <p><a href="#">[redacted] authorities to determine financial case</a></p> <p>[redacted]</p> |
| Joint ICT user Training                             | <p>As shared desktops are implemented, joint ICT user training will aid joint working across service areas.</p>                                                                                                                                                                                                                                    | <p><a href="#">3</a></p>                                                                                                                          |                                                                                                               |
| Video Conferencing                                  | <p>Network-based Video conferencing solutions will be used to reduce the need to travel between sites, also</p>                                                                                                                                                                                                                                    | <p><a href="#">1</a></p>                                                                                                                          | <p>[redacted]</p>                                                                                             |

|                           |                                                                                                                                                                                                                                                 |                   |                                                                                                                                                                                                |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | assisting the councils to deliver their green obligations.                                                                                                                                                                                      |                   | <a href="#">VC for larger groups will require professional involvement.</a>                                                                                                                    |
| Joint Document Management | Use of document management solutions is restricted to specific service areas in both councils. An evaluation is required on whether a business case exists to implement a joint solution to enable documents to be shared across both councils. | <a href="#">3</a> | <a href="#">Probably a major undertaking but worthwhile IF there is a need to share files and workflow process. Integrating Revs and Bens would probably only be effective if we did this.</a> |
| Shared Helpdesk facility  | So that a single team can deal with the issues.                                                                                                                                                                                                 | <a href="#">2</a> | <a href="#">Also worth looking at Software Discovery Tools ie PRISM Software Asset Discovery and Management for SSDC</a><br><br><a href="#">HEAT £9K pa</a><br><a href="#">PRISM £2Kpa</a>     |
| Joint GIS Solution        | An evaluation of the implementation of a common GIS solution is required.                                                                                                                                                                       | <a href="#">3</a> |                                                                                                                                                                                                |
|                           |                                                                                                                                                                                                                                                 |                   |                                                                                                                                                                                                |

### Joint Action Plan

A number of service areas are likely to be able to be delivered jointly. Each of these projects will include an evaluation of the ICT requirements. These are all dependent upon a common ICT infrastructure and support group being in place.

### Savings

| Potential changes<br>(systems, shared managers, shared teams, shared technology for example) | Potential benefits and savings                                                                                                                                                     | Potential costs                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sharing Strategic ICT</b>                                                                 | Currently this is shared at SSDC but a specific role in East Devon. If East Devon's strategic capacity is used East Devon saves £37k p.a. but costs £37k at SSDC. Strategic ICT at | A <a href="#">potential</a> <span style="background-color: black; color: black;">[REDACTED]</span> cost to SSDC <a href="#">but depends upon overall senior management structure.</a> |

|                                       |                                                                                                                                                                                                                                                                                                           |                                                           |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
|                                       | SSDC costs approx between £15.4k to £21.6k on average so even if this is removed there would still be a cost.                                                                                                                                                                                             |                                                           |
| <b>Sharing Operational Management</b> | <p>██████████ a site manager in both authorities ██████████</p> <p>██████████</p> <p><u>Another is to rationise across functions within ICT.</u></p> <p>██████████</p> <p>██████████</p> <p>██████████. However areas such as web-site management may still require individual authority's management</p> | <u>Possible savings but may need capacity for change.</u> |
| <b>Sharing ICT Systems</b>            | Potential savings to be made for services as they join up <u>but each service will require an individual business case.</u>                                                                                                                                                                               | Capital costs of migration                                |
| <b>Sharing a combined ICT team</b>    | If all the same applications and technologies were used across the two councils there would be opportunities for economies of scale in terms of people and potentially costs saving                                                                                                                       | <u>Possible risk of loss of local knowledge</u>           |

## Print, Post and Scanning

### SSDC

Printing at SSDC is carried out partly in house and part through an external contract that enables SSDC to work through one company that finds the best Value for Money provider. When ██████████ SSDC reviewed this after 6 months approximately £15,000 of savings had been found through this approach. This does not include staff savings from not having to tender the work and assess bids. This has also enabled the authority to reduce the number of invoices paid. The internal printing service provides agendas and minutes and various other publications such as the budget book.

Scanning at present is carried out for Revenues and Benefits, Planning and Building Control however Planning will soon carry out their own and 0.8 FTE's have been removed from the figures below to reflect this.



|                           | EDDC<br>£      |                 | SSDC<br>£      |                 |                                                                                                                                                                              |
|---------------------------|----------------|-----------------|----------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | Print section  | Rest of council | print section  | Rest of council |                                                                                                                                                                              |
| Strategic Management      | 0              | 0               | 2,400          | 0               | At SSDC the Customer services Manager reports directly to a Strategic Director<br>At EDDC the strategic leader is the head of ICT whose budget is all in the ICT cost centre |
| Managers                  | 178,470        | 0               | 11,070         | 0               | Approx 25% of Customer Focus Managers time<br>At EDDC one manager looks after the team full time                                                                             |
| Other Salaries            |                | 0               | 88,070         | 0               | Note not incl receptionist nor courier                                                                                                                                       |
| Office Machiney           | 57,910         | 0               | 69,470         | 0               | Print room equipment plus MFDs around the services.and buildings                                                                                                             |
| Printing and Stationery   | 61,500         | 0               | 61,930         | 0               |                                                                                                                                                                              |
| Other Direct Costs        | 6,950          | 0               | 12,990         | 0               | Miscellaneous costs (ad hoc equipment purchases)                                                                                                                             |
| Postage costs             | 134,280        | 58,300          | 258,760        | 0               |                                                                                                                                                                              |
| External print costs      | 70,000         | 37,120          | 0              | 83,150          |                                                                                                                                                                              |
| <b>Total Direct Costs</b> | <b>458,410</b> | <b>95,420</b>   | <b>504,690</b> | <b>83,150</b>   |                                                                                                                                                                              |
| <b>TOTAL</b>              | <b>553,830</b> |                 | <b>587,870</b> |                 |                                                                                                                                                                              |
| Income                    | 8,000          |                 | 8,420          |                 | External Income                                                                                                                                                              |

### Possible Savings

| Potential changes ( <i>systems, shared managers, shared teams, shared technology for example</i> ) | Potential benefits and savings                                                                                                                                   | Potential costs                                               |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| <b>Sharing printing</b>                                                                            | Savings unknown but EDDC could work within SSDC's printing contract and therefore there are possible savings to both authorities in printing.                    |                                                               |
| <b>Sharing scanning</b>                                                                            | May have benefits in reducing equipment costs. <u>However, unlikely to save operational costs due to need to transport the original documents between sites.</u> | Transporting documents to and from any central scanning point |

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

## Customer Services Centre

### SSDC

Customer services provide a one point of contact service for the public. Detailed enquiries can be answered through the team and also card payments can be taken for payment for services. In particular the team answers detailed enquiries for Revenues and Benefits, Planning, and Waste and Recycling. The manager liaises with the waste partnership on changes and the charging mechanism for the public.

Note – there are no other customer contact centre points at SSDC within the services and that at SSDC this centre answers enquiries from the public for instance on Revenues and Benefits.

### EDDC

Very similar set up to SSDC with more use made of the CRM and web links. Both [customer services](#) use the McFarlane and Phillips voice technology but have variations on the processes and the way switchboard is carried out.

There is an ongoing programme of moving customer contact into the CSC if it can be handled as a “one-and-done” process or [for booking work for a back office or third party service eg dogs and pests.](#)

In total the number of FTE's including strategic management are:

| South Somerset<br>FTE's | East Devon<br>FTE's |
|-------------------------|---------------------|
| 18.33                   | 9.78 (12 people)    |

## Revenue Budgets 2010/2011

|                      | EDDC<br>£ | SSDC<br>£ |                                                                                                                                                                  |
|----------------------|-----------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Management | 0         | 7,000     | At SSDC the Customer services Manager reports directly to a Strategic Director<br>At EDDC the Customer Services Manager reports directly to the Chief Executive. |
| Managers             |           | 33,210    | Approx 75% of Customer Focus Managers time<br>Full time CSC manager at EDDC                                                                                      |

|                           |                |                |                                                  |
|---------------------------|----------------|----------------|--------------------------------------------------|
| Other Salaries            | 279,470        | 369,210        |                                                  |
| Other Direct Costs        | 30,000         | 15,990         | Miscellaneous costs (ad hoc equipment purchases) |
| <b>Total Direct Costs</b> | <b>309,470</b> | <b>425,410</b> |                                                  |

## Possible Savings

| Potential changes<br>(systems, shared managers, shared teams, shared technology for example) | Potential benefits and savings                                                                                                                                                                                                                | Potential costs                                              |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Sharing managers</b>                                                                      | Possible savings but difficulty in that customer services work differently in both authorities. Approx £22k per annum shared saving by sharing.                                                                                               | <u>Redundancy.</u><br><u>Migrating to single ICT systems</u> |
| <b>Sharing team</b>                                                                          | A joint contact centre would <u>potentially</u> produce savings but we would need to review between the 2 authorities what was required of the centre.<br><u>Would</u> be <u>limited</u> <u>-until</u> <u>more services</u> <u>joined up.</u> | Set up costs                                                 |
| <b>Joining up teams</b>                                                                      | If the technology could be joined up at an early stage then spill over of calls could be achieved from one centre to another. SSDC are not happy with their current CRM and are looking to change to enable web linking as EDDC.              | Set up and licence costs.                                    |

## Recommendations

1. That ICT continues with the production of a plan for joining up strategic and operational ICT within the two organisations.
2. That EDDC is able to bid for printing services through SSDC's current contract if possible
3. That scanning services remain in each authority
4. That Customer Services remains at both authorities until sufficient services have been joined to enable one manager and one centre to be set up.

# Shared Services Project Definition Document

## Workstream 4

Legal and democratic services (including member recruitment, development and elections)

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC recognise the benefits of a shared services arrangement in terms of reducing costs to both authorities. The pressure on local government finances mean that entering into such partnership are the only realistic way of protecting front line services. Both Councils share two very important strategic objectives, which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

A shared CEO is already in place and both this work and the work on the new senior management structure is designed to start meeting the savings targets identified for both authorities.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

The principles that will underpin the recommendations and suggestions set out in this document are:

- Services will be designed to deliver what is needed by both organisations
- Creation of savings and efficiencies through building service resilience and management support.
- Management kept to the minimum needed to deliver effective services and operational capacity maximised by doing what really makes a difference
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

|                                                                                                                                                                                                                                                                                                                 |                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Purpose:</b><br><i>The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.</i> |                                           |
| <b>Work stream Title: NO. 4 – Legal And Democratic Services (Including Monitoring Officer Function, Data Protection, Freedom Of Information, Member Recruitment, Member Development And Elections)</b>                                                                                                          |                                           |
| <b>Document Version No:</b><br>Version 1.0                                                                                                                                                                                                                                                                      | <b>Document Ref: IDC</b>                  |
| <b>Author:</b> [REDACTED]                                                                                                                                                                                                                                                                                       | <b>Date:</b><br>28 <sup>th</sup> May 2010 |

## Document History

| Revision Date | Version Issued | Joint project leader/project leader sign-off |
|---------------|----------------|----------------------------------------------|
|               |                |                                              |
|               |                |                                              |
|               |                |                                              |

| <i>Joint project leader/project leader</i> | <i>Project team</i> |
|--------------------------------------------|---------------------|
|                                            |                     |
|                                            |                     |
|                                            |                     |
|                                            |                     |
|                                            |                     |
|                                            |                     |

**1. OBJECTIVES OF THE PROJECT**

The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.

Options are likely to include:

- a) A joint manager and a single team
- b) One manager supervising two separate teams
- c) Separate managers running two separate teams
- d) Alternative option reflecting existing contractual commitments or other considerations.

**2. PROJECT SCOPE**

WORK STREAM NO. 4 – Legal And Democratic Services (Including Monitoring Officer Function, Data Protection, Freedom Of Information, Member Recruitment, Member Development And Elections)

Out of scope are:- (i) Land Charges, Rights of Way and Housing Benefit Fraud - Although these services form part of the services that are managed by the Assistant Director Legal and Corporate Services at SSDC they are being considered in other work streams (ii) Licensing - Although this service forms part of the services that are managed by the Head of Legal & Democratic Services at EDDC, it forms a separate work stream.

**3. INFORMATION & BUSINESS CASE**

**3.1. Description of current service delivery arrangements for SSDC and EDDC and Service delivery options with benefit/costs for each option**

Whilst all the services mentioned in the Project Scope above fall within the Directorate managed by the Assistant Director, Legal and Corporate Services at SSDC, this is not replicated in terms of management responsibilities at EDDC. However this hasn't really impacted upon the discussion although it has to be acknowledged that the division of responsibilities isn't going to be the same. In some cases a specific officer will have a defined role at one authority but this isn't replicated at another in that they may have a number of roles that may span across a number of different service areas. In other words one is not comparing "apples with apples" in all cases. In the light of

the different structural arrangements, each element of the work stream was considered separately at this stage.

Elections – The Team at EDDC consists of 3.6 FTEs and this team report direct to the Chief Executive who is also the Returning Officer. At SSDC there is a team of 1.6 FTE's and these report direct to the Assistant Director, Legal and Corporate Services who is also the Electoral Registration Officer, Returning Officer (for Town and Parish elections) and Acting Returning Officer for Parliamentary and European elections. The role of Acting Returning Officer as a matter of law stems from the appointment as Electoral Registration Officer by virtue regulations made by the Secretary of State to that effect. It was felt that there was nothing to be gained by having a single Electoral Registration Officer across both authorities in view of the appointments that would flow from that designation and the sheer impracticality of having one ARO across three constituencies. Whilst it is possible to appoint deputies, the ARO has a personal responsibility for the conduct of elections that cannot be delegated. In addition the Electoral Commission is looking for AROs to be more active in the management and delivery of their role which means hands on day-to-day management of the process is required. It is important that both authorities have separate arrangements in terms of their designated officers for the election and election related functions. The Councils operate different registration systems and as South Somerset shares one of its two Parliamentary Constituencies with Mendip District Council, who use the same electoral registration system as South Somerset, at this stage it was not felt appropriate to consider changing systems either. The scope for shared management of the service is limited. There is a small team at SSDC and the senior officer is very operational and is the person who has detailed knowledge of the registration system. At this stage, a change in the current management arrangement is not being proposed on the basis that neither will the service improve nor the costs be reduced for both authorities. However, there is scope for sharing best practice to improve service delivery and consistency at both councils; this could start the process of both councils being able to look to the other in terms of service resilience. It was noted that the Elections team at South Somerset fall within the Assistant Director's team, which means that he is able to call upon staff within Democratic Services to assist at election time. This has worked very well at South Somerset and avoids the need for the Elections Team to have to beg, steal or borrow staff from other teams in order to deliver the service. This approach could usefully be replicated at East Devon. It is understood that the Electoral Registration officer at EDDC plans to retire soon. A relocation of the E.R. team could be considered in conjunction with this, ideally within the Democratic Services team. Subject to resource implications and any necessary backfilling, it may be possible to delete this managerial post. It would also be sensible to prepare for succession planning within the E.R. team by sharing skills on electoral registration more widely across the Democratic Services team at EDDC.

Member Recruitment and Development – South Somerset has a dedicated Member Development Officer whose work in this area has delivered a number of awards and accolades for SSDC. EDDC has also achieved a high standard in member development, having recently been awarded the South West Member Development Charter. The member development role is much valued by members at SSDC and EDDC. At East Devon the Democratic Services Manager is currently carrying out the Member Development role. There is definitely scope for sharing the Member Development work. Both councils have all council elections every four years and both joint training of members/officers after elections and also joint-training initiatives generally is an obvious area for joint work. It was also agreed in terms of member

recruitment that officers from both councils would meet in the autumn to plan the campaign to encourage people to stand in the May 2011 elections across both councils' areas. Apart from the different logos to be applied much of the information could be common across both authorities. In simple terms sharing the current Member Development Manager would realise a saving for SSDC (as part of their cost would be recharged to EDDC) but would obviously result in additional expense for EDDC. In the initial phase it may be that this is a joint working area where skills etc of both authorities are shared rather than it being a cost sharing area of work. Another option is for member development at SSDC to be undertaken by the Democratic Services Manager as is the case at EDDC although this would make member development less high profile. Alternatively, member development could be undertaken by the HR teams. The Officer at SSDC may well be looking to retire in a couple of years so this may present an opportunity to restructure the team at SSDC to cover this work with existing capacity.

Monitoring Officer Function – Every authority has a duty to designate one of their officers as the Monitoring Officer by virtue of Section 5 Local Government and Housing Act 1989. This officer's responsibility is to report to Members any proposal, decision or omission of the council that would likely give rise to contravention of the law or amount to or be shown as maladministration. Ever since this provision was enacted at South Somerset District Council, the monitoring Officer role has been filled by the Solicitor to the Council who is also the Assistant Director, Legal and Corporate Services. This was to ensure that one person with responsibility for legal matters generally was also responsible for delivering the Monitoring Officer role, so that advice to members in this area came from the one source and there was a definite accountability. At East Devon the Deputy Chief Executive fills the Monitoring Officer role and the Head of Legal and Democratic Services is her deputy. The arrangement at South Somerset works well in having the two responsibilities combined and is very common amongst most authorities in both Somerset, Devon and beyond. At this stage it is felt inappropriate to have a single Monitoring Officer delivering this function across both authorities. Clearly it is something that can be done and is being done in other areas where councils have joined in partnership. However, the combined number of parishes for both councils would be very high and some of the commentary on this issues does say that where both councils have a large number of parish councils, retaining separate Monitoring Officers is justified. In any event it would take at least 18 months for one person to gain the background knowledge of local issues in two authorities sufficient to be able to usefully assist in the resolution of any issues. The issue is about both capacity and timing.

As detailed work on the arrangements between the Councils still needs to be done there is a need for an independence to be retained by both authorities as far as the Monitoring Officer's role is concerned, the next couple of years at least. As services and management teams become combined and policies and practices become aligned then the need for separate representation at this level may well diminish. If it is fulfilled as part of a wider responsibility (as e.g. Solicitor to the Council) then both authorities could retain their own Monitoring Officer, as there would be no savings to be made necessarily by simply combining the role alone. Another option- that of having a solicitor to both councils, and a separate post of Monitoring Officer to both councils – would produce a markedly different workload and responsibilities- the former post being more demanding – and is not recommended as an effective use of resources bearing in mind the statutory responsibilities of the Monitoring Officer and the overlap with the work for which the Solicitor to the Council has responsibilities.

New government proposals for the abolition of the Standards Board are likely to produce a reduction in the workload of Monitoring Officers. If the machinery for local assessment is retained, it is recommended that a Joint Assessment Committee for the two authorities be looked at, as this should save on officer, independent and parish councillor expenses and committee time

Data Protection/Freedom of Information – At East Devon this is delivered by 0.8 FTE. Whilst a specific officer post of South Somerset was discussed 3 years ago, due to financial constraints at the time and on going it was never implemented. The role currently resides with the Fraud and Data Manager (who is responsible for the Housing Benefit Fraud team). This officer also has a legal role in relation to procurement/contracts in addition. This manager currently has a very heavy operational workload currently. A Legal Assistant provides the admin around DP/FOI. This work forms a small part (less than 5%) of their other role(s). The arrangement works well at both authorities and other than sharing data, best practice, and processes, there is little to be gained by sharing the dedicated officer at East Devon. At both authorities the more difficult requests will have an input from respective legal teams in any event.

Legal Services – The size of the team at EDDC is 4 FTE lawyers and two administrative staff. At SSDC it is 6 FTE lawyers (which includes the Legal Services Manager and the Assistant Director – Legal & Corporate Services) and 2 support staff. One of the SSDC lawyers is on a temporary contract which is due to expire early 2011. In the immediate future there is no reason why sharing policy, good practices, guidance notes, updates and procedural notes cannot be done. It would also be useful to benchmark information on workloads for individuals within each team and also share information on what work is currently outsourced by both authorities. As mentioned above, the range of work undertaken by both teams is broadly comparable although there are differences e.g. housing benefit fraud prosecutions..The EDDC team has had an excessive workload for much of the last two years. The team at SSDC is also working at capacity. More benchmarking on workloads and work that is outsourced would be necessary to establish relative workloads, cost of legal services provided and capacity of each team. Both teams have heavy workloads which means that more detailed work would need to be done to identify surplus capacity and the opportunities for specialists working across both authorities but other than reducing the amount of work that is outsourced (and consequential cost savings) there wouldn't be any change to the establishment in either authority. Work is currently underway on a Somerset wide partnership in relation to Legal and Democratic Services. This work will continue as the possibility of East Devon joining in has already been discussed and agreed amongst the existing Somerset partners. This proposal may realise both increases in efficiency, effectiveness and savings for each of the partner authorities. Whilst progress in being made with the Partnership, the possibilities for savings being generated are more medium rather than short-terms prospects. Similarly, East Devon is working with the Devon districts and the County to identify possible shared savings, for example in dealing with specialist areas of work and in sharing procurement. There is no reason why both SSDC and EDDC cannot benefit from a shared services arrangement between themselves whilst also looking for additional savings with other partners.

Whilst there are a number of reasons why a single team would be inappropriate at the moment (other than geographical issues) it is felt that there is potential for sharing a Legal Services Manager. This would mean that there would be 2 teams managed by

one manager although there would need to be a deputy arrangement in place at each authority. The current size of the legal team at EDDC means that there is currently insufficient management capacity to take on additional responsibilities without backfilling the casework. This could generate a saving in the region of £40,000 per annum [less any backfilling costs if the work could not be redistributed within existing capacity] but realising the saving would be dependant upon the costs of securing this outcome and the payback period involved. One alternative, which would not have termination costs associated with it is to combine management when the opportunity arises through retirement or natural wastage. In addition, both authorities are looking at sharing a Procurement/Commercial Property post that will meet an identified need in East Devon and also enable South Somerset to hopefully dispense with the services of a locum. This approach should generate savings for both Councils in the region of £20,000 - £30,000 overall.

Democratic Services – There is an ability to adopt common practices, which will enable service resilience to be built up. It was felt that due to the very operational nature of the teams, the existing arrangement of separate managers and separate teams should be retained for the foreseeable future. There are opportunities for joint work and over time as the two authorities become more closely linked; there should be opportunities for either a single manager of separate teams or single manager and/or a joint team. This is one for the future. Both Democratic Services Managers are very operational and a key link between Members, Officers and the democratic process. South Somerset has already tried to reduce this role to a part time one in the recent past and had to abandon the plan, as members were unhappy with the level of service provided. Whilst no proposals have been made at this time should any vacancies occur, then both authorities will look to see whether capacity could be created in existing teams to avoid the need to recruit a replacement. The position of the Democratic Services Manager role should be reviewed in 2 years.

The workload of the Democratic Services teams is closely allied to the numbers of committees, working parties and forums serviced. Whilst recognising members are unlikely to want to radically change the numbers of committees, this is an area that could be looked at further for efficiencies.

Scrutiny Manager – This is a full-time post at South Somerset and there is a .5 FTE at East Devon undertaking this work as part of her role as a Democratic Services officer. As a result the scrutiny function within EDDC is becoming increasingly effective and valued. Scrutiny is very well developed at South Somerset and Members were unhappy previously when there was an attempt to reduce the role to .5 FTE. Both members' perception and Audit Commission reports identified that the reduction in resource had had a negative implication on the delivery of scrutiny. There is significant scrutiny work to be done in the short term in relation to the work of the JIC and the partnership with East Devon generally. In addition dealing with the allocation of diminishing resources amongst services is also an area where the involvement of scrutiny may bring extra value to the process. Closer working is an obvious starting point but combining the role across both authorities is something that could be reviewed in 18 months – 2 years time.

Head of Legal, Licensing and Democratic Services/Solicitor to the Council/Assistant Director Legal and Corporate Services – At South Somerset the Assistant Director is

also the Monitoring Officer, Electoral Registration Officer and the Returning Officer. He also fulfils the Solicitor to the Council function. Similar arrangements exist at East Devon other than the Head of Service has no responsibility for elections and is the Deputy Monitoring Officer giving significant legal, policy and procedural support. Both officers are very much operational and heavily involved in transactional work rather than being simply managers of teams that provide the services. However, effective legal management is significantly about being able to offer first class legal skills to support the quality of fee earners' work, and the loss of this capacity would have an impact on the overall quality of legal service offered to both councils. Due to the high workloads both officers carry, it is currently not feasible to have one officer fulfilling this role at both Councils. Consideration also needs to be given to the impact of a lesser level of local knowledge that would come with working in each area on a part-time basis, at least in the initial stages, and to the cost and time line for IT infrastructure support for confidential file-sharing and case management across the internet to be used by the two authorities. In addition, comment has been made previously about the appropriateness of having a single Monitoring Officer at this stage. Both Councils need to have access at a most senior level to independent legal advice and guidance. Whilst the need is more marked at the moment and may diminish over time it is not felt that a single officer fulfilling the role for both authorities is appropriate at this time. However, it is an area that should be the subject of a further review in 2 – 3 years as the partnership develops. Whilst budgetary pressures may impact upon current workload and demands, the new powers proposed for local government will require continued access to strategic and high level operational legal advice and guidance.

Conclusion.

Whilst at this stage there are limited savings that could be made there is scope for much closer working and the sharing of good practice. There is also scope for looking in detail at the workloads of officers within both teams, which may enable efficiency savings whether through reduction in the net cost of work outsourced, the provision of staff to the other in emergencies or to cover leave, sickness etc or actual reduction in head count. This work across the whole of the services will continue irrespective of the outcome in relation to this particular exercise. Opportunities will also be taken to restructure and refine service delivery as vacancies occur with the intention that having to recruit a replacement when a vacancy occurs will be the exception rather than the norm, if capacity can be identified within the two authorities..

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i> | <b>Potential benefits and savings</b>              | <b>Date saving achieved</b>                           | <b>Potential costs</b>       |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|------------------------------|
| Shared Legal Services Manager                                                                              | Savings would be in the region of £40k (shared)    | From April 2011 or later date through natural wastage | Redundancy costs (not known) |
| Shared Property/Procurement lawyer                                                                         | Savings would be in the region of £20-30k (shared) | From Autumn 2010                                      | Recruitment costs            |

|                                                     |                                                                                         |                 |  |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------|--|
| Sharing of Member Learning and Development Function | Internalise some of SSDC and EDDC external spend. At this time actual saving not known. | From April 2011 |  |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------|--|

#### 4. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

#### 5. RISKS AND ISSUES

There are legal and organisational risks associated with this work stream.  
The include:

- Budgetary constraints due to current financial climate impacting our ability to reorganise and restructure.
- Capacity reduction due to changes in numbers of personnel within teams.
- Effecting redundancies too soon and requiring these skills later on.
- Staff retention, morale and motivation issues; these can be managed provided there are deputy arrangements in place.
- Increased tension due to ambiguity and uncertainty creating additional strain on 'business as usual'.
- Changes to terms and conditions, job evaluations and equal pay issues.
- Reduction of current service delivery during the transition and potentially subsequent to it.
- IT support being available – for example secure file-sharing will be required between the two authorities. EDDC case management system still to be implemented.

# Shared Services Project Definition Document

## Workstream 5

Asset management (including engineers, property and accommodation)

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Asset Management** (Inc. Engineers, Property/Estates & Accommodation)

**Document Version No:**

Version 1.0

**Document Ref:**

**Author:** [REDACTED]

**Date: 28/5/10**

### ***Document History***

| <b><i>Revision Date</i></b> | <b><i>Version Issued</i></b> | <b><i>Joint project leader/project leader sign-off</i></b> |
|-----------------------------|------------------------------|------------------------------------------------------------|
| 12.05.10                    | 1                            | [REDACTED]                                                 |
| 20.05.10                    | 2                            | [REDACTED]                                                 |
| 28.05.10                    | 3                            | [REDACTED]                                                 |
|                             |                              |                                                            |
|                             |                              |                                                            |
|                             |                              |                                                            |

| <b><i>Joint project leader/project leader</i></b> | <b><i>Project team</i></b> |
|---------------------------------------------------|----------------------------|
| [REDACTED]                                        | [REDACTED]                 |
|                                                   |                            |

## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

Asset Management - includes Engineers, Property/Estates & Accommodation, excludes Car Parking, major and strategic land assembly and regeneration, routine valuations, rental setting, carbon reduction, housing assets, sports and play assets, street naming.

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report, which is evidenced, based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward.

There is generally good coherence between the roles of the two Councils and generally comparable services and structures.

### 3.1 Description of current service delivery arrangements

Finer detail is included at Appendix 1. This is a summary of services:

| <b>SSDC</b>                                                                                      | <b>EDDC</b>                              |
|--------------------------------------------------------------------------------------------------|------------------------------------------|
| Planned and reactive maintenance including annual maintenance contracts.                         | As for SSDC                              |
| Condition and asbestos surveys, dilapidation surveys                                             | As for SSDC                              |
| Involvement in the process of acquisition, disposal, leases, licences and concessions            | As for SSDC                              |
| Fire risk surveys (shared with safety adviser)                                                   | As for SSDC                              |
| Disability, Discrimination Audits and improvements                                               | As for SSDC                              |
| CCTV maintenance                                                                                 | As for SSDC                              |
| Office moves                                                                                     | As for SSDC                              |
| Legionella monitoring                                                                            | As for SSDC                              |
| Building design and feasibility schemes                                                          | As for SSDC                              |
| Building extensions, refurbishments and alterations (including contract management). Demolitions | As for SSDC                              |
| Facilities management (including cleaning and caretaking)                                        | As for SSDC                              |
| Contracted Council maintenance work                                                              | In-house team of maintenance technicians |
| -                                                                                                | Beach huts and plots                     |
| Contract on critical ordinary watercourses/with EA)                                              | -                                        |
| -                                                                                                | Beach management                         |
| -                                                                                                | Coast Protection (inc. Cliff monitoring) |
| Flood alleviation and land drainage (NB Pitt Review)                                             | As per SSDC (NB Pitt Review)             |
| Footpaths in Council owned areas                                                                 | Council owned roads and footpaths        |

| <b>SSDC (contd..)</b>                             | <b>EDDC (contd..)</b>                         |
|---------------------------------------------------|-----------------------------------------------|
| Sewage works Pumping Stations (3 No.)             |                                               |
|                                                   |                                               |
| Liaison with local plans land development         | As per SSDC                                   |
|                                                   |                                               |
| Cemeteries maintenance/management                 | As per SSDC                                   |
|                                                   |                                               |
| Lighting                                          | As per SSDC                                   |
|                                                   |                                               |
| Bus shelters and bus station                      | Bus shelters                                  |
|                                                   |                                               |
| Municipal works/design and management of projects | As per SSDC                                   |
|                                                   |                                               |
| -                                                 | Road, footpath and sewer adoption for housing |
|                                                   |                                               |
| -                                                 | Off street parking for Housing                |
|                                                   |                                               |
| Bridges, walls and other structures               | As per SSDC                                   |
|                                                   |                                               |
| Gypsy sites                                       | -                                             |
|                                                   |                                               |
| Closed landfill and reclaimed land                | Similar to SSDC                               |

### 3.2 Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward. It is a brief strategic case that should give JIC members enough information to decide whether to proceed or revisit the scope. It includes an initial view of the costs, benefits and risks of options.

An outline business case would be produced with more detailed data such as robust risk registers, costs, benefits, objectives and milestones once JIC has given the mandate to proceed further.

| <b>Potential changes</b> ( <i>systems, shared managers, shared teams, shared technology for example</i> )                                                                              | <b>Potential benefits and savings</b> | <b>Potential costs</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------------------|
| <b>Management and Staff:</b> <ul style="list-style-type: none"> <li><b>EDDC currently have a vacancy for Head of Streetscene (this role would cover more than just this</b></li> </ul> | <b>Significant</b>                    | <b>None</b>            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                               |                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>workstream). Through senior manager sharing the need to fill this post can be eliminated</p> <ul style="list-style-type: none"> <li>• Where site based work is not 100% of role there may be scope and flexibilities from sharing. This would include specialist technical roles and strategic roles e.g. engineers (other roles may require too much travel).</li> <li>• Managerial roles could be shared where they are not significantly required to do daily direct supervision and work allocation (e.g. Property Services Manager) – though there is some direct project management by this officer).</li> </ul> <p><b>Offices and Technology</b></p> <ul style="list-style-type: none"> <li>• There may be scope to share office base/depots at the border between districts and reduce staff by combination (e.g. Property Surveyors). (Note: SSDC have no current depots at the border)</li> <li>• Shared technology may make sense but is largely a medium term aspiration.</li> </ul> <p><b>Contracts and Contractors</b></p> <ul style="list-style-type: none"> <li>• Shared contractors to achieve economies of scale (e.g. legionella testing). (Further investigation required)</li> <li>• Use of other Council's experience of contractor prices, or method of works for direct price comparison (e.g. for maintenance technicians).</li> </ul> | <p><b>Modest</b></p> <p><b>Significant</b></p> <p><b>Limited</b></p> <p><b>Limited</b></p> <p><b>Scope for savings may be limited</b></p> <p><b>Part of effective procurement savings</b></p> | <p><b>Travel</b></p> <p><b>Travel Potential redundancy costs</b></p> <p><b>Depot development</b></p> <p><b>ICT investment</b></p> <p><b>None</b></p> <p><b>None</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                  |                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <p><b>Expertise and Skills</b></p> <ul style="list-style-type: none"> <li>• Use of specialist skills from other Council (especially where rarely needed) e.g. specialist design.</li> <li>• Shared posts where neither Council needs a full time officer for specialist skills (e.g. flooding and drainage technical work).</li> <li>• Use of direct employment may be justified rather than consultants due to economy of scale across 2 Councils.</li> </ul> | <p>Occasional savings possible</p> <p>Potentially some savings depending on demand for this work</p> <p>Potentially some saving depending on demand for work</p> | <p>None</p> <p>Needs to be investigated</p> <p>Costs and risks of direct employment</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|

### 3.3 PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further

## 4. RISKS AND ISSUES

*Identify the key risks in the project.*

Detailed risk register to be compiled once JIC have given a mandate to proceed further.

## Description of current service delivery arrangements

| SSDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | EDDC |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Purpose of Service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |      |
| Responsible for managing and maintaining the Council's property portfolio to ensure assets are fit for purpose, comply with operational health and safety requirements and statutory and regulatory legislation. This also includes maintenance of the corporate land and property database.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      |
| <b>Brief Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |      |
| <p><b>Engineering – Technical Services</b></p> <ul style="list-style-type: none"> <li>• Civil engineering works</li> <li>• Land drainage, flood alleviation schemes and sustainable drainage systems</li> <li>• Development control – plans checking and assisting with Section 106 agreements in relation to engineering aspects of commuted sums</li> <li>• CCTV systems – management of Yeovil system and advice to Town Councils</li> <li>• Yeovil bus station – management and operation</li> <li>• Street furniture and bus shelters – repair and maintenance</li> <li>• Sewers – liaison with Wessex and South West Water</li> <li>• Birchfield Park in Yeovil – leachate control plant and gas monitoring systems to former land fill site</li> <li>• Responsibility for highway improvement schemes implemented by SSDC until formally adopted by SCC</li> </ul> <p><b>Property Services</b></p> <ul style="list-style-type: none"> <li>• Repair and maintenance to the property portfolio – planned and reactive - properties range from Brympton Way Office – Goldenstones – Public Toilets – The Follies at Barwick Park. Portfolio of c.100 properties valued at £30m.</li> <li>• Design service – sketch schemes, plans drawing, feasibility work for property related projects</li> <li>•</li> </ul> |      |

- Letting and managing building related contracts, eg maintenance of building systems – lifts, security, access, alarms, doors, etc.
- Managing property related capital projects for our own service and supporting delivery of schemes for other services
- Accommodation issues – office moves
- Repair and maintenance issues at the Gypsy sites
- Implementing regulatory requirements, eg Health & Safety, Disability Discrimination Act, Asbestos (location, monitoring or removal), Legionella (new requirement to check and monitor water systems)
- Property inspections and condition surveys

## Land and Property

- Working with Asset Management Service in connection with strategic management of all land and property in the portfolio.
- Working with Economic Development and Legal on negotiations for redevelopments involving SSDC land or property, eg Waitrose in Crewkerne, Chard Town Council, Yeovil Town Centre
- Working with Regeneration teams on property issues relating to Yeovil Vision and Market Town Regeneration
- Involvement in acquisitions, disposals, granting of licences, leases, easements in respect of all land and property
- Commercial and miscellaneous property – liaising with tenants
- Working with other public authorities to facilitate shared use of buildings for service delivery

As part of '**Team SSDC**' the asset function plays an important role in the following cross cutting service areas:

- Regeneration projects (Area Development Teams)
- Affordable housing developments by RSL's (with Strategic Housing)
- Public transport and parking management (with Economic Development, Planning and Transport)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Birchfield Park - former landfill site (Corporate Project)</li> <li>• Economic development projects (with Economic Development, Planning and Transport)</li> <li>• Creating and maintaining a corporate land and property database (with Streetscene and Legal services)</li> <li>• Land drainage and flood alleviation work (with Streetscene and the EA)</li> <li>• Land and property work in connection with delivery of the Yeovil Vision (with Yeovil Vision Team, Area Development, Planning, etc.)</li> </ul>                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Statistics</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Street and Public Building Cleansing</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Cleansing of 19 SSDC owned public conveniences (cleaning contract).</li> <li>• Cleansing of 10 council offices and community offices (cleaning contract)</li> <li>• Maintenance and cleansing of 3 pumping stations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>▪ Cleansing of the Council Offices, 4 other public buildings, housing communal areas</li> <li>• Maintenance and cleansing of 23 housing sewage treatment works (also replacement/adoption programme with SWW)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Non-mandatory but public liability issues</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• General maintenance of 18 bus shelters (many others owned and maintained under contract with Primesight Ltd or owned by town or parishes)</li> <li>• General maintenance of 19 public conveniences facilities</li> <li>• General maintenance of outdoor lighting at approx 60 locations</li> <li>• General maintenance of hard services including paths, walls, steps and roads.</li> <li>• Maintenance of 1 flagpole</li> <li>• Emptying of 4 silt interceptors</li> <li>• General maintenance and management of Lufton Depot</li> <li>• General maintenance of all street name plates</li> <li>• General maintenance of a large variety of general signage e.g. car park and trading estate signage, finger posts and</li> </ul> | <ul style="list-style-type: none"> <li>▪ General maintenance of 59 bus shelters</li> <li>▪ General maintenance of 44 public conveniences facilities.</li> <li>▪ General maintenance of outdoor lighting at 83 locations (incl. parks and gardens, seafronts, car parks, footways and some roads)</li> <li>▪ General maintenance of hard services including paths, walls, steps and roads.</li> <li>▪ Maintenance of in excess of 24 public shelters (not bus shelters)</li> <li>▪ Maintenance of 8 flagpoles</li> <li>▪ Emptying of 6 petrol/silt interceptors</li> <li>▪ General management of 2 main works depots (Manstone and Camperdown) and a number of smaller Grounds Maintenance yards. Includes management of Flogas tank at Manstone/Camperdown</li> <li>▪ General maintenance of all street name plates (quantity unknown but is in the</li> </ul> |

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| <p>blades.</p> <ul style="list-style-type: none"> <li>• Variety of other street furniture including picnic benches, barbecues, fencing, barriers, gates, bollards etc.</li> <li>• Maintenance and management of structures including a number of listed buildings: 4 x follies, Burlington Barn, Cemetery Lodge, Ropewalk, Flaxmills, Market House, Yeovil Museum, 80 South Street, plus others, 22 footbridges</li> <li>• Minor project work for area community development teams.</li> </ul> | <p>tens of thousands)</p> <ul style="list-style-type: none"> <li>▪ General maintenance of a large variety of general signage (quantity unknown but substantial)</li> <li>▪ Variety of other street furniture including picnic benches, barbecues, fencing, barriers, gates, bollards, feature fountains, outdoor water taps (seasonal), raised planters, water/electric meters, deck chair supply and storage</li> <li>▪ Maintenance and management of structures including Jacobs Ladder, in excess of 12 bridges (4 concerning the highway over the Budleigh linear walkway together with other footbridges over this walkway, a number over R. Sid at the Byes, the Glen and Gissage at Honiton, Land of Canaan at Ottery St Mary, the Glen at Sidmouth, Phear Park). This list is not definitive</li> <li>▪ Inspection and maintenance of 62 non feausance sites on behalf of Housing</li> <li>▪ Ongoing road adoption work for Housing</li> <li>▪ Minor project work for various Directorates including Revenue, Special Items and Capital expenditure (can be significant amounts of work but varies)</li> </ul> |
| <b>Mandatory Roles</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• Management of contaminated land for council owned land (also Environmental Health involved in all contaminated land sites)</li> <li>• Major capital project work</li> <li>• Land drainage duties – 10,260 metres of watercourses, 873 visits per year to clear various screens</li> <li>• 4 Flood Fairs held for the public 2009/10</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>▪ Management of contaminated land in the ownership of the council.</li> <li>▪ Major Capital project work generally in association with outside specialist consultants (generally significant amounts of work but varies)</li> <li>▪ Coastal protection 16.71 kilometres of defended frontage and 45.99 kilometres of undefended frontage (includes beach management)</li> <li>▪ Land Drainage duties</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Non mandatory but contractual, with public and employer liability obligations</b>                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>▪ New Build, Refurbishments, Extensions, Planned and re-active maintenance of all Council properties. This includes</li> </ul>                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>▪ New Build, Refurbishments, Extensions, Planned and re-active maintenance of all Council non-housing properties. This</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

building types such as; Offices (10 no.), Theatre (1 no.), Public/Town Halls (numerous), Sports Centres (2 no.), Swimming Pools (2 no.), Industrial Units, Workshops, Garages, Depot, TICs, Cafe/Kiosks, Canteen, Changing Rooms, Public Conveniences, Bus Station, Youth Centre, Cemetery Chapels/Lodges (3 no.), Shelters, clock tower (1 no.), reservoir (1 no.), healthy living centre (1 no), bird watching huts, Education Centre, Innovation Centre, Residential properties, Child Nursery, museums (3 no.)

- Planned Maintenance includes work such as; Stock Condition Surveys / Inspections at 78 sites, Structural Surveys/ Inspections, Asbestos Management, Legionella Risk Assessments and Monitoring, Measured Surveys and CAD Floor Plans, Periodic Testing of Electrical Installations, Lightning Conductor Tests, Gas Safety Checks, Servicing of Air Conditioning & Ventilation Systems, Boilers, Fire Alarms, Emergency Lighting, Intruder Alarms, Swimming Pool Plant and Equipment, Lifts, Automatic Doors, Roller Shutter Doors, Fall Arrest Systems etc. Gutter Clearing, Painting and Decorating etc.
- Facilities Management of Corporate Buildings. This includes; Caretaking at 2 offices, Stand-by Generator, Cleaning, Office moves, Portable Appliance Testing, Fire Alarm Testing, Fire Extinguishers, Window Cleaning, Testing of Anchor and Eye Safety Bolts Hot Water Heaters, Brympton Way Canteen, Waterless Urinals, Hand Dryers, Sanitary Waste, Confidential Waste, Relocation or disposal of minor assets, Lighting, Shelves, Notice

includes building types such as; Offices (7 no.), Theatres (2 no.), Public/Town Halls (7 no.), Sports Centers (8 no.), Swimming Pools (3 no.), Industrial Units, Workshops, Depots, TICs, Cafe/Kiosks, Changing Rooms, Public Conveniences, Chapels, Shelters, Beach Huts, Public Clocks etc.

- Planned Maintenance includes work such as; Stock Condition Surveys / Inspections, Structural Surveys/ Inspections, Asbestos Management, Legionella Risk Assessments and Monitoring, Measured Surveys and CAD Floor Plans, Periodic Testing of Electrical Installations, Lightning Conductor Tests, Gas Safety Checks, Servicing of Air Conditioning & Ventilation Systems, Boilers, Fire Alarms, Emergency Lighting, Intruder Alarms, Swimming Pool Plant and Equipment, Lifts, Automatic Doors, Roller Shutter Doors, Fall Arrest Systems etc. Gutter Clearing, Painting and Decorating etc.
- Facilities Management of Corporate Buildings. This includes; Caretaking at Knowle Offices and Seaton Town Hall, Knowle Office Stand-by Generator, Knowle Office Cleaning, Office moves, Portable Appliance Testing, Fire Alarm Testing, Fire Extinguishers, Window Cleaning, Testing of Anchor and Eye Safety Bolts, Hot Water Heaters, Knowle Canteen, Waterless Urinals, Hand Dryers, Sanitary Waste, Confidential Waste, Relocation or disposal of minor assets, Lighting, Shelves, Notice boards, Blinds, Carpets etc.
- Maintenance of 7 clocks (including 3 clock towers)
- Fire Safety and Risk Assessments
- Management of 410 beach hut sites

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| <p>boards, Blinds, Carpets etc.</p> <ul style="list-style-type: none"> <li>▪ Maintenance of 1 clock tower</li> <li>▪ Fire Safety and Risk Assessments</li> <li>▪ Disabled Access Audits and Improvements</li> <li>▪ Landlord's repairing obligations on tenanted properties. Including Dilapidations surveys and Schedules of Conditions in connection with lease renewals and terminations.</li> <li>▪ Energy Management. Including Utilities Contracts, Energy Performance Certificates, and Display Energy Certificates.</li> <li>▪ CCTV (static and mobile)</li> <li>▪ 1040 property services requests received 2009/10</li> <li>▪ The property portfolio consists of approx 100 buildings with asset book value (not market value) of approx £30m</li> <li>▪ There are in excess of 1,000 pieces of land ranging in size from country parks to a single grass verge.</li> </ul> | <p>which includes 196 permanent huts and 214 erected and removed at start and end of summer season (£160k income)</p> <ul style="list-style-type: none"> <li>▪ Disabled Access Audits and Improvements</li> <li>▪ Landlord's repairing obligations on tenanted properties. Including Dilapidations surveys and Schedules of Conditions in connection with lease renewals and terminations.</li> <li>▪ Energy Management. Including Utilities Contracts, Energy Performance Certificates, and Display Energy Certificates.</li> <li>▪ CCTV (static and mobile)</li> </ul> |
| <b>Other services provided non-mandatory</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Provision of technical information/advice to other Directorates, Members, organisations and the public.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Provision of technical information/advice to other Directorates, Members, organisations and public including inspection of work carried out under Rural Aid Grants</li> </ul>                                                                                                                                                                                                                                                                                                                                                   |
| <b>Member or local priorities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>▪ Monitoring our land and property portfolio to identify opportunities for:- <ul style="list-style-type: none"> <li>– provision of social housing</li> <li>– contribute to delivery of the Yeovil Vision</li> </ul> </li> <li>▪ Manage pollution risks at Birchfield Park former land fill site</li> <li>▪ Supporting delivery of local regeneration projects</li> <li>▪ To have SSDC as one of the top exemplar authorities in reducing CO<sub>2</sub> emissions by 2012</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Links to Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>▪ The Asset Management Plan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| <ul style="list-style-type: none"> <li>▪ District Wide Car Parking Strategy</li> <li>▪ Property Repair and Maintenance Policy</li> <li>▪ Access Strategy</li> <li>▪ Business Continuity and Disaster Recovery</li> <li>▪ Capital Strategy</li> <li>▪ Procurement Strategy</li> <li>▪ Consultation Strategy</li> <li>▪ Corporate Equalities Strategy</li> <li>▪ Yeovil &amp; Market Towns Vision</li> <li>▪ Mendip &amp; South Somerset Community Safety Strategy</li> <li>▪ Gypsy &amp; Traveller Accommodation Strategy</li> <li>▪ Corporate Plan and insert</li> <li>▪ Carbon Reduction &amp; Climate Change Adaptation Strategy</li> <li>▪ Climate Adaptation Plan for Service</li> </ul> |  |
| <p><b>Key Partnerships / partnership work</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| <p><b>Contracts:</b></p>  <p>"E&amp;PS Contracts Register.xls"</p> <p>Contracts Register for E&amp;PS</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <p><b>Budget</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|  <p>"Budget 2010.11.xls"</p> <p>Summary Budget 2010/11</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <p><b>FTEs (specify vacancies)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|  <p>"Eng &amp; PS Structure March 10.pdf"</p> <p>E&amp;PS Structure Chart - March 2010</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <p><b>Software</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| <ul style="list-style-type: none"> <li>• Parkfolio – ticket machine</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |

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| <p>software/telemetry data system</p> <ul style="list-style-type: none"> <li>• Chipside car parking software management system</li> <li>• AutoCAD 2010 drawing software</li> <li>• Autotrack – links to CAD</li> <li>• ICEPAC – back office package</li> <li>• Paint Shop Pro</li> <li>• Photoshop Elements</li> <li>• Google Sketchup 7</li> <li>• Cartology</li> <li>• Autodesk Design Review</li> <li>• AutoCAD Architecture 2010</li> <li>• Autodesk Revit Architecture 2010</li> <li>• Google Earth</li> </ul>               |  |
| <p><b>Plant / Equipment / Machinery</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| <ul style="list-style-type: none"> <li>• 44 Parkeon car park machines</li> <li>• VMS (Vehicle Management System) – advanced electronic car park capacity displays</li> <li>• 30 CCTV cameras plus monitoring equipment at Sedgemoor DC</li> </ul>                                                                                                                                                                                                                                                                                 |  |
| <p><b>Targets and Performance</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| <p><br/>"BS Eng &amp; Prop<br/>Revised 09-10.XLS"</p> <p>Balance scorecard results 2009/10</p> <p><br/>"Eng &amp; Prop<br/>Balanced Scorecard D"</p> <p>Balance Scorecard targets 2010/11</p> <p><br/>"Target Insert<br/>E&amp;PS.doc"</p> <p>Corporate Plan Targets</p> |  |
| <p><b>Published Service Standards</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| <p><b>Engineering:</b></p> <ul style="list-style-type: none"> <li>• To respond to planning consultations within 14 days on land drainage issues</li> <li>• To carry out quarterly detailed technical inspections and complete a survey record</li> </ul>                                                                                                                                                                                                                                                                          |  |

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| <p>for all car parks including signage</p> <ul style="list-style-type: none"> <li>• 100% of CCTV cameras fully operational 24/7 within Yeovil Town Centre</li> <li>• 95% of total number of days the public toilets are open to the public on a monthly basis (toilets open 364 days a year)</li> </ul> <p><b>Property:</b></p> <ul style="list-style-type: none"> <li>• 100% user satisfaction with service provision through the Property Service Request (PSR) system</li> <li>• To carry out an annual survey and inspection of all 78 Council owned properties and produce detailed reports.</li> </ul> |  |
| <p><b>Achievements 2009/10</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| <ul style="list-style-type: none"> <li>• 7 Public conveniences won 4 &amp; 5 star awards for Loo of the Year</li> <li>• Installation of generator as part of business continuity plan</li> <li>• Installation of wind turbine at Innovation centre</li> <li>• Transfer of 3 public conveniences to town and parish councils</li> <li>• Gypsy park home project</li> </ul>                                                                                                                                                                                                                                    |  |
| <p><b>Key Projects 2010/11</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
|  <p>"Eng &amp; Prop Project List March 10.xls"</p> <p>Project list – March 2010</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |

# Shared Services Project Definition Document

## Workstream 6

Corporate Performance (equalities, policy and research, performance management and business continuity)

## **Shared Services PROJECT DEFINITION**

### **BACKGROUND**

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Corporate Performance (equalities, policy and research, performance management , and business continuity)**

**Document Version No:**

Version 1.0

**Document Ref:**

**Author:** [Redacted] Strategic Director, SSDC  
[Redacted] Corporate Director EDDC

**Date:** 27 May 2010

**Document History**

| <i>Revision Date</i> | <i>Version Issued</i> | <i>Joint project leader/project leader sign-off</i> |
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| <i>Joint project leader/project leader</i> | <i>Project team</i> |
|--------------------------------------------|---------------------|
| [Redacted]                                 |                     |
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## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) A joint manager and a single team*
- b) One manager supervising two separate teams*
- c) Separate managers running two separate teams*
- d) Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- Any specific exclusions from the scope of the project*
- Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- Relationships with other projects or benefits in other work streams*

Scope for the review includes:

- Equalities
- Policy and research (see exclusion below)
- Performance management
- Business Continuity (see exclusion below)

Exclusions:

- Business Continuity - as it is included with the Civil Contingencies and ICT workstream
- Policy & Research - as SSDC has no separate posts
- Lean/Systems thinking – a separate report has already been presented to JIC with details of costs and performance. Decisions will depend on which system is to be used in the future
- Communications – included in the Human Resources (including Learning and Development; Payroll Services; Communications and Marketing) workstream.

### 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

#### 3.1. Description of current service delivery arrangements

| SSDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | EDDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <b>Purpose of service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>Equalities falls within the remit of the Assistant Director (Communities), within the Place &amp; Performance Directorate</p> <p>The main responsibility is to ensure that SSDC is making equality a reality for all its service users and citizens. This includes:</p> <ul style="list-style-type: none"> <li>• Ensuring corporate compliance with all anti-discriminatory legislation</li> <li>• Working with Management and Members in developing policies and processes that promote equality and diversity</li> <li>• Working with appropriate external agencies in understanding and then applying best practice in equalities and diversity</li> </ul> <p>The Performance Service is situated within the wider Place &amp; Performance Directorate.</p> <p>The team performs a number of key functions and services across the organisation including;</p> <ul style="list-style-type: none"> <li>• working to embed a culture of performance management across the organisation</li> <li>• providing frameworks within which services can work to improve performance</li> <li>• working to ensure Value for money is achieved for residents</li> </ul> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Corporate support to Senior Management team</li> <li>• Monitoring of Corporate Plan, key strategies, performance indicators, complaints</li> <li>• Support for external corporate Inspections and Assessments</li> <li>• Advice and guidance on performance, data quality, and service planning</li> </ul> | <p>Equalities falls within the remit of Corporate Director PJ.</p> <p>The main responsibility is to ensure that EDDC is making equality a reality for all its service users and citizens. This includes:</p> <ul style="list-style-type: none"> <li>• Ensuring corporate compliance with all anti-discriminatory legislation</li> <li>• Working with Management and Members in developing policies and processes that promote equality and diversity</li> <li>• Working with appropriate external agencies in understanding and then applying best practice in equalities and diversity</li> <li>• Achieve 'Achieving' level of the equalities standard by September 2010.</li> </ul> <p>The Performance Service is situated within the Organisational Development Team.</p> <p>The team performs a number of key functions and services across the organisation including;</p> <ul style="list-style-type: none"> <li>• working to embed a culture of performance management across the organisation</li> <li>• providing frameworks within which services can work to improve performance</li> <li>• working with Finance to develop ways of evidencing that value for money is achieved for residents</li> </ul> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Corporate support to Senior Management team</li> <li>• Monitoring of Corporate Plan, key strategies, performance indicators</li> <li>• Handling 3<sup>rd</sup> level and Ombudsman complaints, FOI and data protection queries and subject access requests</li> <li>• Support for external corporate Inspections and Assessments</li> <li>• Advice and guidance on performance, data quality, and service planning</li> </ul> |
| <b>Published service standards</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Corporate standards:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Customer service standards, targets and measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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| <p>When you contact us we will:</p> <ul style="list-style-type: none"> <li>• Be friendly, approachable and professional</li> <li>• Treat you with respect</li> <li>• Listen to what you have to say</li> <li>• Resolve your query at the first point of contact, wherever possible</li> <li>• Be responsive and reliable</li> <li>• Be fair</li> </ul> <p>We aim to:</p> <ul style="list-style-type: none"> <li>• Answer the telephone in four rings</li> <li>• Acknowledge your letters and emails within 1 week</li> <li>• Keep our appointments with you</li> <li>• Respond promptly to complaints</li> </ul>                                                                                                                            | <p>are set out in the Council's Customer Service Strategy which is scheduled for review during 2010/11.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Member or local priorities</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>Taken from 2009/10 Portfolio statements:</p> <p><b>STRATEGY, POLICY AND PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>• Improve performance management</li> <li>• Maintain improvement trajectory as an organisation</li> </ul> <p><b>HOUSING, ENVIRONMENTAL HEALTH &amp; INCLUSION</b></p> <ul style="list-style-type: none"> <li>• Ensure compliance with the new Equality Framework.</li> </ul>                                                                                                                                                                                                                                                                                                                          | <p>Member and local priorities are incorporated in the Council's Corporate Strategy (see next section).</p> <p>The Executive Board prioritises those PIs that they want to monitor every month early in each financial year.</p> <p>Members considered the Place Survey results for which we were below at least one of the averages for the Devon Districts, South West Councils and English Councils and will consider how to improve % of people who feel that they can influence decisions in their locality in June 2010. (LAA NI 4)</p>                                                                                                                                                           |
| <p><b>Fit with other services/ corporate priorities/ LSP SCS</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>SSDC Corporate Plan 2009-12</b></p> <p>Key target areas:</p> <p>4.17 Increase the % of people who believe people from different backgrounds get on well together in their local area from 77.1% in 2008/09 to 78.8% by 2010. (LAA NI 1)</p> <p>4.18 Increasing perceptions that people in the area treat one another with respect and consideration from 27.2% in 2008/09 to 30% by 2010/11 (NI 23)</p> <p>4.19 Increase civic participation in the local area from 16.4% in 2008/09 to 18% by 2010/11 (NI 3)</p> <p>4.20 Increase % of people from 27.8% in South Somerset in 2008/09 to 30% by 2010/11 who feel that they can influence decisions in their locality. (LAA NI 4)</p> <p>4.21 SST implements a protocol for joint</p> | <p><b>EDDC's Corporate Strategy 2007-11 (as refreshed for 2009/10)</b></p> <p>One of our four values is: Passion for people, places and performance</p> <p>Priority 6: Excellent service for our customers - Outcome a. Consistently satisfied customers - Ensure our services are designed and delivered to meet the diverse needs of all our customers. (Success measure: Achieve Level 2 of the Local Government Equalities Standard by 2010 and ensure that our key services are regularly assessed in equality terms.</p> <p>Priority 7: An inspirational Council - Our vision is to be a publicly acknowledged inspirational Council with sound performance and people management frameworks.</p> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>community consultation and engagement in their locality (LAA NI 4)</p> <p>5.0 Increasing overall/general satisfaction with local area from 86.7% in 2008/09 to 88.7% in 2011/12 (NI 5)</p> <p>5.7 Increase fair treatment by local services from 77.3% in 2008 to 78% in 2010. (NI 140)<br/>100% of Equality Impact Assessments completed by 2011/2012</p>                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Links to Strategies</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Equality &amp; Diversity strategy</b></p> <p><b>Sustainable Communities Strategy Priorities 2009-2026</b><br/>Challenge 15: Mutual respect and understanding</p> <p><i>Current measures of success</i></p> <p><i>Increase the percentage of people who believe people from different backgrounds get on well together in their local area.</i></p> <p><b>Increase the perception that people in the area treat one another with respect and consideration</b></p> <p><b>Performance</b><br/>All strategies as corporate function</p>                                                                                                                                                                  | <p>Equality and Diversity Policy</p> <p>Performance Management Strategy</p> <p>Data and Information Quality Policy</p> <p>Freedom of Information Policy</p> <p>Data Protection Policy</p> <p>Complaints Procedure</p> <p>Customer Service Strategy</p> <p>Service Excellence Framework</p> <p>Benchmarking Strategy</p> <p>Community Engagement Policy</p> <p>Communications Policy</p>                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Key partnerships/ partnership work</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>The South Somerset Corporate Equalities Steering Group (SSCESG)</b> It has representation from:</p> <ul style="list-style-type: none"> <li>• South Somerset Mind</li> <li>• Somerset Lesbian Network</li> <li>• Multi-Faith Forum</li> <li>• Somerset Gay Health</li> <li>• Yeovil Mosque</li> <li>• South Somerset Disability Forum (SSDF)</li> <li>• Somerset Racial Equality Council (SREC)</li> <li>• Mid-West European Communities Association (MECA)</li> <li>• Age Pensioners Forum</li> <li>• Gender</li> </ul> <p>Chaired by the Theme Advisor for Equalities and Social Inclusion - to steer the approach to equalities work throughout the council's services, delivery and functions.</p> | <p><b>East Devon Equality Forum (EDEF):</b></p> <ul style="list-style-type: none"> <li>• Open Door (Exmouth)</li> <li>• Devon Racial Equality Council</li> <li>• Devon Faith Forum</li> <li>• Senior Voice</li> <li>• CARA (Gypsy advocacy project)</li> <li>• Devon &amp; Somerset Fire Service</li> <li>• Devon &amp; Cornwall Constabulary</li> <li>• Community Safety Partnership</li> <li>• NHS Mental Health Team</li> <li>• Planet Rainbow (mixed heritage support group)</li> <li>• Fata He</li> </ul> <p>(This group assists EDDC with its equality aims and objectives, oversees policy development and acts as a critical friend.)</p> <p><b>Devon Equality Partnership</b><br/>(For Equality Officers and those with a remit for equality to meet and share ideas and issues)</p> |

**Community Cohesion Forum** comprising of key partners, agencies, and third and voluntary sector organisations.

- Compass Disability Services
- Somerset County Council
- Somerset Faiths and beliefs Forum
- Somerset Gay Health
- Somerset Black Development Agency, (SBDA)
- Children and Young Peoples Partnership Somerset (CHYPPS)
- District Councils
- Forum for Equality and Diversity in Somerset
- Avon and Somerset Police
- Age Concern Somerset
- NHS Somerset
- Somerset racial Equality Council

**Migration Impacts Fund** of which SSDC Community Cohesion Officer is a Project Lead. All key agencies attend quarterly meetings.

- Avon and Somerset Police
- MECA
- South Somerset Mind
- Somerset County Council
- South Somerset Together
- Somerset Racial Inclusion Project

**Strategic Partnership Against hate Crime** key agencies and partners

- Avon and Somerset Constabulary
- Somerset Racial Equality council
- Victim Support
- Adult Community Services
- Yarlinton Housing
- Connexions
- Somerset Probation
- Somerset Crown Prosecution
- Health
- Mendip Housing

**Somerset Equality Officers Group**

- Districts
- Somerset County Council

**Multi-Faith Forum**

- Faithnet South West
- Representatives from a wide range of faith and belief groups/organisations

**South West Equality Network** - Regional meeting

- Districts and county council representatives

**Equality South West**

**South West Equality Network**

(A regional meeting for district and county council representatives)

**Equality South West**

**Devon Improvement Group**

(A bi-monthly meeting of officers in public services responsible for performance improvement)

**South West Information Compliance Group**

(A network with portal for officers across the SW dealing with the FOI Act and the DPA)

**Devon Feedback Officers Forum**

(An occasional gathering of Complaints and Feedback Officers in Devon)

**Devon Consultation Group**

(An opportunity for Community Engagement Officers and those with such a remit to share good practice)

**Gender Equality Network in Somerset (GENS)** -multi partnership group

**Somerset Black Development Association (SBDA)** – Umbrella group for Black and Minority Ethnic voluntary organisations/associations

**South Somerset Deaf Club**

**Independent Advisory Group** – Independent consultative group made up of representatives from different ‘strands’. Acts as ‘critical friend’ to police procedures, policies and practices.

**Friends, Families and Travellers**

**Community Tension Group** – Partner agencies and organisations involved in hate crime prevention

- Avon and Somerset police
- SREC
- Representatives from communities
- Health
- Education

**South Somerset Voluntary and Community Association**

**Migrant Workers Forum** – Partnership working across agencies and organisations from private, voluntary and third sector organisations.

- Health
- Education – Schools and Colleges
- Business
- Citizens Advice Bureau
- Avon and Somerset Constabulary
- Migrant Workers

**Gypsy/Traveller Forum** – Currently being established- multi agency/partnership.

**Somerset Intelligence Network (SINe)**- collective approach to data capture, reporting and intelligence, to ensure that decision-making by the Somerset Strategic Partnership (SSP) is based on good evidence.

**Somerset Performance officers group (SPOG)**-

To facilitate the collection and reporting of data for the National Indicator Set (NIS) and the Local Area Agreement (LAA), ensure data quality and share best practice

**Somerset Consultation and Engagement Partnership (SCEP)**-

Deliver joint, cost effective partnership consultation and engagement activity, contributing to the overall intelligence needs for Somerset (e.g. personalisation, citizen

| <p>empowerment and engagement)</p> <p><b>Somerset Strategic Performance group-</b><br/>To strategically plan; self evaluate; performance measure; be a locally accountable critical friend as well drive efficiency and value for money.</p>                                |                                                                                                                                                                                              |                 |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|------------|---|-----|-------------|---|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------|-----------------|------------|-----|-----|-------------|-----|-----|
| <b>Budget 2010/11</b>                                                                                                                                                                                                                                                       |                                                                                                                                                                                              |                 |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| <table border="1" data-bbox="256 504 705 629"> <thead> <tr> <th>Service</th> <th>FTEs</th> <th>Salaries budget</th> </tr> </thead> <tbody> <tr> <td>Equalities</td> <td>1</td> <td>36k</td> </tr> <tr> <td>Performance</td> <td>2</td> <td>78k</td> </tr> </tbody> </table> | Service                                                                                                                                                                                      | FTEs            | Salaries budget | Equalities | 1 | 36k | Performance | 2 | 78k | <table border="1" data-bbox="858 504 1307 629"> <thead> <tr> <th>Service</th> <th>FTEs</th> <th>Salaries budget</th> </tr> </thead> <tbody> <tr> <td>Equalities</td> <td>0.4</td> <td>11k</td> </tr> <tr> <td>Performance</td> <td>1.7</td> <td>51k</td> </tr> </tbody> </table> <p><b>Equalities</b><br/>This is led part-time by a Corporate Director with the temporary part-time support of a Diversity Officer up to September 2010 when the Council will be assessed for level 1, Achieving, of the Equality Framework for Local Government.</p> <p><b>Complaints and FOI/DPA</b><br/>A part-time Information and Complaints Officer (0.6 FTE) deals with Stage 3 and LGO Complaints, FOI requests and DPA enquiries and subject access requests.</p> <p><b>Performance Management</b><br/>A full-time Communications and Improvement Manager manages and develops the Council's Performance Management Framework. This includes responsibility for updating the Council's Corporate Strategy, developing the format for Service Plans and the annual service planning process and preparing and publishing the Annual Business Plan. He also organises all aspects of corporate assessments and inspections that provide external challenge to the Council. (This takes approximately 0.5 of this time.) His role also encompasses complaints and the provision of information, internal and external communications and community engagement.<br/>A part-time Management Information Officer (0.6 FTE) deals with matters relating to improving performance such as performance monitoring, benchmarking and understanding customers.</p> | Service | FTEs | Salaries budget | Equalities | 0.4 | 11k | Performance | 1.7 | 51k |
| Service                                                                                                                                                                                                                                                                     | FTEs                                                                                                                                                                                         | Salaries budget |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| Equalities                                                                                                                                                                                                                                                                  | 1                                                                                                                                                                                            | 36k             |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| Performance                                                                                                                                                                                                                                                                 | 2                                                                                                                                                                                            | 78k             |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| Service                                                                                                                                                                                                                                                                     | FTEs                                                                                                                                                                                         | Salaries budget |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| Equalities                                                                                                                                                                                                                                                                  | 0.4                                                                                                                                                                                          | 11k             |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| Performance                                                                                                                                                                                                                                                                 | 1.7                                                                                                                                                                                          | 51k             |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| <b>Software</b>                                                                                                                                                                                                                                                             |                                                                                                                                                                                              |                 |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| <p><b>Performance</b><br/>TEN Performance &amp; Risk<br/>SNAP</p>                                                                                                                                                                                                           | <p>SPAR<br/>SNAP</p>                                                                                                                                                                         |                 |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| <b>Targets and Performance</b>                                                                                                                                                                                                                                              |                                                                                                                                                                                              |                 |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |
| <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>Increase the % of people who believe people from different backgrounds get on well together in their local area (NI1)</li> </ul>                                                                        | <p><b>Key Service Objectives 2009/10</b></p> <ul style="list-style-type: none"> <li>Analyse and coordinate communication of Place Survey Information to all areas of the Council.</li> </ul> |                 |                 |            |   |     |             |   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |      |                 |            |     |     |             |     |     |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• % of people who feel that they belong to their neighbourhood (NI2)</li> <li>• Civic participation in the local area (NI3)</li> <li>• % of people who feel they can influence decisions in their locality (NI3)</li> <li>• who feel that they can influence decisions in their locality. (LAA NI4)</li> <li>• Increasing overall/general satisfaction with local area (LAA NI5)</li> <li>• Perceptions that people in the area treat one another with respect and consideration (NI23)</li> <li>• 100% of Equality Impact Assessments completed by 2011/2012 (LI059)</li> <li>• Dealing with local concerns about antisocial behaviour and crime by the local council and the police (NI21) (Community Tension Group (CTG), Independent Advisory Group, (IAG))</li> <li>• Environment for a thriving third sector (NI7)</li> <li>• Building resilience to violent extremism (NI35) (Strategic partnership Against Hate Crime, (SPAHC), CTG, IAG)</li> </ul> | <ul style="list-style-type: none"> <li>• Co-ordinate a 360° review of Managers' Commitments for all those who manage people within the organisation.</li> <li>• Co-ordinate Service Planning Days and ensure that these are prepared, planned and organised with guidance notes and pre and post sessions at SMT.</li> <li>• Develop system and performance data for Members to provide data for National Indicators and Systems Thinking measures.</li> <li>• Prepare the Council for the CAA Use of Resources and Managing Performance Inspections for 2009/10.</li> </ul>                                                                                                                                                                                                                                            |
| <p><b>Achievements</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>South Somerset Equalities Profile produced and published</p> <p>Single Equality Scheme completed</p> <p>100% Equality Impact Assessments completed and published</p> <p>Membership extended at the South Somerset Corporate Equalities Steering Group</p> <p>External funding achieved to support projects from:</p> <ul style="list-style-type: none"> <li>• Migration Impacts Fund</li> <li>• Transformation Fund</li> </ul> <p>Events <b>NI1, NI4, NI16, NI24, NI32, NI56</b></p> <ul style="list-style-type: none"> <li>• <b>Ready, Steady, Let's get Cooking!</b> – Cookery contest organised to celebrate the cultural diversity of a local school, (where 18 different languages are spoken), and encourage pupils to learn healthy cooking skills</li> <li>• <b>Religion and belief event</b> New interest in community cohesion was sparked in</li> </ul>                                                                                                                               | <p><b>Key Achievements in 2009/10</b></p> <ul style="list-style-type: none"> <li>• 65% of Equality Impact Assessments completed with approx 30% available online.</li> <li>• Delivery of Place Survey and analysis of results using SNAP.</li> <li>• Development of Managers' Commitments and process for staff to rate their manager.</li> <li>• Implemented the new Performance Management Strategy.</li> <li>• Trained staff to input information directly to SPAR.net relating to achievement against key service objectives and performance indicators.</li> <li>• Dealt with an increased volume of Complaints, Freedom of Information requests and Data Protection queries compared with previous years.</li> <li>• Support to the systems thinking process through change workshops and focus groups</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>South Somerset following an event that brought together over 30 representatives from 12 different religion, faiths and beliefs.</p> <ul style="list-style-type: none"> <li>• <b>Portuguese cultural Christmas event</b><br/>Over 150 people enjoyed a taste of a Portuguese Christmas at a sell out event in Chard in December 2009. The event was designed to bring people together to share and celebrate diversity within the local communities, through music, food and dance.</li> </ul> <p><b>Leaflets and guidance information translated</b><br/>– Community Link Workers have started the process of translating key information into Polish and Portuguese to improve access to services. Website information also translated.</p> <p><b>Drop in Surgeries for migrant workers established</b> – Regular sessions arranged where Community Link Workers are available to provide support, advice and guidance to migrant communities.</p> <p><b>SSDC Equality Champions</b> being established across directorates</p> <p><b>Deaf Awareness training</b> provided for front line staff</p> <p><b>BSL Video clips for website</b> – signers</p> <p><b>Level 3 Use of Resources</b> maintained <b>TEN implemented</b> and continues to be developed, further strengthening the performance culture and transparency at SSDC</p> | <p>recommending action.</p> <ul style="list-style-type: none"> <li>• Support to the Benefits Inspection.</li> <li>• Responded positively to the new inspection regime – Comprehensive Area Assessment and Use of Resources.</li> </ul> <p>Successfully ran an initiative under the Sustainable Communities Act and submitted a proposal on Affordable Housing to the Local Government Association.</p>                                                                                                                                                                                                         |
| <p><b>Key projects</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Implementation of TEN software</p> <p>Single Equality Scheme published</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>Key Service Objectives for 2010/11</b></p> <ul style="list-style-type: none"> <li>• Complete outstanding Equality Impact Assessments before September 2010.</li> <li>• Rewrite Single Equality Scheme.</li> <li>• Achieve ‘achieving’ level of the Equality Framework for Local Government in September 2010.</li> <li>• Co-ordinate Use of Resources Assessment for 2009/10 which will include Use of Natural Resources for the first time.</li> <li>• Run Data Quality training for officers responsible for Performance Indicators.</li> <li>• Deliver FOI refresher training to Officers.</li> </ul> |

|  |                                                                                                                                                                                                                                                                                                          |
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|  | <ul style="list-style-type: none"> <li>• Ensure delivery of Data Protection training to Members and Volunteers.</li> <li>• Develop customer insight for all services to facilitate better customer service.</li> <li>• Implement Place Survey for 2010 and complete actions from 2008 survey.</li> </ul> |
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### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

| Potential changes<br>(systems, shared managers, shared teams, shared technology for example) | Potential benefits and savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Potential costs      |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <b>Potential shared teams:</b>                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                      |
| <b>Performance management</b>                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                      |
| <i>A joint manager and a single team</i>                                                     | We need to be sure of the government's intentions and the impact of its decisions around inspection before we can commit to this. See box below.                                                                                                                                                                                                                                                                                                                                                                | Travel<br>Redundancy |
| <i>One manager supervising two separate teams</i>                                            | Given the hands on, operational nature of the work of the two manager posts in the two councils, it is difficult to have confidence that this role could be a shared post. Any attempt at reducing capacity would put in jeopardy the current service delivery arrangements for one or both councils, given the low level of resource currently in these teams. However, there are two further aspects to consider:<br>1. The new government may reduce radically the amount of inspection (yesterday announced | Travel<br>Redundancy |

|                                                                                                |                                                                                                                                                                                                                                 |                                                                                  |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
|                                                                                                | that CAA will cease) which might change the balance in favour of a shared manager in our opinion.<br>2.The two councils could agree an investment in shared systems which would facilitate a shared arrangement.                | Cost of sharing performance system will be additional cost to either SSDC or EDD |
| <i>Separate managers running two separate teams</i>                                            | Current arrangements work well and are fully stretched operationally.                                                                                                                                                           |                                                                                  |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> |                                                                                                                                                                                                                                 |                                                                                  |
| <b>Equalities</b>                                                                              |                                                                                                                                                                                                                                 |                                                                                  |
| <i>A joint manager and a single team</i>                                                       | The Cohesion Officer post at SSDC could be shared. This would reduce the level of capacity at SSDC and Members would need to decide what priorities should be discontinued but will deliver a saving of 18k per annum for SSDC. | There would be a cost to EDDC if this post were shared.                          |
| <i>One manager supervising two separate teams</i>                                              |                                                                                                                                                                                                                                 |                                                                                  |
| <i>Separate managers running two separate teams</i>                                            |                                                                                                                                                                                                                                 |                                                                                  |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> |                                                                                                                                                                                                                                 |                                                                                  |
| <b>Lean/systems thinking</b>                                                                   |                                                                                                                                                                                                                                 |                                                                                  |
| <i>A joint manager and a single team</i>                                                       | A separate report has already been presented to JIC with details of costs and performance. Decisions will depend on which system is to be used in the future                                                                    |                                                                                  |
| <i>One manager supervising two separate teams</i>                                              |                                                                                                                                                                                                                                 |                                                                                  |
| <i>Separate managers running two separate teams</i>                                            |                                                                                                                                                                                                                                 |                                                                                  |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> |                                                                                                                                                                                                                                 |                                                                                  |
| <b>Policy &amp; Research</b>                                                                   |                                                                                                                                                                                                                                 |                                                                                  |
| <i>A joint manager and a single team</i>                                                       | SSDC has no separate posts for policy and research                                                                                                                                                                              |                                                                                  |
| <i>One manager supervising two separate teams</i>                                              |                                                                                                                                                                                                                                 |                                                                                  |
| <i>Separate managers running two separate teams</i>                                            |                                                                                                                                                                                                                                 |                                                                                  |

|                                                                                                |                                                    |
|------------------------------------------------------------------------------------------------|----------------------------------------------------|
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> |                                                    |
| <b>Business continuity</b>                                                                     |                                                    |
| <i>A joint manager and a single team</i>                                                       | Included in Civil Contingencies and ICT workstream |
| <i>One manager supervising two separate teams</i>                                              |                                                    |
| <i>Separate managers running two separate teams</i>                                            |                                                    |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> |                                                    |

a. **PROJECT RESOURCES**

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further.

**3. RISKS AND ISSUES**

*Identify the key risks in the project.*

Detailed Risk Register to be compiled once JIC have given a mandate to proceed further.

# Shared Services Project Definition Document

## Workstream 7

Housing (private sector housing; home improvement agency; affordable and strategic; Homesafeguard / Careline)



# South Somerset District Council and East Devon District Council

## Housing Services Comparison / Shared Service Opportunity Analysis

Version 0.8 – 28<sup>th</sup> May 2010

| <i>Joint project leader/project leader</i> | <i>Project participants</i> |
|--------------------------------------------|-----------------------------|
| [Redacted]                                 | [Redacted]                  |



## 1. INTRODUCTION

SSDC and EDDC are assessing the potential benefits that could be achieved by working in partnership and sharing services. Through this both Councils are seeking to protect frontline services, maintain/achieve a Level 3 performance in the Audit Commission's Organisational Assessment, and deliver balanced budgets in 2011/12 and beyond.

This report summarises the findings of the initial 'high level' assessment of each organisations services and identifies potential partnership and sharing opportunities. It documents our understanding of the demands, performance, resources and costs of each service. It highlights key differences between the services and identifies potential partnering and shared service opportunities for further consideration. Respective Senior Managers have had the opportunity to fully participate within its preparation.

We have examined and assessed housing services to determine the opportunities for financial savings through shared services and shared management. In doing so we are also seeking to maintain and improve housing services for our residents as housing is a basic human necessity and a corporate priority for both councils. We have therefore adopted a principle of trying to achieve 'more for less'.

A more detailed assessment of the business case can be undertaken as stage 2 of this exercise, if the Joint Integration Committee and/or the Chief Executive desire a fuller understanding of the implications and cost savings.

We have agreed current differences between the services, reached an agreed view on partnering and shared service opportunities and associated change challenges. We have established practitioner/senior manager thoughts on the most appropriate management options for service delivery having regard to current financial pressures.

During the project we also have examined a number of areas for shared learning and mentoring which will benefit both organisations and housing customers.

## 2. PROJECT SCOPE

The housing services in both Councils are organised and structured very differently which has made direct comparisons impossible. In East Devon most of the housing services are provided through a single Service with the majority of the resources available dedicated to the landlord role and the management and maintenance of 4,300 Council owned homes. Whereas South Somerset transferred their housing stock some years ago and have the residual housing activities post stock transfer distributed in three separate service areas. Private sector housing activities reside in Environmental Health in both authorities.

We have looked at the housing activities we have in common and identified four distinct activities as part of the housing work stream – **strategic housing and enabling; homelessness, housing advice, housing register and nominations; Home Safeguard/Careline and private sector housing, including Home Improvement Agencies.**

We have not examined the landlord activities financed through the Housing Revenue Account. There are limited opportunities for shared services with South Somerset District Council in respect of the landlord function, however, we have initiated a dialogue with Yarlington Homes as we are always looking for value for money efficiencies and opportunities to deliver improved services to tenants. This will be a separate work stream to be actioned at some future date.

A constraint is that many of the EDDC housing activities are funded or part funded through the Housing Revenue Account.



There are links with other work streams, specifically Environmental Health in respect of private sector housing and Planning for SSDC's strategic housing and enabling/development activities. There are also associations with access to services, procurement, and community engagement and safety work streams.

A further constraint has been the potential for a Somerset county strategy and enabling/development partnership. We need to await the outcome of negotiations before concluding our assessment of sharing potential in this area of housing activity.

We ran a workshop event involving service managers on 14<sup>th</sup> May to examine the project objectives, share information on services and identify opportunities for sharing, collaboration and budget savings.

Therefore four common housing services have formed the basis of this assessment.

**Inclusions:**

1. Strategic Housing and Enabling
2. Homelessness, Housing Advice and Choice Based Lettings
3. Careline and Home Safeguard Telecare Services
4. Private Sector Housing, including home improvement services.

**Exclusions:**

As South Somerset have transferred their housing stock, it has been agreed that East Devon's direct management activities associated with its 4300 owned homes would be excluded from this review.

**Background Demographics**

Table 1 sets out a summary of the key housing demographic contexts which are pertinent in considering housing service demands.

**Table 1: Key Housing Demographics**

|                                                                                    |  |  |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Population:</b><br>Source: Experian Current year estimates (Mid-year 2008).     | <b>159,003</b>                                                                      | <b>133,720</b>                                                                      |
| <b>Households:</b>                                                                 | <b>69,790</b>                                                                       | <b>59,753</b>                                                                       |
| <b>Social Grade E Level:</b><br>On state benefit, unemployed, lowest grade workers | <b>7,687</b>                                                                        | <b>8,771</b>                                                                        |
| <b>Property Tenure:</b><br>Source: ONS Census Data (2001).                         | <b>47,604 (68.21%)</b>                                                              | <b>42,916 (71.82%)</b>                                                              |
| <b>- Owned:</b>                                                                    |                                                                                     |                                                                                     |
| <b>- Socially Rented:</b>                                                          | <b>8,842 (12.67%)</b>                                                               | <b>5,409 (9.05%)</b>                                                                |
| <b>- Private Rented:</b>                                                           | <b>5,615 (8.05%)</b>                                                                | <b>5,423 (9.08%)</b>                                                                |
| <b>- Other:</b>                                                                    | <b>7,729 (11.07%)</b>                                                               | <b>6,005 (10.05%)</b>                                                               |



Whilst East Devon has a higher proportion of Social Grade E residents, South Somerset has a significantly higher proportion of socially rented accommodation. East Devon benefits from a relatively higher proportion of owned and private rented accommodation.

A full demographic report is attached in Appendix 1.



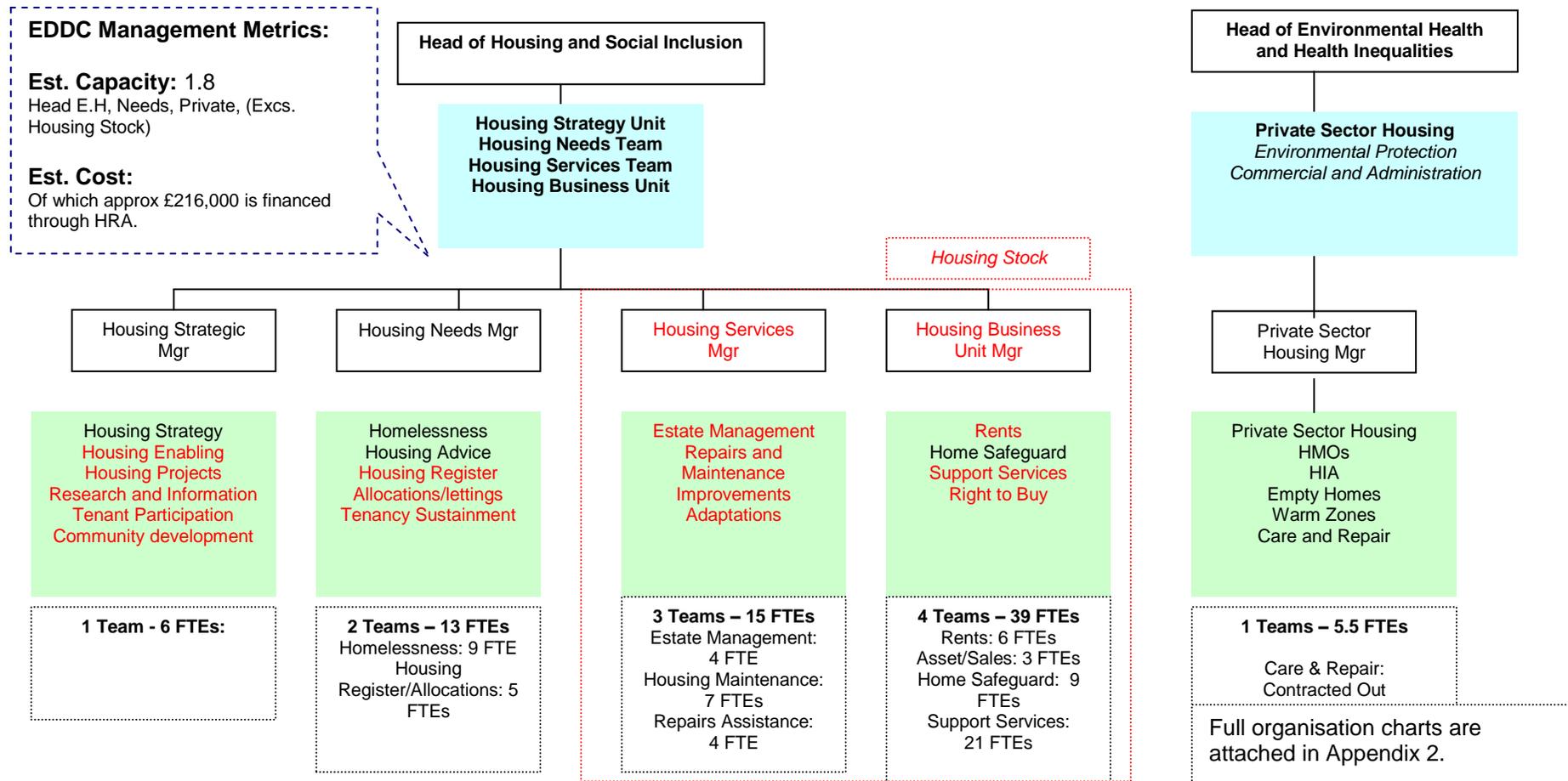


### 3. SERVICE ORGANISATION

This section summarises the current organisation of housing services in both authorities.

#### East Devon Overview:

Housing Services are organised across two services and are illustrated by structure charts:



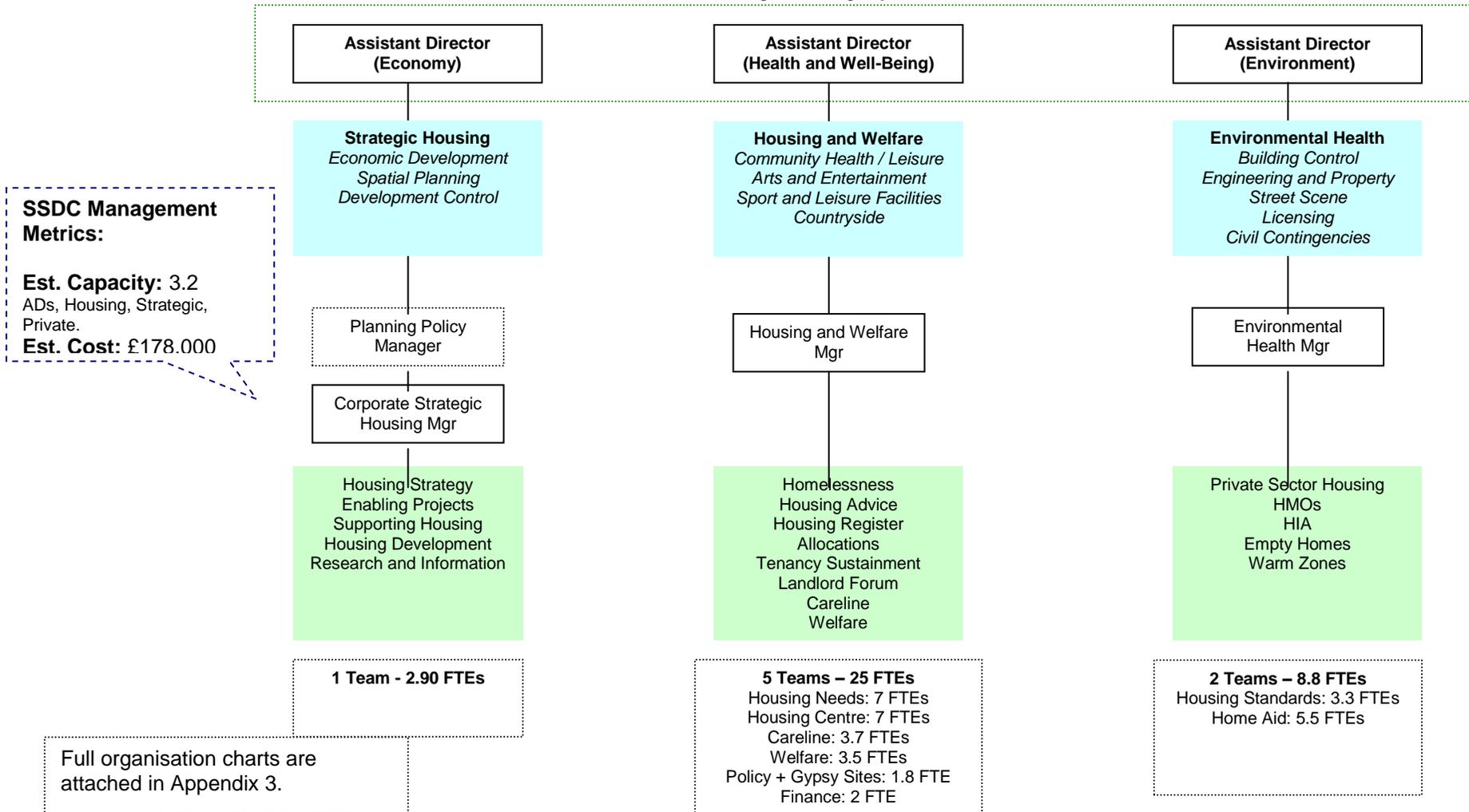
Full organisation charts are attached in Appendix 2.



### South Somerset Overview:

Services are organised across three Directorates:

#### SSDC Strategic Housing Improvement Team





## 4. PERFORMANCE COMPARISONS

The comparison of the cost, customer demand and performance of our respective housing activities is summarised below.

### *Housing Strategy and Enabling*

Both authorities have corporately prioritised this important statutory service that stems from the Housing Act 1985. Each service is responsible for: the production of strategies and plans for their respective Council; affordable housing enabling and development (council own build); and, providing information and undertaking research on housing issues.

East Devon has established a clear strategic framework for housing through the development of its Housing Strategy (2008-2011) which is supported by a suite of policies and plans. South Somerset has a suite of policies and plans, and is currently working collaboratively with the Somerset authorities and its partners to prepare a new shared Housing Strategy 2011-2014.

Demand for new affordable housing is large with East Devon's level standing at 4,381 and South Somerset's at 4,090 (Source: 2008/9 HSSA). This number is increasing at South Somerset as residents are seeking to secure newly built affordable dwellings.

South Somerset delivered 257 new affordable dwellings in the year of comparison and has continued to deliver strongly during the recession with projections for a further 450 dwellings through to 2011/12. It is now consistently one of the highest performing Councils in the South West. Changes in the economic circumstances have delayed the delivery of Cranbrook, the East Devon Growth Point, which in turn has adversely impacted upon the delivery of the agreed 1160 quota of dwellings negotiated to benefit East Devon. There are currently 121 homes on site elsewhere including council own build. Our pipeline for 2011/12 is 215.

East Devon has a smaller staff capacity with staff resources of 2 FTEs (Housing Strategy Manager and Housing Enabling Officer) with only the

Enabling Officer costed to the General Fund in comparison with South Somerset's 3.9 FTE, although as a result of secondments to the Somerset Strategic Housing Partnership South Somerset has effectively operated with 2 FTEs during the last two years.

**Table 2: Housing Strategy and Enabling Performance Comparison**

| Performance Metrics                                     |  |  |
|---------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Demands (Housing Need):</b>                          | <b>4,090</b>                                                                        | <b>4,381</b>                                                                        |
| <b>- Total:</b>                                         |                                                                                     |                                                                                     |
| <b>- 1 Bed</b>                                          | <b>2,290 (55.99%)</b>                                                               | <b>2,560 (58.43%)</b>                                                               |
| <b>- 2 Bed</b>                                          | <b>1,145 (28.00%)</b>                                                               | <b>1,103 (25.18%)</b>                                                               |
| <b>- 3 Bed</b>                                          | <b>531 (12.985)</b>                                                                 | <b>607 (13.86%)</b>                                                                 |
| <b>- 3+ Bed</b>                                         | <b>124 (3.035)</b>                                                                  | <b>111 (2.53%)</b>                                                                  |
| <b>Housing Demand as % of Households:</b>               | <b>5.86%</b>                                                                        | <b>7.33%</b>                                                                        |
| <b>Performance:</b>                                     | <b>257</b>                                                                          | <b>5</b>                                                                            |
| <b>- Number of Affordable Units Granted Permission:</b> |                                                                                     |                                                                                     |
| <b>- Number of Affordable Dwellings Built:</b>          | <b>172</b>                                                                          | <b>9</b>                                                                            |
| <b>Staff Resources:</b>                                 | <b>3.9 FTE</b>                                                                      | <b>1 FTE</b>                                                                        |
| <b>Cost:</b>                                            | <b>£165,975</b>                                                                     | <b>£59,090</b>                                                                      |
| <b>- Spend Per Household:</b>                           | <b>£2.38</b>                                                                        | <b>£0.98p</b>                                                                       |
| <b>- Spend Per Resident:</b>                            | <b>£1.04</b>                                                                        | <b>£0.44p</b>                                                                       |
| <b>- Per Affordable Dwelling Built:</b>                 | <b>£964.97</b>                                                                      | <b>£6565</b>                                                                        |

(Source: 2008/9 HSSA).



### Homelessness and Housing Options Services

This is a statutory service rooted in the Housing Act 1996 part 7 and Homelessness Act 2002. Both Councils provide a range of frontline services aimed at preventing and tackling homelessness and assisting customers in housing need secure suitable housing.

East Devon’s team is based at Knowle, although two staff provide the service at Exmouth Town Hall on a rota basis. South Somerset’s team operates from the Housing Advice Centre at Petters Way in Yeovil. Both Councils provide an out of hour’s service.

South Somerset responds to over three times the proportion of housing demand and handles over 2.5 times the number of homeless applications compared with East Devon. The number of accepted Homelessness cases was nearly 8 times higher although it managed to prevent twice the number of households from becoming homeless than East Devon.

Both services have reduced the use of temporary accommodation and achieved their respective temporary accommodation targets. Here South Somerset had just under 2 times the number of households in temporary accommodation than East Devon, the later benefiting significantly from the flexibility that being a stockholder provides. Alongside this, East Devon has introduced a comprehensive range of preventive initiatives which are positively helping to reduce homelessness, including Rent deposit, Smartmove, supported lodgings, and Young Devon.

In financial terms, before any account is taken of HRA recharges, South Somerset’s service is cheaper than East Devon’s. However, it is important to note that East Devon recharges £235,020 to the HRA, which equates to 6 FTE members of staff and makes East Devon a lower cost service.

**Table 3: Homelessness and Housing Options Performance Comparison**

| Performance Metrics                          |  |  |
|----------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Demands:</b>                              | <b>9,703</b>                                                                        | <b>2,918</b>                                                                        |
| - Housing Advice Office Resident Visits:     |                                                                                     | Face to face contacts                                                               |
| - Options Interviews:                        |                                                                                     | 500                                                                                 |
| Homelessness Applications:                   | 354                                                                                 | 140                                                                                 |
| Homeless Acceptances:                        | 243                                                                                 | 31                                                                                  |
| Acceptance Rate Per 1000 Households:         | 0.0035                                                                              | 0.0005                                                                              |
| Households Prevented from Becoming Homeless: | 481                                                                                 | 240                                                                                 |
| Temporary Accommodation No:                  | 110                                                                                 | 63                                                                                  |
| Staff Resources:                             | 17 FTE                                                                              | 8.5 FTE                                                                             |
| Cost:                                        | £723,056                                                                            | £501,390                                                                            |
| - Per Household:                             | £10.36                                                                              | £8.39                                                                               |
| - Per Resident:                              | £4.56                                                                               | £3.75                                                                               |

The range of genuine housing options available to clients and the consistent provision of quality housing advice are continuously part of both authorities’ improvements programmes.

Current projections also indicate that both Councils may face both increased levels of homelessness and reduced availability of both private rented and



affordable accommodation in the next two-to-three years ahead. Such scenarios would limit housing options and lead to an increase in the numbers of households in temporary accommodation.

Despite this, both Councils see opportunities to strengthen its relationship with Private Sector Landlords through integrating their private sector housing activities into their wider housing services.

### ***Initial Service Management Considerations***

Both management teams have identified that the preferred future management option would be to continue with two managers running two separate teams, with both services working closely together to deliver operational excellence, deliver performance improvements and reduce homelessness across both organisations.

It was considered that the joint manager and a single team approach would be extremely problematic given the size of the geographic area, the need to co-locate, the difference allocation schemes and prevention measures, and the excessive travel time required to support home visits. Quite simply, the associated cost savings would not justify the period and complexity of change required to deliver this approach.

One manager supervising two separate teams has been discounted on the basis that a single manager would have insufficient capacity to provide effective leadership and management given the number of: teams; homelessness reviews; allocations; agency meetings; choice based lettings meetings; countywide partnership meetings; and, local homelessness strategy implementation partner steering group meetings which are central to the role of this manager.

### ***Careline and Home Safeguard Services***

These are discretionary services provided by both authorities designed to enable older people to continue living independently in their own home

through the provision of a range of sensors and alarms that are monitored 24x7 by a customer control centre.

East Devon directly provides its control centre at Lymebourne House, Sidmouth which serves approximately 7,200 customer connections, over three times that of South Somerset. The service is delivered through the Housing Business Unit and is financed as part of General Fund with an HRA recharge. It also monitors lone worker arrangements and handles the out of hour's emergency service for the council and Teignbridge.

South Somerset has outsourced the provision of the community alarm monitoring service to Sedgemoor District Council (Sedgemoor Lifeline). Sedgemoor provide a 24 hour, 7 days a week, service for an annual contract fee of £29,734 plus VAT. The contract, which commenced 31<sup>st</sup> March 2010, is for 3 years.

In financial terms, South Somerset charges £0.38p per week more than East Devon for its monitoring and equipment rental charge. South Somerset's service is generates a £152,200 more profit per annum than East Devon. This represents a profit per connection of £80 per connection compared with just £1.08.

Historically East Devon has issued free alarms which has severely limited its income generating capacity. This policy was changed for 2010/11 and the service is now being run more commercially with opportunities for generating additional income in future years.

### ***Initial Service Management Considerations***

Given the contractual commitments, and the different activities undertaken by the East Devon manager and South Somerset team leader, we do not see any opportunity to share in this area.

East Devon may wish to explore and consider the business case for moving this service from its Housing Business Unit to become a Strategic Housing function and outsourcing its customer control centre as per the South Somerset model. If successfully implemented this should conservatively



deliver a profit of circa £320,000 to their GF (SSDC profit per customer £80 x 4000 customers).

**Table 4: Home Safeguard / Careline Services Performance Comparison**

| Performance Metrics                          |  |  |
|----------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Demands – Total Customer Connections:</b> | <b>2,000</b>                                                                      | <b>7,200</b>                                                                       |
| <b>Weekly Rental Charges:</b>                | <b>£3.55</b>                                                                      | <b>£3.17</b>                                                                       |
| <b>- Alarm Installations / Yr:</b>           | <b>526</b>                                                                        | <b>420</b>                                                                         |
| <b>- Annual Customer Growth</b>              | <b>96 (4.8%)</b>                                                                  | <b>220 (3%)</b>                                                                    |
| <b>Staff Resources:</b>                      | <b>3.5 FTE<br/>Call Centre Outsourced</b>                                         | <b>8 FTE<br/>+ manager</b>                                                         |
| <b>Profit / (Cost):</b>                      | <b>£160,000</b>                                                                   | <b>£7,800</b>                                                                      |
| <b>- Per Connection:</b>                     | <b>£80</b>                                                                        | <b>£1.08</b>                                                                       |
| <b>- Per Household:</b>                      | <b>£2.29</b>                                                                      | <b>£0.13</b>                                                                       |
| <b>- Per Resident:</b>                       | <b>£1.01</b>                                                                      | <b>£0.06</b>                                                                       |

In the future, Home Safeguard could offer SSDC an alarm call monitoring service once its contract with Sedgemoor comes to an end (April 2013).



## 5. Service Delivery Options with Benefit/Costs for Each Option

**Housing strategy and enabling** – We considered the opportunity for having a shared housing strategy team producing the Housing Strategy and associated policy documents for both councils. There is a considerable amount of research underpinning ‘fit for purpose’ housing strategies and much of this work could be undertaken cross border, although both councils are involved in strong county based partnerships. We could consider a single housing strategy for both councils, but our housing priorities and challenges are quite different that we would likely end up with quite different actions for each council.

South Somerset is awaiting the outcome of the proposal for a Somerset housing service for enabling and possibly Choice Based Lettings. There are anxieties over reducing capacity for enabling which is modest in both authorities particularly with an Audit Commission red flag in Somerset and performance concerns in Devon. A housing policy/research and information unit shared could be considered.

**We have concluded that for the time being at least we need to retain two service managers and two separate teams.**

**Homelessness and housing advice** – We have found many similarities in how we provide services for customers seeking housing advice and accommodation. Homeless prevention and advice services are delivered through area office arrangements in both councils. South Somerset’s arrangements include welfare benefits advice staff. Both managers are ‘hands on’ and provide essential leadership to their teams. This area of work is a political priority and statutory requirement which is high profile, particularly when problems arise in meeting housing needs. There are opportunities for shared learning and standardising policies across the authorities.

**Housing register and nominations** – We both belong to county Choice Based Lettings schemes and use the Abris software system for applicants to register for housing, bidding and selecting successful new tenants. There is potential to join county arrangements if other partners agree. As the managers and the teams are the same staff providing homelessness and housing advice services our conclusions are as above.

**We have concluded that to meet our statutory obligations and for capacity and spatial/geographical coverage reasons we need to retain two separate managers and two separate teams.**

**Home Safeguard/Careline** – East Devon operates its Home Safeguard alarm system through a control centre based at Lymebourne Park, Sidmouth. South Somerset promotes and installs alarms, but contract out call answering to a control centre in Sedgemoor. This generates a significant surplus for the Council. East Devon may wish to explore and consider the business case for outsourcing call answering and close the control centre. Alternatively, Home Safeguard could offer SSDC an alarm call monitoring service once its contract with Sedgemoor comes to an end (April 2013).

**We have concluded that as the two managers undertake different activities there is not currently an opportunity to share. The staff installing community alarms need to be based in the localities and able to respond to customer demand so we do not recommend creating one team.**

**Private sector housing** – Both small teams are located in Environmental Health services and include a number of qualified Environmental Health Officers. An option explored is to integrate private sector housing with the rest of housing services. This approach may benefit the customer through improved liaison and co-ordination with housing needs/welfare teams, and raise the profile of this activity by drawing on the resources of a housing service. A variation on this option would be to retain the regulatory element of private sector housing in Environmental Health and integrate other activities into housing service (grants, affordable warmth, HIAs, empty homes etc.).



**There are some opportunities to share private sector housing managers and/or integrate the work into a comprehensive housing service, which will give the potential for management savings.**

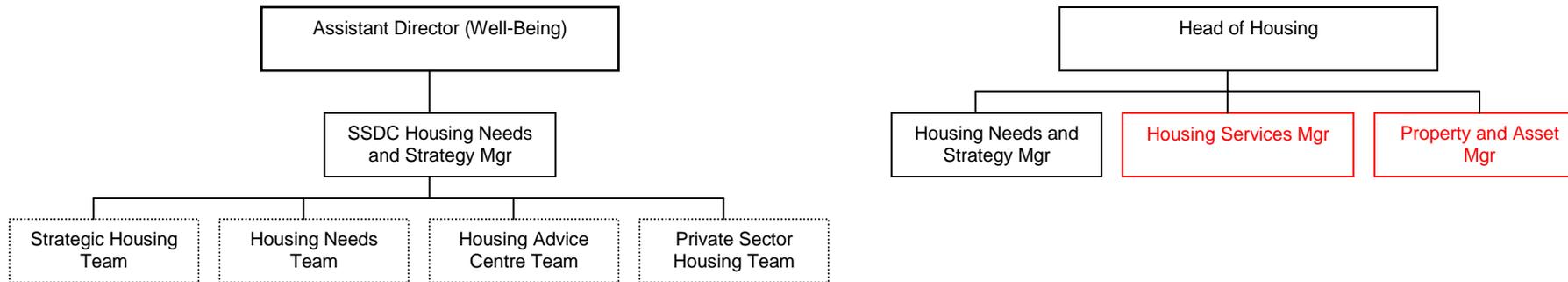
**Home Improvement Agencies** – Both HIAs link with Environmental Health with the East Devon Agency commissioned by Supporting People through a countywide arrangement. The current service provider is Devon and Cornwall Housing Group. There are some concerns about the performance of the contract and the county is redrafting the specification to allow districts to opt in or out. SSSDC are about to enter a county partnership and although there are concerns about how the contract is structured it will be difficult not to be part of county arrangements.

**We have concluded that sharing this service in the short term is not practicable, but we should look to join the service up in the longer term.**

This analysis leads to a number of options for new structures that are set out below:



**Option 1: *Separate managers running two separate and re-organised services.***



This option is focussed on developing a strong and integrated strategic housing service across both authorities, and in doing so it also provides a baseline to benchmark each of the following potential options. For South Somerset, this options enables it to address the concerns expressed in the July 2008 Housing Inspection raised by the Audit Commission. At East Devon this structure enables refocus the Housing Needs and Strategy area taking advantage of an existing management vacancy, whilst also moving the private sector housing into this same area, thereby developing a more integrated strategic housing service.

**South Somerset Appraisal:** Management Capacity: 2.70 FTE *reduction of 0.5 FTE*  
 Management Structure Cost: £158,400 Annual Saving: £19,200 5 Yr Saving: £96,000

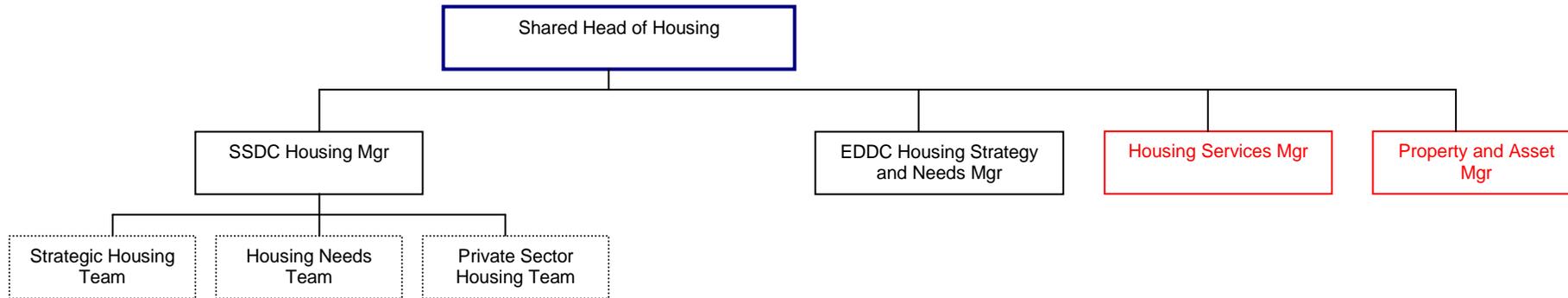
No redundancy costs would directly stem from this change, however, it may have consequences for the Environmental Health Work Stream. The option would be sustainable, however, there may be some concerns regarding the reduction in private sector housing capacity. Deliverability is straightforward and cost savings are score well relative to the extent of change required to achieve them.

**East Devon Appraisal:** Management Capacity: 1 (General Fund post) *reduction of 0.8*  
 Management Structure Cost: circa £98k Annual Saving: circa £72k 5 Yr Saving: circa £360k

This is the least radical option that allows for some internal restructuring. The post of Housing Business Manager is deleted from the establishment and the activities redistributed between the Housing Needs Manager and Housing Services Manager posts. If private sector housing is transferred to housing there is an opportunity to integrate the Private Sector Housing Managers post to create a Housing Needs and Strategy Manager position. This option would reduce private sector housing/needs/strategy capacity at manager level which would require reprioritisation of work. There would be redundancy costs. There could be a Director overseeing the separate housing services and providing some co-ordination. This is consistent with proposals being reported to the rationalisation Panel.



**Option 2: *Single manager running two separate services.***



This option looks at the possibility of sharing a Head of Housing to oversee each Council’s separate services. It assumes that the separate services would be configured as detailed in Option 1 in order to create strong and integrated strategic housing service across both authorities.

**South Somerset Appraisal:** Management Capacity: 2.70 FTE *reduction of 0.5 FTE*  
 Management Structure Cost: £167,900 Annual Saving: £9,700 5 Yr Saving: £48,500

Redundancy costs are likely to emerge from this option. There are concerns that the stock management responsibility would reduce capacity and create an unsustainable solution for South Somerset. Deliverability is reasonably difficult and cost savings are poor relative to the extent of change required to secure them.

**East Devon Appraisal:** Management Capacity: xxx FTE *reduction of xxx FTE*  
 Management Structure Cost: £xxx Annual Saving: £xxx 5 Yr Saving: £xxx

*\*Figures exclude stock management costs.*

This option will create capacity issues for the Head of Service and require delegation of a number of operational tasks to be able to effectively serve the two councils. Travel time and availability would present issues and there is a danger of the Head of Service neglecting the landlord role and responsibilities because of other work pressures. This option creates no saving for the General Fund through a shared Head of Service.



**Option 3: Single manager running a partially shared service.**



This option looks to build upon the combined strengths of each organisation in order to maximise combined capacity and performance. This option would develop a strong and integrated strategic housing service.

**South Somerset Appraisal:** Management Capacity: 3.0 FTE *reduction of 0.2 FTE*  
 Management Structure Cost: £172,500 Annual Saving: £5,100 5 Yr Saving: £25,500

In order for SSDC to share its current Corporate Strategic Housing Manager and maintain the high level of new affordable housing delivery, an additional Enabling Officer would need to be recruited to maintain capacity in the service. There are question marks over whether a shared Strategic Housing Manager could effectively manage two strategic county relationships, HCA Single Conversations and the numerous RSL / development negotiations. Stock management could reduce overall capacity and create an unsustainable solution for South Somerset in the short to medium term. Redundancy costs are likely to emerge from this option. Deliverability is difficult and complex, and cost savings are poor relative to extent of change required to secure them.

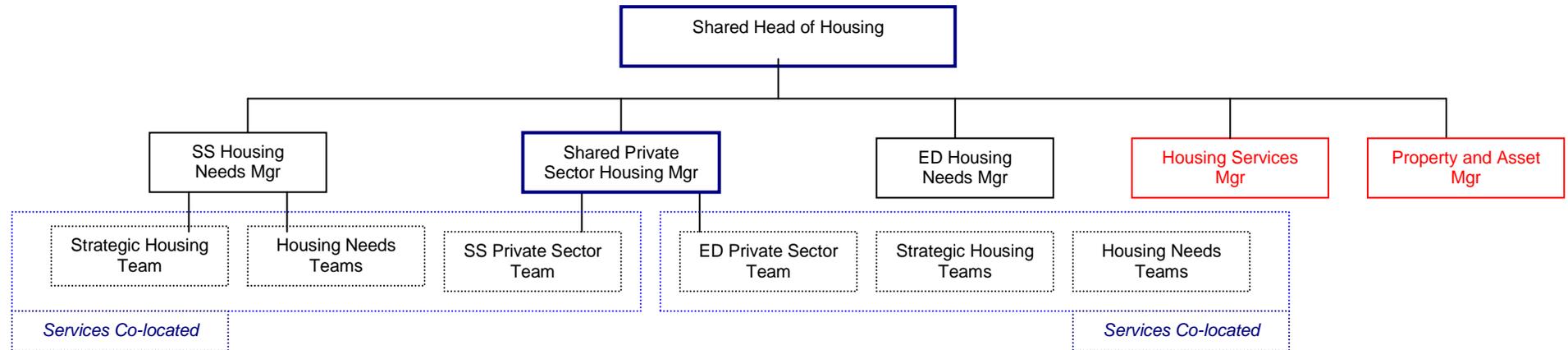
**East Devon Appraisal:** Management Capacity: xxx FTE *reduction of xxx FTE*  
 Management Structure Cost: £xxx\* Annual Saving: £xxx 5 Yr Saving: £xxx

\*Figures exclude stock management costs.

The demands of managing the landlord role will affect the capacity of the Head of Service to undertake the role effectively and will necessitate a more strategic role with greater delegation. Will result in reduced senior officer capacity in Housing Strategy and Private Sector Housing. Currently the Housing Strategy Manager spends a considerable proportion of time on landlord/housing management matters. Sharing would inevitably reduce this focus. The shared Head of Service and/or Housing Strategy Manager produces no General Fund savings.



**Option 4: *Single manager separate strategic housing services and a shared private sector service.***



This option looks at the possibility of sharing a Head of Housing to oversee each Council's separate services, together with sharing a Private Sector Housing Manager to address potential concerns regarding the reduction in private sector housing capacity. It assumes that the separate services would be configured as detailed in Option 1, with private sector housing teams being co-located alongside the other housing services in order to create strong and integrated strategic housing service across both authorities.

**South Somerset Appraisal:**    **Management Capacity: 3.0 FTE** *reduction of 0.2 FTE*  
**Management Structure Cost: £172,500**    **Annual Saving: £5,100**    **5 Yr Saving: £25,500**

This option is an improvement over option 2, however, it cannot address the stock management concerns which would create an unsustainable solution for South Somerset. Deliverability is reasonably difficult and cost savings are poor relative to the extent of change required to secure them. Redundancy costs are likely to emerge from this option.



**East Devon Appraisal:**      **Management Capacity: xxx FTE** *reduction of xxx FTE*  
**Management Structure Cost: £xxx\***      **Annual Saving: £xxx**      **5 Yr Saving: £xxx**  
*\*Figures exclude stock management costs.*

The demands of the landlord role will cause a dilemma for the Head of Service in terms of dividing time between the two councils and the various housing activities. Reduced capacity in private sector housing which would require increasing resources at a lower level to compensate if standards are to be maintained. This option does have the advantage of bringing together aspects of housing that are currently dispersed and allow for integration of housing services over time.

The basis of cost calculations for each option is set out in appendix 4.

## Recommendation:

**South Somerset:**  
Option 1 represents the best solution in performance, financial, deliverability and sustainability terms. This structure combined with a co-ordinated approach to cross authority collaborative working on common issues to support the development of operational excellence and speed of implementation at the lowest possible cost will deliver strong results.

**East Devon Appraisal:**  
Any of the options can be made to work but the major concern with sharing senior management is the impact on the housing management responsibilities and reduced capacity in areas that are already lean which will inevitably affect service delivery. Managers are 'hands on' operational and reductions will therefore impact on frontline services. We have allocated much of our management time to the Housing Revenue Account and sharing of management costs will cause this arrangement to be unpicked which will add costs to the General Fund. Option 1 would generate annual savings of £100k + for the General Fund and HRA whilst preserving capacity to run the landlord service. Services could be joined up at Director level.

## 6. Risks and Issues

We must ensure that we maintain adequate capacity and ability to deliver statutory housing services. Both organisations are relatively lean in comparison with other similar sized authorities and there is a risk of reducing capacity to a level that fails to meet the reasonable expectations of customers and the regulator. Customer access is important in housing with many face to face interactions. The need for officer capacity to meet customers, undertake home visits etc has influenced this project.



We need to maintain sufficient qualified and experienced officers to deliver on our priorities and key service outputs we have committed too. There are some clear conflicts with sharing services/reducing costs and still delivering 'what matters' to our customers. We have tried to explain the implications and impact on capacity to provide quality services to CAA level 3 expectations. We have made progress on reducing homelessness and reducing the use of temporary accommodation. In an economic downturn customer demand for these housing services typically rises.

It should be recognised that managers at all levels in housing spend a considerable amount of their time on the frontline and are increasingly required to be 'on pull' to resolve operational problems/issues. Some matters require senior managers input such as homeless reviews, CBL banding reviews, and formal complaints.

Both Councils have very different housing structures. East Devon has something more akin to a comprehensive housing service, whereas South Somerset has homelessness and housing advice and Choice Based Lettings under housing and welfare; housing enabling/development under spatial planning; and private sector housing in Environmental Health. This presents its own challenges in respect of integration and shared services.

Both councils are involved in county based partnerships for a variety of housing activities such as Supporting People, Choice Based Lettings, homeless prevention, rural housing/enabling/housing needs assessments etc which both need to maintain.

The EDDC housing service management structure and many frontline staff are integrated with its landlord activities which present a further complication.

EDDC will need to retain sufficient senior officer capacity to undertake a further stock options appraisal if alternatives to stock retention are to be seriously considered or the offer of self-financing is accepted and debt taken on.

Subject to the preferred option taken forward, the key risks are:

- Loss of organisational capacity.
- Economic climate becomes more adverse increasing demands further.
- Change cost outweighs the anticipated savings.
- Loss of key staff.
- Key staff get pulled in too many different directions.
- Loss of staff focus leads to rapid increase in operational costs, poorer affordable housing delivery and HCA funding.
- Failure to deliver our expected contributions to county based partnerships.
- Lower performance in areas such as homelessness costs.
- New appointments fail to cope with the management challenge.
- Increased staff cost through a drive to harmonise staff terms and conditions.
- Different Member ambition, priorities and culture.
- The loss of senior capacity if EDDC undertake a further stock options appraisal/enter a self-financing arrangement.
- The potential increase in costs should EDDC decide to transfer stock.
- Uncertainty of new government housing, planning and benefit policy.



### ***Document History***

| <b><i>Revision Date</i></b> | <b><i>Version Issued</i></b> | <b><i>Joint project leader/project leader sign-off</i></b> |
|-----------------------------|------------------------------|------------------------------------------------------------|
| <i>27<sup>th</sup> May</i>  | <i>0.7 - Draft</i>           |                                                            |
| <i>28<sup>th</sup> May</i>  | <i>0.8 Draft</i>             |                                                            |
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# Shared Services Project Definition Document

## Workstream 8

### Revenues and Benefits

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Revenues & Benefits**

**Document Version No:**

Version 1.0

**Document Ref:**

**Author:** [REDACTED]

**Date:**

10 May 2010

### **Document History**

| <i>Revision Date</i> | <i>Version Issued</i> | <i>Joint project leader/project leader sign-off</i> |
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| <i>Joint project leader/project leader</i> | <i>Project team</i> |
|--------------------------------------------|---------------------|
| [REDACTED]                                 | [REDACTED]          |
|                                            | [REDACTED]          |
|                                            |                     |
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|                                            |                     |

## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) A joint manager and a single team*
- b) One manager supervising two separate teams*
- c) Separate managers running two separate teams*
- d) Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

The scope of this document covers the Revenues & Housing Benefits Service.

- Revenues defined as the billing and collection of Council Tax and Business Rates.
- Housing Benefits defined as the administration and award of Housing and Council Tax Benefits. To include work to prevent and detect Housing and Council Tax benefit fraud and the collection of benefit overpayments.

Certain aspects of this service are undertaken by a corporate contact centre and area office teams for South Somerset and fraud work by a team managed within another service.

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

### 3.1. Description of current service delivery arrangements

#### Background

The service is strictly regulated with all authorities having the same duties placed upon them with very limited local discretion in terms of the legislative framework. The administration of the service will differ from authority to authority in terms of corporate priorities, staffing structures, systems, local policies, accessibility, and internal procedures but the same basic duties as outlined below will be required to be delivered.

A legal duty for the billing and collection of Council Tax and Business Rates with the responsibility to bill the correct individual or company, the correct amount, granting the appropriate reliefs, exemptions, and discounts applicable and to collect what's due in a timely manner. Poor collection rates leads to external criticism, lower resources available for other council services and the need to raise council tax higher.

Housing Benefit and Council Tax Benefit are national welfare benefits administered by the Council on behalf of the Department for Works and Pensions. There is a complex legal framework in place to define who is entitled to benefit and to minimise and detect fraud and error in the system. The Benefits service has a responsibility to pay the right benefit to the right person at the right time. Poor performance leads to external criticism and possible intervention, implications on government subsidy which is a significant element of a Council's finances and failure for customers of such an important and critical service to many.

Each Council is defined as a billing authority and as such it will have to bill council tax and business rates separately and account separately. Each authority administers housing benefits on behalf of the DWP and as such will have to account separately to the Department being given separate administration grant and having to make separate claims for subsidy. However it may be possible to achieve this from a single combined database.

### Service Delivery Model

Both Councils run the service in house with their own staff and use procured IT systems, although from different IT suppliers (except in the case of business rates). SSDC operates an electronic document management system in the Revenues and Benefits system for work flow management and document storage.

East Devon has one team delivering all aspects of the service including all customer demand and fraud and intervention work, whereas South Somerset use a corporate contact centre to deal with elements of customer telephone demand and face to face is delivered at Brympton Way and across the eight area offices. A separate team reporting to the Data and Fraud Manager deals with Fraud work although the teams are co-located and work closely on fraud work. Apart from some other minor differences in structures and processes the service in the two authorities look similar, as you would expect.

In summary the structures of the two councils are:

| <b>Area</b>           | <b>East Devon</b>           | <b>South Somerset</b> |
|-----------------------|-----------------------------|-----------------------|
| Service Reports       | Head of Finance             | Assistant Director    |
| Rev's & Ben's Manager | 1 FTE                       | 1 FTE                 |
| Revenues Team Leaders | 2 FTE                       | 2 FTE                 |
| Revenues Team         | 9.4 FTE<br>(-1 held vacant) | 10.8 FTE              |

|                                                                                                                                     |                                                                                                                                                                  |                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Benefits Team Leaders                                                                                                               | 2 FTE                                                                                                                                                            | 2 FTE                                                                                             |
| Benefits Officers                                                                                                                   | 15.8 FTE<br>(-2 held vacant + 3 agency)                                                                                                                          | 13.35 FTE<br>(+1 temp)                                                                            |
| Support Team leaders                                                                                                                | 1 FTE                                                                                                                                                            | 1.65 FTE                                                                                          |
| Support Team (includes subsidy)                                                                                                     | 4.6 FTE                                                                                                                                                          | 2.5 FTE                                                                                           |
| Admin                                                                                                                               | 1.8 FTE                                                                                                                                                          | 3.5FTE<br>(+ document scanning )                                                                  |
| Overpayments                                                                                                                        | 1 FTE                                                                                                                                                            | 0 FTE (+1 temp)                                                                                   |
| Totals                                                                                                                              | 38.6 FTE                                                                                                                                                         | 38.8 FTE                                                                                          |
|                                                                                                                                     |                                                                                                                                                                  |                                                                                                   |
| Fraud & Intervention Team Leader                                                                                                    | 1 FTE                                                                                                                                                            | 1 FTE In other section                                                                            |
| Fraud & Intervention Team                                                                                                           | 5.2 FTE<br>(-1 held vacant + 1 clerk temp)                                                                                                                       | 1.65 FTE In other section + 1 FTE Visiting Officer in Benefits Team                               |
| Rev's & Ben's CSC Team Leader                                                                                                       | 1 FTE                                                                                                                                                            | Corporate Contact Centre                                                                          |
| Rev's & Ben's CSC Team (including the provision of two town reception points, town surgeries and cashiering function at the Knowle) | 12 FTE<br>(-2.2 held vacant + 1 agency)<br><br><i>This team do undertake processing work at point of contact. This will benefit the work of the teams above.</i> | Corporate Contact Centre<br><br><i>No processing is done by this team. They do take payments.</i> |

Note: East Devon's Structure reflects amendments after recommendations agreed by Rational Panel.

Performance and Cost comparisons need to be undertaken carefully to ensure correct comparisons are made. Key comparisons are shown below for information and it is accepted that further work is required to ensure a like for like comparison is made. Further work is required when developing options for service delivery to understand differences and the most appropriate model for the future.

| Area                                                                | East Devon                 | South Somerset             |
|---------------------------------------------------------------------|----------------------------|----------------------------|
| <b><u>Revenues:</u></b>                                             |                            |                            |
| Council Tax Net Collectable Debit 2009/10                           | £75.4m                     | £78.2m                     |
| Tax base 2010/11                                                    | 56,869                     | 60,030                     |
| Council Tax Collection Rate 2009/10                                 | 98.7%                      | 97.9%                      |
| Council Tax Cumulative arrears as a % net collectable debit 2009/10 | 1.92% inc unpaid 2009/10   | 3.1% inc unpaid 2009/10    |
| Council Tax Cumulative arrears as a % net collectable debit 2009/10 | 0.60% excl. unpaid 2009/10 | 1.02% excl. unpaid 2009/10 |
| NNDR Net Collectable Debit 2009/10                                  | £24.6m                     | £36.1m                     |

|                                                                                                                         |                           |                            |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------|
| Number of NNDR properties                                                                                               | 5,581                     | 5,395                      |
| NNDR collection Rate 2009/10                                                                                            | 99.03%                    | 98.58%                     |
| NNDR Cumulative arrears as a % net collectable debit 2009/10                                                            | 1.13%                     | 3.5% inc unpaid 2009/10    |
| NNDR Cumulative arrears as a % net collectable debit 2009/10                                                            | 0.29% excl.unpaid 2009/10 | 0.67% excl. unpaid 2009/10 |
| <b><u>Benefits:</u></b>                                                                                                 |                           |                            |
| Caseload                                                                                                                | 10,250                    | 12,448                     |
| Caseload per FTE                                                                                                        | 610                       | 867                        |
| Customer satisfaction (Feb 2010 BVPI)                                                                                   | 94%                       | Not undertaken             |
| Average time to process New Claims 2009/10                                                                              | 18 days                   | 33 days                    |
| Average time to process change of circumstances                                                                         | 7 days                    | 10 days                    |
| NI 181 average overall processing time                                                                                  | 9.1 days                  | 14.75 days                 |
| <b><u>Overall Costs:</u></b>                                                                                            |                           |                            |
| Budget 2010/11Rev's & Ben's - Direct Costs incl. IT licences etc (excluding rate reliefs, net of HB & NNDR admin grant) | £262,512                  | £101,108                   |
| EDDC fig's <u>exclude</u> Customer Contact Centre & Fraud/Intervention                                                  |                           |                            |

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

The ultimate vision for the service is considered to be a combined shared service. There are reported examples of authorities successfully combining their revenue and benefits service to deliver improved performance, quality, economies of scale through greater resilience and cash savings. Most documented cases appear to be based around more than just two authorities sharing. It is assumed at this stage that the service could be provided by one team managed by a single manager thereby **meeting model "a" outlined in section 1** of this report.

In order to ensure a shared service is appropriate it is suggested that further work is required in the form of an options appraisal and feasibility study as many issues are required to be consider in detail including IT systems, staffing structures and service delivery locations.

## Recommendations:

It is recommended that Revenues and Benefits moves forward to the next stage of forming a business case around the following options -

- To create a new shared service between East Devon and South Somerset (whole or part).
- To create a new shared service between East Devon and South Somerset and further partner/s (whole or part).
- To join with existing Revenue and Benefits shared service (whole or part)

Assuming a form of change is the most appropriate option then a detailed business case will be required to consider the many issues. Careful consideration needs to be given in ensuring that the principles for this project are met;

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations
- Managing both authority's cost and performance expectations

To undertake this work because of the size and importance of the service could be the basis of a bid for a specific funding to REIP.

## Shared Service - Longer term Potential:

Benefits and savings it is assumed can be achieved through a shared service but this could take between 1 to 2 years to implement.

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i>    | <b>Potential benefits and savings</b>                | <b>Potential costs</b>                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Joint R & B Manager – if this was seen appropriate awaiting outcome of full business case of service delivery | Saving £52,000 -£66,300 (total)                      | Structure below R & B manager would have to be considered. A competitive process could mean additional costs of £65k to share between the two authorities. |
| To be determined by feasibility study and                                                                     | Substantial savings maybe possible as suggested from | There will be significant costs                                                                                                                            |

|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| business plan | <p>other partnerships. This will depend on the position each authority is placed beforehand.</p> <p><u>Indication of savings possible:</u></p> <p>Westway Partnership (West Dorset District and Weymouth and Portland BC) with a joint system and joint location - saving 7% of gross budget.</p> <p>South Hams &amp; West Devon have saved £0.300m through reduced contract payments to capita/office accommodation/management structure and are now looking to partner further and see EDDC as close match culturally (systems thinking approach).</p> | involved. |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|

### Short Term Potential:

In the short terms benefits and potential savings could realised earlier through:

| <b>Potential changes</b> ( <i>systems, shared managers, shared teams, shared technology for example</i> )                                                                | <b>Potential benefits and savings</b>                                                                        | <b>Potential costs</b>                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Appeals procedure – EDDC pay £14k for this to be handled externally.                                                                                                     | Depending how handled at SSDC joint procurement saving                                                       | SSDC Benefit Team Leaders handle appeals – Can EDDC TL’s do the same? |
| EDDC taking part in Devon wide tendering process for bailiff service across the Council. This is a framework agreement which if advantageous could be opened up to SSDC. | It is assumed that these costs are met by customers in Revenues area, but this contract covers all services. | Within existing resources                                             |
| East Devon has 1 FTE dealing with Overpayments; South Somerset has a temporary post. This work could possibly be undertaken by EDDC – practicalities need exploring.     | £26,000 (total)                                                                                              | Possible additional Officer cost implications.                        |

|                                                                                              |                                   |                              |
|----------------------------------------------------------------------------------------------|-----------------------------------|------------------------------|
| Shared training arrangements                                                                 | No cash savings                   |                              |
| Areas of expertise, sharing leaflets/forms/documentation etc                                 | To be discussed further           |                              |
| East Devon is in need of investment in its NNDR IT system, could this be a joint procurement | No budget allocated at this stage | <b>Approx £20k allocated</b> |

### 3.3. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

ICT – combining services would be most effective where a common system is adopted. The setting up and migration of data would be drain on the R&B team and ICT resources, with back filling of posts an option plus costs imposed by system providers.

Legal – resources required to develop contractual agreements etc.

HR – terms and conditions, contracts of employment, TUPE etc for shared services

## 4. RISKS AND ISSUES

*Identify the key risks in the project.*

Reduced performance in the short to medium term during the integration and migration process;

There is a difference in performance and caseload per officer between the two authorities and therefore there is a risk that either performance reduces for one authority or costs increase for the other;

Both authorities have different ICT systems and therefore there are additional costs and staffing resources required;

Need to give careful consideration in managing benefits subsidy

Additional costs risks of combining teams – different pay scales plus additional redundancy and travelling costs associated with merging teams.

# Shared Services Project Definition Document

## Workstream 9

Planning (development management; land charges; spatial planning; building control)

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

## East Devon District Council

|                                                                                                                                                                                                                                                                                                                 |                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Purpose:</b><br><i>The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.</i> |                       |
| <b>Work stream Title: Development Management, Spatial Planning, Building Control and Land Charges</b>                                                                                                                                                                                                           |                       |
| <b>Document Version No: 1</b>                                                                                                                                                                                                                                                                                   | <b>Document Ref:</b>  |
| <b>Author:</b> [REDACTED]                                                                                                                                                                                                                                                                                       | <b>Date: May 2010</b> |

## Document History

| <i>Revision Date</i> | <i>Version Issued</i> | <i>Joint project leader/project leader sign-off</i> |
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| <i>Joint project leader/project leader</i> | <i>Project team</i>    |
|--------------------------------------------|------------------------|
|                                            |                        |
|                                            | Development Management |
|                                            | – Spatial Planning     |
|                                            | Building Control       |
|                                            | Land Charges           |
|                                            |                        |

## 1. OBJECTIVES OF THE PROJECT

1.To assess the potential for savings in the management structure of these services

2.To consider the options of:

- One manager, one team
- One manager, two teams
- Two managers, two teams
- Any other option

## 2. PROJECT SCOPE

In proposing this management structure we have:-

- ❖ Distinguished between service delivery based on national rules and regulations and which is little influenced by local objectives and that which is founded on a localised approach, heavily influenced by Members' aspirations and geographical constraints.
- ❖ Looked at putting together in this Service a seamless connection from idea and plan to implementation and delivery.

- ❖ Designed around the needs of the customers and priorities rather than those of the staff or historic processes.
- ❖ Considered where a Manager might be no longer appropriate but due to the operational demands placed on the post holder whether the post is more usefully downgraded rather than removed altogether.
- ❖ Where there are Principal Officers/Team Leaders who are on the same grade as the 4<sup>th</sup> tier Managers, we have considered their position also.
- ❖ To which Council any savings accrue has not been taken into account.

### 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

| SSDC                                                                                                                                                                                                                                                                                                                         | EDDC                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose of Service</b>                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                              | To manage development from plan to delivery<br><br>To say 'Yes' to good development                                                                                                                                                                                                                                                                                                                               |
| <b>Brief Description</b>                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b><u>Development Management:</u></b><br/>1 manager.<br/>23.5 planning and technical officers in three area teams.</p> <p>..... planning applications per annum</p> <p>Servicing 4 Area Committees</p> <p><b><u>Enforcement:</u></b><br/>1 officer</p> <p><b><u>S106/Planning admin:</u></b><br/>5.5 support officers</p> | <p><b><u>Development Management:</u></b><br/>1 manager.<br/>31 planning, technical and support officers in three sub teams</p> <p>2 conservation officers and 1 S106 monitoring officer.</p> <p>1 enforcement senior planning officer, 2 enforcement officers and 1 support officer.</p> <p>Between 2'500 – 3'500 planning applications per annum (depending on economic climate), plus 4 other work streams.</p> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p><b><u>Service Systems:</u></b><br/>2 support officers</p> <p><b><u>Conservation:</u></b><br/>1 manager,<br/>2 conservation officers, a landscape officer,<br/>an arboriculture officer and an ecologist</p> <p><b><u>Spatial Planning:</u></b><br/>1 manager.<br/>6.5 (+1) policy officers, 1 clerical assistant ,<br/>1 transport officer, 1 p/t climate change<br/>officer and 2.5 housing strategy/policy<br/>officers</p> <p>At Preferred Options for the Core Strategy<br/>of LDF</p> <p><b><u>Building Control:</u></b><br/>1 manager.<br/>8 surveyors, 2 team leaders and 2 support<br/>officers.</p> <p>1401 fee paying applications per annum</p> <p><b><u>Land Charges:</u></b><br/>Managed by the Legal Services Manager.<br/>1 supervisor and 1 assistant.</p> <p>3942 full searches per annum<br/>2685 personal searches per annum</p> <p>Search cost £157</p> <p>Turn around time 3-5 days</p> | <p>Servicing 1 Development Management<br/>Committee and 1 Planning Inspections<br/>Committee.</p> <p><b><u>Planning Admin:</u></b><br/>1 manager (also manages Land charges)<br/>2 support officers and 1 secretary to HOS</p> <p><b><u>Spatial Planning:</u></b><br/>1 manager.<br/>4 policy officers, 1 p/t landscape officer (also<br/>p/t in New Growth Point Team) and 2 p/t<br/>support officers</p> <p>At Preferred Options stage of Core Strategy<br/>of LDF</p> <p><b><u>Building Control:</u></b><br/>1 Interim manager.<br/>1 team leader, 6.5 surveyors and 3 support<br/>officers.</p> <p>1431 fee paying applications per annum</p> <p><b><u>Land Charges:</u></b><br/>Managed by Planning Admin Manager.<br/>1 supervisor and 1.5 assistants.</p> <p>2656 full searches per annum<br/>1904 personal searches per annum</p> <p>Search cost £85</p> <p>Turn around time 2-3 days</p> |
| <b>Statistics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| See below                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | See below                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Member or Local Priorities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| [Info to follow]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ol style="list-style-type: none"> <li>1. Thriving communities</li> <li>2. Outstanding environment</li> <li>3. Excellent council</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Links to Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| <b>Key Partnerships / partnership work</b>                                                                                                       |                           |                   |                    |                                                                                                                                              |                           |                   |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------|--------------------|
| Building Control:<br>LABC Partnerships - 4                                                                                                       |                           |                   |                    | Building Control:<br>LABC Partnerships - 14                                                                                                  |                           |                   |                    |
| <b>Budget &amp; Fees and Charges</b>                                                                                                             |                           |                   |                    | <b>(Internal recharges have been excluded)</b>                                                                                               |                           |                   |                    |
| <b>2009/10</b>                                                                                                                                   | <b><u>Income</u></b>      | <b><u>Exp</u></b> | <b><u>Net</u></b>  | <b>2009/10</b>                                                                                                                               | <b><u>Income</u></b>      | <b><u>Exp</u></b> | <b><u>Net</u></b>  |
| DM                                                                                                                                               |                           |                   |                    | DM                                                                                                                                           | 852,950                   | 1,176,768         | (323,818)          |
| Policy                                                                                                                                           |                           |                   |                    | Policy                                                                                                                                       | 9,053                     | 287,192           | (277,439)          |
| BC<br>(Fee and non fee earning)                                                                                                                  |                           |                   |                    | B C<br>(Fee and non fee earning)                                                                                                             | 510,677                   | 498,930           | 11,747             |
| LC                                                                                                                                               |                           |                   |                    | LC                                                                                                                                           | 312,177                   | 149,279           | 162,898            |
| <b>FTEs specify vacancies</b>                                                                                                                    |                           |                   |                    |                                                                                                                                              |                           |                   |                    |
|                                                                                                                                                  |                           | <b><u>FTE</u></b> | <b><u>Vac.</u></b> |                                                                                                                                              |                           | <b><u>FTE</u></b> | <b><u>Vac.</u></b> |
| Assistant Director                                                                                                                               |                           | 1                 |                    | Head of Service and Sec                                                                                                                      |                           | 2                 |                    |
| Development management                                                                                                                           |                           | 23.5              |                    | Development management                                                                                                                       |                           | 35                |                    |
| Enforcement                                                                                                                                      |                           | 1                 |                    | Planning admin                                                                                                                               |                           | 3                 |                    |
| S106/planning admin                                                                                                                              |                           | 5.5               | 1                  | Spatial planning                                                                                                                             |                           | 6                 | 1                  |
| Service systems                                                                                                                                  |                           | 2                 |                    | Building Control                                                                                                                             |                           | 11.5              |                    |
| Conservation/arb/landscape                                                                                                                       |                           | 5.5               |                    | Land charges                                                                                                                                 |                           | 2.5               |                    |
| Spatial policy (inc housing)                                                                                                                     |                           | 12.5              | +1                 |                                                                                                                                              |                           |                   |                    |
| Building Control                                                                                                                                 |                           | 13                | 2                  |                                                                                                                                              |                           |                   |                    |
| Land charges                                                                                                                                     |                           | 2                 |                    |                                                                                                                                              |                           |                   |                    |
| <b>Total</b>                                                                                                                                     |                           | <b>66</b>         | <b>+1 3</b>        | <b>Total</b>                                                                                                                                 |                           | <b>60</b>         | <b>1</b>           |
| <b>Software</b>                                                                                                                                  |                           |                   |                    |                                                                                                                                              |                           |                   |                    |
| Planning - CAPS and Camino<br>BC – CAPS and in house mapping system<br>LC – IDOX TLC (planning – IDOX v, Public access – in house, DMS – Civica) |                           |                   |                    | Planning - CAPS and Camino<br>BC - CAPS and Submit-a-plan<br>LC – MIS Headway (planning Idox v8, Public access Idox PA v2, DMS – Civica v14) |                           |                   |                    |
| <b>Plant / Equipment / Machinery</b>                                                                                                             |                           |                   |                    |                                                                                                                                              |                           |                   |                    |
|                                                                                                                                                  |                           |                   |                    | Lease cars (very few left now)                                                                                                               |                           |                   |                    |
| <b>Targets and Performance</b>                                                                                                                   |                           |                   |                    |                                                                                                                                              |                           |                   |                    |
| <b>2009/10</b>                                                                                                                                   | <b><u>Performance</u></b> |                   |                    | <b>2009/10</b>                                                                                                                               | <b><u>Performance</u></b> |                   |                    |
| Customer satisfaction                                                                                                                            | [Info to follow]          |                   |                    | E2E times (all apps)                                                                                                                         | 52 days                   |                   |                    |
| Appeals allowed                                                                                                                                  |                           |                   |                    | E2E times (minors)                                                                                                                           | 52 days                   |                   |                    |
| Majors (60%)                                                                                                                                     |                           |                   |                    | E2E times (others)                                                                                                                           | 47 days                   |                   |                    |
| Minors (65%)                                                                                                                                     |                           |                   |                    | Customer satisfaction                                                                                                                        | 96%                       |                   |                    |
| Others (80%)                                                                                                                                     |                           |                   |                    | Appeals allowed (33%)                                                                                                                        | 22.4%                     |                   |                    |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | Majors(60%)                      59.11%<br>Minors (65%)                      69.17%<br>Others (80%)                      81.92%                                                                                                                                                                                                                                                                                             |
| <b>Published Service Standards</b> |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                    | Building Control: <ul style="list-style-type: none"> <li>• Management system – BS EN ISO 9001 2008</li> <li>• Customer Excellence – Charter Mark</li> </ul>                                                                                                                                                                                                                                                                 |
| <b>Achievements</b>                |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| [Information to follow]            | <ol style="list-style-type: none"> <li>1. One of the leading planning authorities for public access to planning applications.</li> <li>2. Innovative Systems approach to Development Management</li> <li>3. High levels of customer satisfaction for both Development Management and Building Control services.</li> <li>4. Devolvement of advert and tree applications to 'Excellent' Town and Parish Councils.</li> </ol> |
| <b>Key Projects</b>                |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| [Information to follow]            | <ol style="list-style-type: none"> <li>1. Cranbrook New Town and other West End developments</li> <li>2. Delivery of gypsy and traveller pitches</li> <li>3. Virtual Housing Team</li> <li>4. Core Strategy</li> <li>5. Systems review of Building Control</li> <li>6. New Fee structure for Building Control</li> <li>7. Website upgrade</li> </ol>                                                                        |

Key:

### 3.1. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

## Assistant Director Economy/Head of Planning Services

### Current Situation

The Assistant Director Economy at SSDC is currently responsible for:-

- ❖ Development Management (including Enforcement)

- ❖ Conservation
- ❖ Spatial Policy (including Corporate Strategic Housing, Transport & Climate Change)
- ❖ Tourism & Economic Development
- ❖ Heritage

He is responsible for 99 staff (51 FTE staff posts in planning services and 16.5 FTE in economic development, heritage and tourism – details in a separate work stream) .

The Head of Planning Services at EDDC is currently responsible for:-

- ❖ Development Management (including Enforcement & Conservation)
- ❖ Spatial Policy
- ❖ Building Control
- ❖ Land Charges

She is responsible for 64 staff (59 FTE staff posts)

Both posts are Strategic Manager roles translating corporate objectives into spatial policy and 'on the ground' projects. They also hold responsibility for:-

- ❖ Championing the case for the customer of the Service.
- ❖ Being the lead on engaging with politicians and stakeholders on planning matters.
- ❖ Challenging performance data and overseeing the continuous evolution of the service to meet changing demands.
- ❖ Representing the Council as professional lead outside the Council
- ❖ Delivery and organisation of resources.
- ❖ Project management of significant scale projects

### Proposed Management Structure

The common factors in both of these posts is that they operate as Strategic leaders, organisers and champions of their Services. They plan, monitor and manage the end to end delivery of shaping places – from concept to implementation. In respect of this latter stage one has responsibility for Building Control and the other for Economic Development and Tourism. We believe it would be possible to bring the whole implementation role in under this post to allow seamless delivery.

Both post holders do have some operational work, but it mostly revolves around making decisions on courses of action, appropriate outcomes and service delivery standards. The role is similar in both authorities, setting aside the areas of responsibility and given its largely organisational role, could oversee two Planning/Development services, even where the actual approach is different, on the basis of a consultancy management arrangement.

## **Development Management**

Development Management sits at the core of the new approach to Place Shaping and delivering both the sustainability and economic agendas as well as helping to secure homes for all. It is the arbitration stage for all development and as such is set up to reflect a particular local approach to that activity. Our two authorities run notably different approaches:-

- ❖ Implementing different policy objectives.
- ❖ EDDC's team approach SSSC's individual case officer approach.
- ❖ Performance Management – EDDC's customer satisfaction and end to end times based system and SSSC's Lean target driven system.
- ❖ A single area wide planning Committee and four Area Committees which deal with planning applications

Helpfully however we have the same ICT systems - CAPs/Comino.

The Service is very geographically based and involves regular site visiting activity. The combined size of the two Districts will require area based Officers, not only to keep site trips efficient but to also provide convenient customer service locations – planning is one of the most popular services for members of the public coming in to view files and plans and to talk to Planning Officers.

The role of the Development Manager post holder involves working closely with the District Members, Town and Parish Councils, local community groups and being the lead at the Development Management/4 Area Planning Committees. Each existing Manager is currently responsible for approximately 22.5 FTE (plus 14FTE associated staff separately managed) - 34.5 - FTE staff (plus 2 FTE associated staff separately managed) and between 2,500 - 3,500 planning applications per annum (depending on the economic climate) as well as submissions in the other four main work streams of pre-applications, minor amendments, condition clearances and permitted development queries.

Whilst the key objective of a Development Manager is to manage the system, ensuring work prioritisation, efficient processes, performance management and reduction of waste activity, they nevertheless do have operational responsibilities such as running the Delegation system, overseeing the Committee agendas and giving professional planning advice to Members, Officers and the public. The EDDC Development Manager deals with a few large scale planning applications. The SSSC Development Manager does not.

### **Planning Admin. and Land Charges**

At present in East Devon there is a Planning Admin and Land Charges Manager (with some support staff) who is responsible for managing the logistics of the organisation of the Planning and Building Control services – the ICT setup, (Planning Portal, Website, Public Access, GIS system, Caps database and Camino document management system), the performance management data, procurement, and the operational support for the teams (filing, template design, resources, flexitime system). He also manages the 2.7 FTE Land Charges team.

At South Somerset the arrangement is that a S106 Officer and a Service Systems Officer manage between them 5.5FTE planning support staff.

The 2 FTE Land Charges team is managed by the Legal Services Manager

There are opportunities therefore for the two Councils, by using the same systems, to share knowledge and experience and perhaps the management resource.

There are many opportunities to improve the Land Charges service jointly by the further implementation of ICT based data overcoming the need for individual services to handle the questions directly. The service does provide information for personal searches to access on site but other than this could be located in one base and operate wholly electronically.

### **Spatial Policy**

The two Planning Policy teams are currently at approximately the same stage of their Draft Core Strategies ie Preferred Options/Approach stage to go to public consultation during the summer. However the change in Government has resulted in an indication that Regional housing figures will be abandoned and there will be a return to locally derived figures, probably utilising a Local Plan format.

This presents an opportunity to bring to two policy regimes together sooner rather than later, ie having to wait for the Core Strategies to be completed. The processes every Local Planning Authority must go through are the same whichever system of policy making is currently operating. There are also many synergies between the two rural areas that would suggest a common approach both to economic development, diversification and regeneration, as well as delivering against affordable housing needs and designing the responses to climate change imperatives. The options are therefore to either have two separate policy documents based on the same template, with many common elements (overcoming the need for duplication of work) or draw up one single document covering both authorities. In the long run this could aid bringing the two DM teams closer together.

The SS Strategic Policy Manager has a wider remit than the ED manager, having the responsibility for strategic housing policy as well as that for planning. Climate change and transport fall under his management too.

The ED Policy Manager retired at the end of May and the Principal Policy Officer (on the same grade) has taken over the responsibility for the team. The former manager's post has been downgraded and it is hoped to recruit a technical officer to deal with data management, graphics and monitoring in his place.

## Building Control

In East Devon Building Control currently there are two grade 10 principal officers (£41,616) one of whom is currently managing the team on an interim basis – the former manager post (also on grade 10) not having been replaced. There are 11.6 FTE staff in total in the team. They operate from one office base in Sidmouth.

In South Somerset there is a manager and two team leaders, plus two surveyor post holders on a protected team leader grade following a recent reduction in the number of teams. There are 13 FTE staff in total in the team and they operate out of two offices – Chard and Yeovil. The number of paying applications is very similar approx 1400 (although the no. of inspections is 3,000 higher at SS) and the share of the domestic market is the same at approx. 95%. SS's fee income is however approx £100,000 higher than ED's due to a higher charges schedule.

The Building Control service is orientated around being out on site a lot of the time inspecting sites on either a reactive or proactive basis. Remote working is desirable, as an option to make efficiencies in travelling times and costs, but is dependent on having the appropriate ICT equipment. Two District teams are therefore a necessity, but with the potential to examine jointly utilising specialist skills within the teams and cross boundary working.

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i> | <b>Potential benefits and savings</b>                                                                                                                                                                                                               | <b>Potential costs</b>                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Head of Service/Ass. Director</b>                                                                       |                                                                                                                                                                                                                                                     |                                                                                                                                                                                          |
| <b>Recommended option:</b><br><br>One Manager, two teams                                                   | 1. Salary saving of one post – approx £57,000- £59,000 + 25% on costs (potentially no redundancy cost involved here)<br><br>2. Similarities across two Districts – rural areas with market towns. Anticipating major growth in the future. Economic | 1. Very large geographical area to administer – much time spent travelling to meet communities, visit sites, etc.<br><br>2. Accessibility of senior manager to Members would be reduced. |

|                                                                  |                                                                                                                                                                                                                                                                                                                           |                            |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
|                                                                  | <p>agenda balanced with care of outstanding landscapes.</p> <p>3.Strategic post, little day to day operational work undertaken so no impact on operational workload.</p> <p>4.Would facilitate cross boundary working and sharing of specialists.</p> <p>5.Performance data and working practices could be harmonised</p> |                            |
| <b>Development Management</b>                                    | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                     | <b>Potential costs</b>     |
| <p><b>Recommended Option:</b></p> <p>Two managers, two teams</p> | <p>1.Retention of operational capacity.</p> <p>2.Retention of close contact with the community and the Members of each District.</p> <p>3.Differing committee structures can be maintained.</p> <p>4.No confusion over working practices and implementation of differing policy approach.</p>                             | <p>1.No salary savings</p> |

| Planning Admin.                                                                                                   | Potential benefits and savings                                                                                                                                                                                                                                                                                                                                                 | Potential costs                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Option 1:</b><br/>No change to existing arrangements</p> <p><b>Option 2:</b><br/>One manager, two teams</p> | <p>1.SSDC has made a saving in removing this post from the establishment</p> <p>1.Increases capacity to build on the advantage of both authorities having the same ICT systems.</p> <p>2.Provides a complimentary business management approach for both authorities.</p>                                                                                                       | <p>None</p>                                                                                                                                                                                                                                     |
| Spatial Policy                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                 |
| <p><b>Option 1:</b><br/>One manager and either one or two teams</p>                                               | <p>1.Could oversee either two parallel new policy documents or a single unified one.</p> <p>2. Depending on which option is preferred, the teams could be organised accordingly, but ensuring in either case that duplication of work is eliminated and specialist skill areas are utilised by both authorities in the creation of policy. .</p> <p>3.This would result is</p> | <p>1.The operational capacity of the lost manager post would need to be replaced by the creation of a lower grade post – so only achieves a small saving.</p> <p>2.Could slow down progress on the Policy documents of the two authorities.</p> |

|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                        |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <p><b>Option 2:</b><br/>Two managers, two teams</p>          | <p>a cost saving of part of one manager's salary of approx £10,000 .</p> <p>1.Would allow each authority to progress it's Core Strategy without taking into account the complexities of the others' aspirations, growth figures, etc.</p>                                                                                                                                                                                                                                       | <p>1.No cost savings</p> <p>2.May make sharing of specialist staff more problematical.</p>             |
| <p><b>Building Control</b></p>                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                        |
| <p><b>Recommended Option:</b><br/>One manager, two teams</p> | <p>1.There is a need for one principal officer/team leader to support the surveyors at each authority on a day to day basis, providing technical support, but in management terms a single manager could provide service direction, set service standards and have an oversight of performance management for both authorities given the similar technical approach.</p> <p>2.A cost saving of approx £40'000+ 25% on costs. (There may be redundancy costs involved here).</p> | <p>1.Some loss of operational capacity, especially during times of leave or sickness in the teams.</p> |
| <p><b>Land Charges</b></p>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                        |
| <p><b>Recommended Option:</b><br/>This service is</p>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                        |

|                                                                                                         |  |  |
|---------------------------------------------------------------------------------------------------------|--|--|
| managed as part of the responsibilities of an existing service manager – no dedicated manager necessary |  |  |
|---------------------------------------------------------------------------------------------------------|--|--|

**3.2. PROJECT RESOURCES**

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once the JIC has given a mandate to proceed further.

**4. RISKS AND ISSUES**

*Identify the key risks in the project.*

Detailed risk register will be compiled once the JIC has given a mandate to proceed further.

# Shared Services Project Definition Document

## Workstream 10

Public Spaces; Streetscene; Car Parking (including Civil Parking Enforcement) and civil contingencies

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.

**Work stream Title: Public Spaces; Streetscene; Car Parking; (including Civil Parking Enforcement); Civil Contingencies and Business Continuity.**

**Document Version No:**

Version 1.0

**Document Ref:**

**Author:**



**Date: 5 May 2010**

### Document History

| <i>Revision Date</i> | <i>Version Issued</i> | <i>Joint project leader/project leader sign-off</i>                                                     |
|----------------------|-----------------------|---------------------------------------------------------------------------------------------------------|
| 5 May 2010           |                       | Initial meeting with  |
|                      |                       |                                                                                                         |
|                      |                       |                                                                                                         |
|                      |                       |                                                                                                         |
|                      |                       |                                                                                                         |

| <i>Joint project leader/project leader</i>                                          | <i>Project team</i>                                                                  |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Vega Sturgess                                                                       |  |
|  |                                                                                      |
|                                                                                     |                                                                                      |
|                                                                                     |                                                                                      |
|                                                                                     |                                                                                      |

## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

Public space services are included from both councils along with civil contingencies and business continuity. This includes the street cleansing, grounds maintenance, car parking, public convenience and transport services.

There are strong links to Workstream 5 led by Laurence Willis and Peter Jeffs. For clarity (and to prevent duplication) this review covers car parking and public conveniences but does not cover any other aspect of the SSDC engineering service (landfill sites, flooding, drainage, sewers, engineering, asset management, CCTV, bus station and street naming and numbering). Also out of scope of this review is:

- Public office cleansing
- Waste and recycling
- Maintenance of play areas and skate parks
- Maintenance and cleansing of housing sewage treatment works
- Maintenance of public shelters, flagpoles, clock towers, depots, signage, beach huts, and services associated with the coastline.
- Contaminated land work
- Property service work (including associated risk management – legionella, radon etc)

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward.

Assumptions:

Number of households in South Somerset = 72, 030

Number of households in East Devon = 63,228 (28<sup>th</sup> March 2010)

### 3.1. Description of current service delivery arrangements

The following description is in three parts due to the difficulty in matching across both councils:

3.1.1 Street cleansing and horticultural services;

3.1.2 Car Park and Public Convenience management

3.1.3. Civil Contingencies and Business Continuity.

#### 3.1.1 Street cleansing and horticultural services

3.2.

| SSDC as part of SWP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | EDDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>Purpose of Service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>A mix of statutory and discretionary elements are delivered.</b></p> <p>The statutory elements are –</p> <ul style="list-style-type: none"> <li>➤ Collection of stray dogs</li> <li>➤ Code of Practice on litter &amp; refuse</li> <li>➤ O licence regulations</li> </ul>                                                                                                                                                                                                                                                                                                                                               | <p><b>A mix of statutory and discretionary elements are delivered.</b></p> <p>The statutory elements are –</p> <ul style="list-style-type: none"> <li>- O licence regulations are not applicable to EDDC</li> <li>- Env Health responsible for stray dogs</li> <li>- Collection of litter &amp; refuse</li> </ul>                                                                                                                                                                                                                                                                                                     |
| <b>Brief Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Horticultural Services</b></p> <ul style="list-style-type: none"> <li>• 1.7 million m<sup>3</sup> of grassland (generally cut 16 times/year depending upon the style of the site and annual growing pattern).</li> <li>• 69,600 m<sup>3</sup> of shrub beds</li> <li>• 10,751m of hedge cutting (cut once or twice a year depending upon species)</li> <li>• 7,000 risk assessed &amp; inspected trees.</li> <li>• Our Plant Nursery produces approx 550,000 plants each year plus hanging baskets and planted containers.</li> <li>• Considerable amount of external contract work, also closed churchyards</li> </ul> | <p><b>Grounds Maintenance</b></p> <p>Non-mandatory but some functions relate to the public liability responsibilities of holding land</p> <ul style="list-style-type: none"> <li>• 1.5 million square metres of grass (including sports grounds)</li> <li>• 90,000 square metres of hedges</li> <li>• 40,000 square metres of shrubs</li> <li>• 5,000 square metres of bedding</li> <li>• 1,040 park benches (rising to well in excess of 1500 benches maintained by Street Scene)</li> <li>• 589 council tenants' gardens</li> <li>• 269 hanging baskets</li> <li>• maintenance and management of 66 play</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>areas and 5 skate parks (54 amenities, 2 town councils, 15 housing)</p> <ul style="list-style-type: none"> <li>• 3 open cemeteries, 12 closed churchyards and management of unstable memorials</li> <li>• Management of Council owned trees (Estimated to be over 50,000 trees)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Street Cleaning</b></p> <ul style="list-style-type: none"> <li>• Approx 9,769km of kerbed highways across the district plus an uncalculated volume of unkerbed areas of highways are cleansed</li> <li>• See service standards for cleansing frequencies etc</li> </ul>                                                                                                                                                                                                             | <p><b>Street and Public Building Cleansing</b></p> <ul style="list-style-type: none"> <li>• 14 square kilometres of roads, footways, beaches and car parks to be cleansed</li> <li>• Cleansing of the Council Offices, 4 other public buildings, housing communal areas</li> <li>• Emptying of 116 rural litter bins (SITA) and approx 780 urban/rural litter bins (Street Scene Operations)</li> <li>• Emptying of 370 dog waste bins</li> <li>• Maintenance and cleansing of 23 housing sewage treatment works (also replacement/adoption programme with SWW)</li> </ul>                                                                                                   |
| <p><b>Enforcement</b></p> <ul style="list-style-type: none"> <li>• 262 dogs were collected by the team, with 149 being reclaimed by their owners</li> <li>• 310 abandoned vehicles were reported and investigated with 34 being removed by the team</li> <li>• In 2009/10, 896 Fly tips were removed.</li> <li>• Graffiti removal</li> <li>• 30 FPN's were issued for various offences</li> <li>• Annual education &amp; campaign programmes are delivered on an ongoing basis</li> </ul> | <p><b>Respond, Enforce and Clean Team (REACT)</b></p> <p>Undertaking mostly mandatory work</p> <ul style="list-style-type: none"> <li>• 223 abandoned vehicle incidents 2008/2009</li> <li>• Attending 484 fly tipping occurrences in 2007/2008</li> <li>• Cleansing and removal of 22 major Graffiti occurrences 2007/2008</li> <li>• Weekly rural village cleans throughout 2007/2008</li> <li>• Enforcement actions for period Jul 08 – Jan 09: 92 Duty of Care inspections, 25 Warning Letters, 38 general enforcement investigations and 5 Fixed Penalty Notices</li> <li>• Various educational poster campaign programmes are delivered on an ongoing basis</li> </ul> |
| <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• 82 vehicles and pieces of plant are managed and maintained (plus hand held machinery)</li> <li>• 300 taxi tests / year</li> <li>• 150 SSDC driver /year plus retests.</li> </ul>                                                                                                                                                                                                                                         | <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• 102 road registered vehicles and pieces of plant are managed and maintained (plus hand held machinery)</li> <li>• Lease vehicles are ordered &amp; monitored by Streetscene Finance Officer</li> <li>• No workshop facilities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |
| <p align="center"><b>Published Service Standards (minimum guaranteed level of service)</b></p>                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## Streetscene Service standards

### General

We will:

- respond to customer contact within 5 working days in a polite & respectful manner in accordance with the customer charter
- undertake risk assessments and ensure that we meet Health and Safety Guidance.
- remove drug related litter within 24 hours of receiving a report

### Street Sweeping and Litter Collection

- provide a cost-effective street sweeping service designed to keep roads predominately clear of litter and detritus.
- clear Yeovil Town centre by 8am in line with the Code of Practice on Litter and Refuse
- In other market towns we will clean weekly
- respond to all complaints regarding litter or detritus and to restore standards of cleanliness within statutorily prescribed time limits for the land class.
- Major roads will be cleaned annually  
( In Chard street cleaning is delegated to the Town Council who adhere to these standards.)

### Litter and Dog Waste Bins

- Empty bins in Yeovil and market town centres once a day.
- Empty all other bins at least once a week, with the immediate left clean and tidy.

### Removal of Dead Animals

- Remove dead animals from the highway verges and SSDC-managed land within 48 hours of report. (small animals not included.)

### Fly tipping

- remove fly tipping from public open space within 5 working days of receiving a request. Fly tips on private land are the responsibility of the landowner.
- We will remove fly tipping when found by operational teams on a routine basis
- We will leave all areas in an acceptable state.

## Streetscene Service standards (not published but taken from the current Service Level Agreement).

- respond to customer contact within 5 working days in a polite & respectful manner in accordance with the customer charter
- undertake risk assessments and ensure that we meet Health and Safety Guidance. remove drug related litter within 24 hours of receiving a report

### Street Sweeping and Litter Collection

- provide a cost-effective street sweeping service designed to keep roads predominately clear of litter and detritus.
- Work with each Town Council to ensure town centres are cleaned to locally accepted standards

(In Beer we contribute to one street sweeper employed by the Parish Council.)

- Respond to all complaints regarding litter or detritus and to restore standards of cleanliness within statutorily prescribed time limits for the land class.

### Litter and Dog Waste Bins

- Emptying of dog bins is contracted out to SITA – up to 3 times per week.

Empty litter bins up to twice daily in high footfall areas.

### Removal of Dead Animals

Remove dead animals from the highway verges and EDDC-managed land within 48 hours of report. (small animals not included.)

### Fly tipping

- Remove fly tipping from public open space within 5 working days of receiving a request. Fly tips on private land are the responsibility of the landowner.
- We will remove fly tipping when found by operational teams on a routine basis
- We will leave all areas in an acceptable state.

### **Graffiti removals**

- Remove offensive or racial graffiti from public buildings within 24 hours of it being reported
- Remove graffiti from private property on receipt of written permission from the owner, at a variable fee, within 5 working days.

### **Flyposting**

- Remove fly posting from the highway, buildings and street furniture within 5 working days of receiving a request, in line with the fly posting protocol.
- Remove unauthorised commercial signs on the highway, buildings and street furniture when found by operational teams on a routine basis. The Development Control team are responsible for removing signs outside the highway.

### **Enforcement**

- enforce relevant offences under the Environmental Protection Act, 1990 using a combination of proactive patrolling and response to complaints
- use education wherever possible to encourage compliance, using community events and other initiatives.
- Abandoned vehicles will be investigated within 2 working days of notification
- Abandoned vehicles will be removed within 2 working days from the time where we receive notification that we can legally remove the vehicle
- Remove dead animals from the highway verges and EDDC-managed land within 48 hours of report. (small animals not included.)
- We will respond to reports of stray dogs on the same working day

### **Transport**

- All works (servicing, safety inspections and repairs) to be carried out to comply with the conditions of our Operator's Licence to meet standards of roadworthiness
- 

### **Horticultural Service Standards**

1. All grassland cut to the appropriate length for

### **Graffiti removals**

- Remove offensive or racial graffiti from public buildings within 48 hours of it being reported and non offensive 14 days
- Remove graffiti from private property on receipt of a nominal charge.

### **Flyposting**

We will remove fly posting from EDDC property/street furniture when found by operational teams on a routine basis

### **Enforcement**

- Enforce relevant offences under the Environmental Protection Act, 1990 and Clean Neighbourhood and Environment Act 2005, using a combination of proactive patrolling and response to complaints
- Use education wherever possible to encourage compliance, using community events and other initiatives.
- Abandoned vehicles will be investigated within 24 hours excluding weekends whenever possible.
- Abandoned vehicles will be normally be removed within 3-4 working days from the time where we receive notification that we can legally remove the vehicle

Environmental Health Department undertake the stray dogs service.

### **Transport**

- EDDC have not vehicles that require an Operator's Licence. Servicing of 76 (+7 for other departments) lease vehicles in accordance with the lease company requirements.

### **Horticultural Service Standards**

1. All grassland (with the exception of

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p>the site, up to 16 times per year, leaving no piles of clippings and grass around obstacles will be trimmed.</p> <ol style="list-style-type: none"> <li>2. Shrub beds maintained in line with best practice, weed growth controlled and the area left in a clean and tidy manner</li> <li>3. Hedges maintained to a smart appearance with no woody weeds remaining.</li> <li>4. Bedding areas evenly planted with healthy plants and no noticeable weed growth</li> <li>5. Hard surfaced areas kept clean and free from weeds</li> <li>6. All trees for which we are responsible are risk assessed and subsequent work is carried out according to risk priority.</li> <li>7. All principle open spaces will be risk assessed annually</li> <li>8. Maintain closed churchyards that have become our responsibility, cutting the grass up to 16 times a year</li> <li>9. Work with planning policy and development control teams to ensure appropriate provision and standards of open space in new developments</li> </ol> | <p>specialist sites) is cut to the appropriate length for the site up to 15 times per year, cuttings dropped and grass trimmed around obstacles.</p> <ol style="list-style-type: none"> <li>2. Shrub beds - exactly the same.</li> <li>3. Formal hedges are maintained twice per year, informal hedges once.</li> <li>4. Bedding areas – same except ‘substantially free’ from weed growth.</li> <li>5. Hard Surfaces the same</li> <li>6. Parks Trees are being risk assessed under QTRA system and subsequent recommended work carried out according to priority.</li> <li>7. Principal Open Spaces are not risk assessed annually but play and recreation are.</li> <li>8. As SSDC but 5 cuts</li> <li>9. Planning team same as SSDC</li> </ol> |
| <p><b>Member or local priorities</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>Member or local priorities</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Litter control</li> <li>• Fly tipping / abandoned cars</li> <li>• Patrolling with respect to dog issues</li> <li>• Yeovil in Bloom</li> <li>• Larkhill Open Space project (Yeovil)</li> <li>• Supporting community events such as spring bulb planting schemes or community litter picks and Operation Relentless with Police etc</li> <li>• Environmental education and enforcement</li> <li>• Flood alleviation &amp; resilience issues</li> <li>• Parish Lengthsmen</li> <li>• Managing abandoned vehicle issues</li> <li>• Supporting the market town economies</li> <li>• Local area inspections</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Litter control</li> <li>• Fly tipping / abandoned cars</li> <li>• Supporting Britain in Bloom throughout the district</li> <li>• Supporting community events such as community litter picks, beach cleans, Honiton Glen Goyle volunteers, carnivals and festivals</li> <li>• Environmental education and enforcement</li> <li>• Flood alleviation &amp; resilience issues</li> <li>• Managing abandoned vehicle issues</li> <li>• Local area inspections ‘grumble walks’</li> </ul>                                                                                                                                                                                                                       |

## Fit with other services / corporate priorities / LSP SCS

Streetscene team fits with the following corporate themes:

1. **Community Safety** – especially street cleansing & civil enforcement feeds into the corporate plan outcome: **A community that feels safe - Measured by: Increasing the % of people from 66.4% to 68% who feel that local public services are working to make the place safer**  
*Actions include:*. Remove discarded drug related litter on land & properties we maintain within 24 hours of report and Gain an additional Car Park Mark Award in 2010.
2. **Environment.** Streetscene leads on actions for all three outcomes within the Environment theme of the corporate plan:
  - A) **Outcome: An enhanced natural environment, Measured by: Improving health of the natural environment from 26% (2008/09) to 80% in 2011/12 (against the local LAA indicator criteria for health of the natural environment) (LAA LPI 6).** *Actions include:* (1) Increase the % of native trees planted on council managed land. (2) Finalise SSDC Open Space Strategy (OSS), and then contribute 25 working days support over two years to development of a joint strategy by 2012. (3) Prepare a priority list of sites requiring management plans and deliver two new plans by 2011/12.
  - B) **Outcome: An enhanced built environment. Measured by: Increasing resident satisfaction with the built environment from 44% (2006) to 60% by 2012**  
*Actions include:*
    - (1) Improve performance in street cleanliness to 7% and maintain performance thereafter. (2) Maintain Level 2 (effective) fly tipping performance. (3) Increase resident satisfaction with street cleaning, car parks, public toilets and open spaces / country parks
  - C) **Outcome: A low carbon council adapting to climate change, Measured by: Increasing residents' perception by 3% by 2012 that SSDC leads by example in tackling climate change (new target).** *Actions include:* Reducing carbon emissions from the SSDC fleet.

The work of the service fits in with a range of other

Streetscene team fits with the following corporate themes:

1. Safe, clean and green environment -
- The main improvements in Cleaning Services to be introduced in 2010/13 are:
- Increase in enforcement of environment legislation.
  - Containerisation of household waste
  - Pollution prevention scheme at Imperial Recreation Ground, Exmouth
  - Flood alleviation schemes:-
    - Feniton Villages\*
    - Dewdney's Court, Upton Pyne \*
    - Budleigh Salterton – trunk drain outfall\*
    - Budleigh Salterton – Western Outfall\*
    - Farway, Woodbridge\*
    - Gittisham\*
    - Pencepool, Plymtree\*

\*Subject to funding

- Resolve problems in those areas identified with Land Drainage issues, after the October 2008 floods.
- Axmouth Harbour repairs to Road and Sea Wall
- Coastal Defence
  - Pennington Point
  - Sidmouth Beach Monitoring
  - Seaton Beach Monitoring
- Waste Management Licensing in Camperdown and Manstone Depots
- Promotions and New Initiatives in Street Cleaning Services to increase public awareness. This includes the development of the REACT team.
- Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies.
- Project - manage all schemes / bids that were awarded funds in the capital bid process.
- Planned maintenance to all properties to ensure high standards of decoration and repair to encourage visitors, tenants and residents alike.
- Modernisation and refurbishment of public conveniences to improve facilities for residents and visitors alike.

services and service providers including;

- Property & Engineering (flood alleviation & open space structural issues); Environmental Health (street cleansing & civil enforcement); Area enhancement programmes (street cleansing & horticulture); Sport & Play (horticulture and s106 planning issues); Civil Contingencies ; Planning (s106 and Open Space Strategy); Countryside (maintaining the country parks)

All fleet related services for the Council are handled by the Fleet Management team

- Provision of additional beach huts and beach hut sites at Budleigh to reduce waiting lists.
- Proactively preparing vacant industrial and shopping units to ensure a rapid re-letting to maximise potential usage for growing companies and outlets.
- Integration of Countryside Services with Street Scene Services to improve service delivery and seek service efficiencies.
- Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies.
- Develop IT systems for
  - Street Cleaning
  - Asset Management
  - Planned Maintenance systems (Engineers)
- Review areas of Street Scene Services with a Systems Thinking approach to service delivery.
- Design services to meet change through budgetary constraints and / or alternative service delivery.
- Develop and implement Health and Safety Procedure document for Street Scene and associated services.
- Ensure that the actions identified in the Health and Safety Procedure document for Street Scene and associated services are carried out and completed as to the given time scales..

Improve the quality of public spaces and accessibility of green (including play and leisure) infrastructure as part of new developments.

Through:-Play, public space and nature reserve initiatives.

Planning gain.

Green infrastructure strategy

The work of the service fits in with a range of other services and service providers including; Property & Engineering (flood alleviation & open space structural issues); Street cleansing, Civil enforcement); Area enhancement programmes (street cleansing & horticulture); Sport & Play (horticulture and s106 planning issues); Civil Contingencies ; Planning (s106 and Open Space Strategy); Countryside

| Links to Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <ul style="list-style-type: none"> <li>• Carbon Reduction &amp; Climate Change Adaptation Strategy</li> <li>• Sport &amp; Active Leisure Strategy</li> <li>• Play Strategy</li> <li>• Somerset Biodiversity Strategy</li> <li>• Young Peoples Strategy</li> <li>• Yeovil Vision, Chard, Market Town Strategies</li> <li>• Local Development Framework, Settlement Role &amp; Function Study</li> <li>• Rural Position Statement</li> <li>• CDRP and Strategy</li> </ul>                                                                                                                                                                                                                  | <p><b>similar</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Key Partnerships / partnership work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>➢ Chard Town Council - Streetcleaning</li> <li>➢ Yeovil Town Council – Horticultural P/ship</li> <li>➢ Yarlington Housing Group – Horticultural</li> <li>➢ Parish Lengthsmen schemes x 2</li> <li>➢ SCC Highway Verge Maintenance Partnership</li> </ul> <p><b>Also</b></p> <ul style="list-style-type: none"> <li>➢ Maintenance of SSDC flood alleviation schemes with SSDC Engineering team</li> <li>➢ Specialist advice and grounds maintenance arrangements for Parish Councils</li> <li>➢ Memorandum of understanding with the Environment Agency on fly tipping</li> </ul> <p>The service also works with the Police on various issues.</p> | <p>Exmouth Town Council - 2 Seasonals plus handyman (contribution).</p> <p>Seaton Town Council – Handyman (contribution).</p> <p>Beer Parish Council – Cleansing (contribution).</p> <p>Beer cliff toilets (contribution).</p> <p>Leisure East Devon</p> <p>Specialist advice and grounds maintenance arrangements for Parish Councils</p> <p>Maintenance of EDDC flood alleviation schemes with EDDC Engineering team</p> <p>The service also works with the Police, Fire Brigade on various issues.</p>       |
| Budget & Fees and Charges:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>Streetscene total budget (inc transport and dog wardens) ....09/10</p> <ul style="list-style-type: none"> <li>• Gross - £2,921k</li> <li>• Income - £1,276k</li> <li>• <b>Net - £1,645,000</b></li> </ul> <p><b><u>Horti income – external (commercially confidential)</u></b></p> <p>Environment Agency maintenance of Critical Ordinary Watercourses contract <b>£11.5k</b></p> <p>Yeovil Town Council - Allotments <b>£9.5k</b></p> <p>Yeovil Town Council – horti <b>£167k</b></p> <p>Grounds maintenance for Augusta Westland <b>£31.5k</b></p>                                                                                                                                  | <p>Streetscene budget for Grounds/Cleansing/Toilets 09/10</p> <ul style="list-style-type: none"> <li>• Gross - £3,083,590</li> <li>• Income - £655,750</li> <li>• <b>Net - £2,427,840</b></li> </ul> <p><b><u>Horti income – external (commercially confidential)</u></b></p> <p>Leisure East Devon <b>£41,150</b></p> <p>Memorial seats <b>£13,000</b></p> <p>Town/Parish Councils/Schools GM <b>£50,000</b></p> <p>Allotments <b>£2,767</b></p> <p>Rent (parks, watch tower, boatyard etc) <b>£32,233</b></p> |

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| <p>County Highways and maintenance of street trees in Yeovil with SCC - <b>£70.5k</b></p> <p>Yarlington - <b>£375k</b></p> <p>Ad-hoc - <b>£48k</b></p> <p><b><u>Horti income – Internal</u></b></p> <p>Ditches/ Screens – <b>£34k</b></p> <p>Yeovil Country Park - <b>£18k</b></p> <p>Ad-hoc – <b>£50,107</b></p> <p>Commuted sums - <b>£22.5k</b></p> <p><b><u>Nursery</u></b></p> <p>Internal -<b>£56.7k</b></p> <p>External - <b>£45.7k</b></p> <p><b><u>Cartgate Picnic area</u></b> &amp; Annie’s café layby with Balfour Beaty Mott McDonald - <b>£96k</b></p> <p><b><u>Transport budget figures 09/ 10</u></b></p> <p>Gross - £345.7k</p> <p>Income - £270.8k</p> <p>Net - <b>£74.9k</b></p> <p><b><u>Enforcement budget figures 09/ 10</u></b></p> <p>Gross - £185k</p> <p>Income - £8.5k</p> <p>Net - £176.5k</p> | <p><b><u>Horti income – Internal</u></b></p> <p>Recharges <b>£630,250</b></p> <p><b><u>Street Cleansing Income – external</u></b><br/><b><u>(commercially confidential)</u></b></p> <p>Dog bin income <b>£2000 (Actual income £10790)</b></p> <p><b><u>Street Cleansing Income – internal</u></b></p> <p>Recharges <b>£111,650</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>FTEs:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>1 x Manager</p> <p><b>Enforcement:</b> 1 x Supervisor, 3 x FTE, 2 x P/T</p> <p><b>Horticulture:</b> 2 x officer FTE, 1 x officer P/T, 2 x Supervisors FTE. 29 x FTE, 1 x vacant, 1 x P/T, 2 x vacant apprentices (one should be filled by 10/5/2010) &amp; Agency staff £74k</p> <p><b>Nursery:</b> 2 x FTE &amp; seasonal staff £14.7k</p> <p><b>Streetcleaning:</b> 2 x supervisors, 25 FTE, 1 x work placement, £20.9k agency. 1 x Support supervisor, 1 x H&amp;S officer, 2 x Admin support costed to street cleansing</p> <p><b>Cartgate:</b> 2 x FTE</p> <p><b>Stores:</b> 1 x FTE</p> <p><b>Transport / Workshop:</b> 1 x Fleet services supervisor, 1 x Fleet management officer, 5 FTE</p>                                                                                                                    | <p>1 x Manager</p> <p>2 x Area Managers (East &amp; West)</p> <p><b>Enforcement:</b> 1 x Team Leader, 4 x Operatives FTE</p> <p><b>Horticulture/Grounds/Parks :</b> 1 x Parks Development Officer, 1 x Parks Assistant, 2 x officer FTE, 8 x Team Leaders FTE, 6 x Gardeners FTE, 17 x Grounds Maintenance Operatives FTE, 1 x Groundsman FTE, 1 x Casual FTE, 6 x Seasonals, 1 x Playground Officer</p> <p><b>Streetcleaning/Toilets:</b> 2 x officer FTE, 2 x Sweeper Drivers FTE, 21 x Mobile Cleansing Operatives FTE, 8 x Seasonals</p> <p><b>Maintenance:</b> 2 x Maintenance Technicians FTE</p> <p><b>Other:</b> 2 full time &amp; 1 part time (30 hours) x Technical Officers, 1 full time &amp; 1 part time (30 hours) x Admin officers</p> |

| <b>Software:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <ul style="list-style-type: none"> <li>• Down to Earth</li> <li>• Plant / Equipment / Machinery</li> <li>• Fleetmaster (currently looking at replacement)</li> <li>• Tri-scan</li> <li>• Safety Organiser</li> <li>• ESG Database</li> <li>• Local sickness management database &amp; SSDC wide systems &amp; Web based systems such as 'Fly capture'</li> </ul>                                                                                                                                                                                                                                    | <p>DTE Grounds, Play , Trees, Allotments and Beach Huts.</p> <p>Local sickness management database &amp; EDDC wide systems &amp; Web based systems such as 'Fly capture', LAGAN (customer service package).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Targets and Performance:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ol style="list-style-type: none"> <li>1. Local Area Inspections - 90.25% pass rate on local inspections with 60.5% at a Good level</li> <li>2. Britain in Bloom – Target - Silver Gilt (Achieved 3 x Gold and 2 x Silver gilts in last five years &amp; 7 x Neighbourhood awards with 2 at outstanding.)</li> <li>3. NI 195 performance. Target of 7%– improved from 8.6% in 2008/9</li> <li>4. Target of Grade 2, NI 196, (Grade 1 performance was achieved in 2008/9)</li> <li>5. Maintain ex- BVPI 218 performance of 100% (achieved 2009/10)</li> <li>6. 97% customer satisfaction.</li> </ol> | <ol style="list-style-type: none"> <li>1. Local Area Inspections – from DTE inspections <ul style="list-style-type: none"> <li>• 246 (84,5%) inspections met standard</li> <li>• 34 (11.7%) inspections exceeded standard</li> <li>• 11 (3.8%) inspections below standard</li> </ul> </li> <li>2. South West in Bloom 2009. 3 x Gold, 2 x Silver Gilt, 1 x Silver. SW in Bloom groups are supported by EDDC, not run by EDDC.</li> <li>3. NI 195 <ol style="list-style-type: none"> <li>a. Litter = Target 4%, Actual 4%;</li> <li>b. Detritus = Target 20%, Actual 18%</li> <li>c. Graffiti = Target 1%, Actual 1%</li> <li>d. Flyposting = Target 1%, Actual 0%</li> </ol> </li> </ol> <p>NI 196. Flytipping = 2008/09 Grade 3 achieved Our score for 2009/10 improved to 2. As our target for this year remained at 3 we were given an 'excellent' status.</p> |
| <b>Complaints performance:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>86 complaints were received in 2009/10 (54 failure to deliver, 8 issues with policy, 5 staff handling and 14 not SSDC responsibility):</p> <p>79 compliments were received in the same year</p> <ul style="list-style-type: none"> <li>• 48 were horti</li> <li>• 28 were street cleaning</li> <li>• 3 were enforcement</li> </ul>                                                                                                                                                                                                                                                               | <p>17 complaints were received in 2009/10, broken down as follows:-</p> <p>Car Parks: 6<br/> Recycling – collections/crew: 4<br/> Civil Enforcement Officers: 3<br/> Toilets: 2<br/> Boat mooring: 1<br/> Maintenance of a stream : 1</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|                                                                                                                                                                                                                                                                                          | <p>18 compliments were received by letter/email in the same year, broken down as follows:-</p> <p>7 horti</p> <p>9 street cleansing</p> <p>1 REACT</p> <p>1 Toilets</p> <p>This does not include the large number of telephone compliments we receive.</p>                                                                                                                                                                                   |
| <b>Achievements:</b>                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Of 432 people interviewed, 97% of customers were satisfied with the condition of the Streetscene. Although 3% were unsatisfied; 5.4% felt that the service provided was excellent.</p>                                                                                                | <p><b>Results from Park User Survey 2009</b></p> <ul style="list-style-type: none"> <li>Satisfaction with cleanliness has remained extremely high, with 98% of respondents saying that the cleanliness is good.</li> <li>99% of users think the floral displays are good. This is an excellent result.</li> <li><b>Place Survey 2008/09</b> – clean streets were in the top 5 categories which the public think we do really well</li> </ul> |
| <b>Key Projects:</b>                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Open Space Strategy</li> <li>Naturalised Parish bulb planting projects</li> <li>Dog Control Orders</li> <li>Larkhill Open Space project</li> <li>Ongoing delivery of tree risk management</li> <li>Successful development of key sites</li> </ul> | <ul style="list-style-type: none"> <li>Redesign of Streetscene following Systems Thinking Review</li> <li>See Section on Service Priorities</li> </ul>                                                                                                                                                                                                                                                                                       |

### 3.1.2 Car Park and Public Convenience management

| SSDC                                                                                                                                                                                                                                           | EDDC                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose of Service                                                                                                                                                                                                                             |                                                                                                                                                                      |
| Providing appropriate facilities that support the town centre economies.                                                                                                                                                                       |                                                                                                                                                                      |
| Brief Description                                                                                                                                                                                                                              |                                                                                                                                                                      |
| The Council provide car parks throughout the District for public use and enforces residents parking zones in Yeovil. The service manages the operation of 54 off-street car parks, including enforcement, repair, maintenance and inspections. | <p><u>Civil Enforcement, Car Parks &amp; On Street Parking</u></p> <p>Car Parks are non-mandatory. On-street parking work is as an agency for the County Council</p> |

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| <p>Charging exists in car parks in Areas South (1891 spaces) and West (1125 spaces). Currently car parks in Areas North (347 spaces) and East (443 spaces) are free.</p> <p>The Parking Services Team are responsible for the operation of car parks, and the issuing of fixed penalty notices for parking infringements. The charging times of car parks across the district are 9 a.m. to 6 p.m. (Mon – Sat)</p> <p>Residents Parking Zones exist at a number of locations in Yeovil for the benefit of nearby residents. Within these zones parking enforcement, administration, issue of permits and fixed penalty notices is carried out by SSDC.</p> <p>Other on-street parking has been created by Somerset County Council under Traffic Regulation Orders. Enforcement of these on-street parking restrictions is currently undertaken by the Police.</p> <p>SSDC manages 19 public conveniences and has recently transferred three blocks to parish and town councils under a spend to save scheme. Inspections are carried out by the Engineering and Property Services Team and cleansing is contracted out.</p> | <ul style="list-style-type: none"> <li>• 41 pay &amp; display car parks(5075 spaces)</li> <li>• 7 free car parks (169 spaces)</li> <li>• 4 reserved space car parks (100 spaces)</li> <li>• Maintenance of 200 associated signs</li> <li>• Civil parking enforcement for 52 East Devon District Council car parks. 4000 off street penalties and 5000 on-street per annum</li> <li>• On-street enforcement on behalf of Devon County Council throughout East Devon</li> <li>• 4,500 permits sold and 2.3M parking tickets sold per annum</li> </ul><br><ul style="list-style-type: none"> <li>• Cleansing of 44 public conveniences facilities (43 EDDC owned / leased; 38 cleaned by EDDC; 6 funded by Town / Parish 3 fully maintained by Parish Councils; 2 sites awaiting disposal; 1 winter opening funded by Town / Parish Council; and partnerships with private sector at Beer Head Toilets)</li> </ul> |
| Member or local priorities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ol style="list-style-type: none"> <li>1) introduction of CPE throughout South Somerset</li> <li>2) Free parking in Wincanton and Castle Cary until CPE established</li> <li>3) Other car parks remain free under current strategy</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Introduction of CPE throughout Devon (excluding Unitary Authorities of Torbay and Plymouth) as from 6<sup>th</sup> May 2008.</li> <li>• CPE did not affect the status of off-street car parks (Free, Pay and Display, Reserved Space), only enforcement of them.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Links to Strategies / Corporate Plan etc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>Car parking is linked to the Medium Term Financial Plan as it brings in a strategic income</p> <p>Managing car parks feeds into three main outcomes in the corporate plan: 1) on community safety and 2) satisfaction with the built environment 3) a reduction in carbon emissions</p> <p>1) Outcome: A community that feels safe<br/>Measured by: Increasing the % of people from 66.4% to 68% who feel that local public services are working to make the place safer <i>Car Park Service contributes to this outcome by gaining another ParkMark award in 2010/11</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Car parking is linked to the Financial Plan as it brings in a strategic income.</li> <li>• Managing car parks feeds into 4 of the Corporate Strategies; (1) on Thriving Economy,(2) Safe, Clean and Green Environment, (3) Excellent Service for our Customers,(4) Inspirational Council.</li> <li>• 1) Outcome: The provision of off-street car parks with tariffs and annual permit charges that are set to encourage use of off-street car parks contributes to the freedom of traffic flows in town centres by the reduction in on-street parking.</li> </ul>                                                                                                                                                                                                                                                                                                      |

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| <p>2) Outcome: An enhanced built environment, measured by: Increasing resident satisfaction with the built environment from 44% (2006) to 60% by 2012. Car Park and Public Conveniences contribute to this outcome by <i>Increasing resident satisfaction with street cleaning, car parks, public toilets and open spaces / country parks.</i> (Local Indicator)</p> <p>3) Outcome: A low carbon council adapting to climate change. Measured by: Increasing residents' perception by 3% by 2012 that SSDC leads by example in tackling climate change. Service contribution comes from the South Somerset District Wide Car Parking Strategy which aims to encourage a modal shift to greater use of public transport. It was approved by Full Council on 22nd February 2007<br/> <a href="http://www.southsomerset.gov.uk/index.jsp?articleid=3453">http://www.southsomerset.gov.uk/index.jsp?articleid=3453</a></p> | <ul style="list-style-type: none"> <li>• 2) Outcome: All of the Council's car parks are open plan and surface based with one – way systems to promote a safe environment for customers to use.</li> <li>• 3) Outcome: 99.97% of the motorists that visited the Council's car parks between May 2006 and February 2010 inclusive did not receive a penalty ticket. Only four of the 7,864 customers who received a penalty ticket in that period elected to take their appeal to the independent adjudicators of the Traffic Penalty Tribunal.</li> <li>• 4) Outcome: Partnership with DCC for on-street parking.</li> </ul>                                                                                       |
| <b>Key Partnerships / partnership work</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Somerset Civil Parking Enforcement Partnership. SSDC Executive have agreed to a phased partnership approach to introduce CPE. However, no irrevocable decisions have been made as yet. A decision to support SCC as a CPE authority will come to the executive in Summer 2010 after which SSDC will be committed to the introduction of county – wide CPE.<br/> A partnership agreement exists on the Peter St Toilets in Yeovil</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• East Devon District Council's Agency Agreement with Devon County Council for on-street parking enforcement, which has been in place since 6<sup>th</sup> May 2008 continues to operate to the satisfaction of both Authorities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Budget &amp; Fees and Charges</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>1) Car Parking</b><br/> Expenditure 10/11: £993,320<br/> Income 10/11: £2,229,070<br/> Net expenditure: -£ 1,235,070</p> <p>We have used SIMALTO participative budgeting to establish resident opinion on increasing car park charges. The Council periodically undertakes a review of charges for Council-owned car parks across the District. Benchmarking with charges in other comparable towns in Somerset and other nearby towns is provided for members when they make decisions on charges. As part of the SSDC recession strategy the prices have been static since 2009.</p> <p><a href="http://www.southsomerset.gov.uk/media/pdf/1/n/Car_Park_Charges_June_2009.pdf">http://www.southsomerset.gov.uk/media/pdf/1/n/Car_Park_Charges_June_2009.pdf</a></p> <p>In considering the level of charges, the following principles are particularly taken into</p>                                           | <p><b>1) Car Parking</b><br/> Expenditure 09/10: £1,207,870<br/> Income 09/10: £3,252,760<br/> Net expenditure: -£2,044,890</p> <p>On-street enforcement operations are recharged &amp; fully funded by Devon County Council.</p> <p>The Council periodically undertakes a review of charges for Council-owned car parks across the District. Benchmarking with charges in other comparable towns in Devon and other nearby towns is provided for members when they make decisions on charges. Pay and Display charges remained unchanged between 01 April 2008 and 27 March 2010. Annual Parking Permit charges have remained unchanged since 01 April 2008.</p> <p>In considering the level of charges, the</p> |

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| <p>account:</p> <ul style="list-style-type: none"> <li>• The recommendations of the Council's District Wide Car Parking Strategy</li> <li>• A fair and equitable position taken on car parking across the District</li> <li>• The need to maintain the car parks in Yeovil town centre for shoppers by providing long-stay parking in peripheral locations at an attractive price encouraging commuters away from the town centre</li> <li>• The need to attract commuters away from parking on-street in residential areas</li> <li>• The need to fund town centre initiatives such as the provision of CCTV, improved lighting, and environmental improvements</li> <li>• The need to maintain the fabric of the car park; and</li> <li>• The fact that car park charges are one of the Council's most important sources of funds to carry out the above.</li> </ul> <p><b>2) Public Conveniences (19 in number)</b></p> <p>Expenditure 10/11: £229,750 Including cleansing contract of £115,950 (commercially confidential)<br/>Income 10/11: £260</p> <p>Net expenditure: £ <b>229,750</b></p>  <p>"KP148 Budget 10-11.xls"</p> | <p>following principles are particularly taken into account:</p> <ul style="list-style-type: none"> <li>• The recommendations of an annual review undertaken by the Council's Corporate Director Economy, The Portfolio Holder, Head of Service and Parking Services Manager.</li> <li>• A fair and equitable position taken on car parking across the District</li> <li>• The need to maintain the car parks in town centres for shoppers by providing long-stay parking in peripheral locations at an attractive price encouraging commuters away from the town and village centre</li> <li>• The need to attract commuters away from parking on-street in residential areas</li> <li>• The need to maintain the fabric of the car park; and</li> <li>• The fact that car park charges are one of the Council's most important sources of funds to carry out the above.</li> </ul> <p><b>2) Public Conveniences (44 in number)</b></p> <p>Expenditure 09/10: £1,309,436<br/>Income 09/10: £129,309 (includes recharges to other services)</p> <p>Net expenditure: <b>£1,180,127</b></p> |
| <p>FTEs (specify vacancies)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Car parking</b><br/>Currently there is a proportion of the Engineering and Property Services Managers time (approx x%) and below this there are 5.66 FTEs in Inspectors and 1.8 FTEs in admin</p> <p><b>Public Conveniences</b> (no FTEs – small proportion of Buildings Work Surveyor and manager). Contract for cleansing.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p><b>Car parking</b><br/>1 x Parking Services Manager FTE<br/>1 x Parking Services Asst Mgr (Ops) FTE<br/>12 FTE x Civil Enforcement Officers (11 full time, and 2 part time (18.5 hours each)<br/>4 x Seasonals(May to September inclusive)<br/>1 x Parking Services Asst Mgr (Admin) FTE<br/>2 x Administration Assistants (FTE)<br/>Note – 8 FTE CEOs, 1 Asst Mgr Admin, 1 Admin Assist funded by DCC, and part of Parking Services Manager and part of Asst Mgr Ops also funded by DCC</p> <p><b>Public Conveniences</b><br/>7 x Mobile Cleansing Operatives FTE<br/>1.44 x Toilet Locker/cleaner FTE</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (2 x Officer jointly in charge of Street Cleansing/Public Conveniences)                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Software</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Parkfolio - remote telemetry data system<br>Vehicle Management System in Yeovil (electronic capacity displays)<br>Chipside car park management software                                                                                                                                                                                                                                                                                                                                                   | Spur Solutions SID-EM back office system (DCC)<br>Metric Group ASLAN Client (remote contact with ticket machines via a modem link). (EDDC)<br>Metric Group ASLAN Stats – (Reporting and Statistical information) (EDDC)<br>Metric Group TARIFF EXE (Car Park Ticket Machine tariff writing and downloading tariffs to ticket machines). (EDDC)                                                                                                                                             |
| <b>Plant / Equipment / Machinery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 44 Car park ticket machines (Parkeon)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Management and maintenance of 63 Metric Accent ticket machines. All EDDC CEO's are trained to carry out remedial action for basic ticket machine defects – this results in ticket machine availability of over 99% during charging periods.                                                                                                                                                                                                                                                |
| <b>Targets and Performance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Provide resource to carry out local surveys with at least 1000 people per year across 10 market towns and increase satisfaction by 1% per year until 2011/12 (Current performance = 97%)                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Gain an additional Car Park Mark Award.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Approx 1040 car park appeals each year                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| % satisfaction with public toilets and car parks (see attached)<br><br>"Customer Satisfaction Survey R"                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 6% provision of disabled parking spaces in council car parks. (Current performance is 5.2%)                                                                                                                                                                                                                                                                                                                                                                                                               | Provision in Pay and Display car parks of spaces for disabled people is currently 2.56%. This figure was arrived at as a result of a survey in 1997. The Council's procedure is to sympathetically consider requests where a genuine need is identified. In this way our car parks are responsive to demand (more disabled spaces in car parks where there is a known need).                                                                                                               |
| <b>Published Service Standards</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Car Parks. We will:</b> <ul style="list-style-type: none"> <li>carry out quarterly detailed technical inspections and complete a survey record for all car parks including signage</li> <li>Patrol our pay and display car parks and residents parking zones on a daily basis (excluding Sundays)</li> <li>Ensure our car park staff wear a uniform and carry identification</li> <li>Ensure that our staff are polite and courteous</li> <li>We will display, prominently and clearly, up-</li> </ul> | <b>Car Parks. We will:</b> <ul style="list-style-type: none"> <li>carry out annual detailed engineering inspections and complete a survey record for all car parks including signage</li> <li>Patrol our inland pay and display car parks on a daily basis (excluding Sundays) and our coastal car parks on a daily basis including Sundays.</li> <li>Ensure our car park staff wear a uniform and carry identification</li> <li>Ensure that our staff are polite and courteous</li> </ul> |

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| <p>to-date information concerning car parking charges</p> <ul style="list-style-type: none"> <li>Consider all written appeals against fixed penalty notices in a fair and consistent manner</li> <li>Repair any pay and display equipment faults within 24 hours of reporting (excluding Sundays and bank holidays)</li> <li>Provide dedicated spaces in optimum positions in our pay and display car parks for people with disabilities.</li> <li>Check the general cleanliness and condition of our pay and display car parks on a monthly basis</li> <li>Carry out a detailed inspection of all our car parks on a quarterly basis</li> </ul> <p><b>Public Conveniences. We will:</b></p> <ul style="list-style-type: none"> <li>Strive to maintain and continually improve our standards of customer service.</li> <li>Endeavour to ensure that the public conveniences are open to customers during published open hours.</li> <li>Cleanse all council owned public toilets at least once a day (except Christmas Day).</li> <li>Provide disabled facilities (operated by the RADAR key system) and baby changing facilities wherever possible.</li> <li>Ensure that reports of cleanliness problems will be dealt with within 24 hours.</li> <li>Wherever possible, carry out repairs or make the premises safe within 72 hours.</li> </ul> | <ul style="list-style-type: none"> <li>We will display, prominently and clearly, up-to-date information concerning car parking charges</li> <li>Consider all written appeals against fixed penalty notices in a fair and consistent manner</li> <li>Repair any pay and display equipment faults within 16 working hours of reporting (excluding Sundays and bank holidays)</li> <li>Provide dedicated spaces in optimum positions in our pay and display car parks for people with disabilities where and when a genuine need is identified.</li> <li>Civil Enforcement Officers will report to the Engineers immediately any situation in any of our car parks where remedial action is needed, as they are inspected on a daily basis.</li> </ul> <p><b>Public Conveniences. We will:</b></p> <ul style="list-style-type: none"> <li>Strive to maintain and continually improve our standards of customer service.</li> <li>Endeavour to ensure that the public conveniences are open to customers during published open hours.</li> <li>Cleanse all council owned public toilets at least once a day (except Christmas Day).</li> <li>Provide disabled facilities (operated by the RADAR key system) and baby changing facilities wherever possible.</li> </ul> |
| <b>Achievements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 95% of ticket machines are solar powered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Ticket machines are available for over 99% of the charging period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 9 car parks in Yeovil have been awarded (and retained) Park Mark accreditation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The right car parks in the right places to meet different types of demand in East Devon. (commuters/shoppers/visitors)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 7 x "Loo of the Year" Awards have been won in 2009/10. Two at 5*, 5 at 4*.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3 x "Loo of the Year" Awards have been won in 2009/10 – (West Walk, Seaton /King Street, Honiton & Station Road, Budleigh). Solenoid switches in urinals to reduce water usage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Sustainable build (rainwater harvesting, sun pipes etc) of new toilets in Yeovil                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | New toilets & refurbishments incorporate energy saving measures where possible (sun pipes)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Capital funding of £810k was secured to fund new car park provision in Crewkerne, Ilminster and Bruton (delivering objectives in the Car Park Strategy). Work now completed in Ilminster.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Key Projects</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| CPE is the key project. This involves the E&PS Manager attending CPE project team meetings and leading workstreams, The Director (Ops and Customer Focus) attends the Project Board, both officers attend the county-wide portfolio holder meetings which track progress with the project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | The Parking Services Manager is a member of the DCC Parking Board Team, which consists of all Parking Services Managers plus DCC's CPE Officer. This team meets every 6 weeks to discuss Traffic Orders, surface markings and ways to improve the service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

Key:

CPE = Civil Parking Enforcement: E&PS Manager = Engineering and Property Services Manager.

### 3.1.3 Civil Contingencies and Business Continuity

| SSDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | EDDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose of Service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>The Civil Contingencies Act 2004 (CCA 2004) and enabling regulations place a duty on Borough, County &amp; District Councils (amongst others) as Category one responders to:</p> <ul style="list-style-type: none"> <li>• Assess local risks and use this information to inform Emergency Planning</li> <li>• Put in place and maintain effective emergency plans</li> <li>• Put in place and maintain Business Continuity Management Arrangements</li> <li>• Make arrangements to inform the public about civil protection matters and warn, inform and advise the public in the event of an emergency</li> <li>• Share information with other local responders to enhance co-ordination</li> <li>• Co-operate with other local responders to enhance co-ordination and efficiency</li> <li>• Provide advice and assistance to business and voluntary organisations about business continuity management</li> </ul>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Brief Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>At SSDC the service brings together a number of related service areas:</p> <ul style="list-style-type: none"> <li>• Emergency Planning (maintaining district risk register, corporate emergency plan and partner to Somerset Flood Plan, Mass fatalities etc).</li> <li>• Co-ordination of corporate Business Continuity (BC) plans (pandemic flu, IT disaster recovery, fuel shortage etc), service BC plans and exercises.</li> <li>• Lone Working</li> <li>• Out of Hours &amp; Emergency Response (for all SSDC services). This includes arrangements for rest centres, training for volunteers, running rest centre exercises with CCU and taking responsibility for operational responses to emergencies.</li> <li>• In house health &amp; safety</li> <li>• Managing Somerset Civil Contingencies partnership for SSDC.</li> <li>• Co-ordination of Corporate Climate Change Adaptation plan and service plans – responsibility for NI 188.</li> </ul> | <p>EDDC has part time Officer, responsible for: Corporate Emergency Plan, Corporate BC Plan, EDDC Emergency response.</p> <ul style="list-style-type: none"> <li>• Formal arrangement with Devon County Council – memorandum of understanding</li> <li>• Manages EDDC response to emergencies in/out of hours.</li> <li>• Co-ordinates operational response to emergencies – e.g. sandbag delivery and clean up after an incident</li> <li>• Arranges for sandbags to be delivered to Parishes annually</li> <li>• Work with Parishes on plans together with DCC who take the lead</li> <li>• Attend Parish Council meetings with County Officers</li> <li>• (DCC organises Rest Centres and the staffing – usually Social Services staff)</li> <li>• Maintains Corporate Emergency Plan (DCC do all other plans with assistance and input from all Devon Districts)</li> <li>• Compile BC Plan and Response &amp; Rec plans for departments.</li> </ul> |
| <b>Member or local priorities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Building community resilience. Running flood awareness workshops, enabling parish emergency plans and resilience projects</li> <li>• Supply of free sandbags</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Emergency Planning Workshops</li> <li>• Flood awareness workshops with Environment Agency and DCC</li> <li>• Supply of free sandbags</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Fit with other services / corporate priorities / LSP SCS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>Actions on flood fairs and climate change adaptation fit into the Corporate Plan (Environment theme) linking into the theme</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Flood Fairs are held periodically, usually after a flood event i.e Otter Valley, which covers main flood risk areas.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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| <p>outcome of <i>“Increasing residents’ perception by 3% by 2012 that SSDC leads by example in tackling climate change”</i></p> <p>Actions related to NI 37 (Increase awareness of civil protection arrangements in the local area from 13.4% in 2007/08 to 15% by 2010/11 fit into the Corporate Plan (Well Managed theme) linking into the theme outcome measured by <i>“Increasing overall/general satisfaction with local area from 86.7% in 2008/09 to 88.7% in 2011/12 (NI 5)”</i></p> | <ul style="list-style-type: none"> <li>Working with Parishes on their Flood Plans, Parish Plans, meeting with Parish Council’s to assist.</li> <li>High Risk community plans working closely with DCC, utilities and emergency services.</li> </ul>                                           |
| <b>Key Partnerships / partnership work</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                               |
| SSDC belongs to the Somerset Civil Contingencies Partnership for an annual contribution of £35k/yr. We may give formal notice that we may leave this partnership in April 2011, pending this service review.                                                                                                                                                                                                                                                                                 | EDDC are signed up to the Local Resilience Forum and contribute a small fee per annum for admin costs, D+C Police administration.                                                                                                                                                             |
| <b>Budget &amp; Fees and Charges</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                               |
| £122,140 for Civil Contingencies, Business Continuity – including 4 <sup>th</sup> tier manager salary (DS803) + £38610 below line recharges £42,540 In house Health & Safety (HE640) + £7650                                                                                                                                                                                                                                                                                                 | 2010/11 Budget: £4,180 + £1380 recharges Salary cost £18,017 (0.8FTE)                                                                                                                                                                                                                         |
| <b>FTEs (specify vacancies)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                               |
| 2 FTES<br>Full time manager<br>Health & Safety Advisor                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0.81 x Emergency Planning Officer (role also includes other technical officer duties)                                                                                                                                                                                                         |
| <b>Software</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                               |
| No specific software                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No specific software                                                                                                                                                                                                                                                                          |
| <b>Plant / Equipment / Machinery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                               |
| Most plant & machinery have been purchased for operational staff. (Sandbag hopper, specialist safety lighting, etc used by Streetscene staff for responding to flooding incidents)<br>Resilient Communications (Satellite phone – Roaming sim cards in selected phones- MTPAS scheme for agreed users)                                                                                                                                                                                       | EDDC have a basic emergency store based at Manstone Depot – sandbags, signs and other basic equipment. Oil Pollution suits, absorbancy’s. Catering equipment for Rest Centres. All responding staff have emergency grab bags.<br>Satelite phone (which is being stood down in Devon shortly.. |
| <b>Targets and Performance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                               |
| The following National Indicators are the responsibility of this service                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                               |
| NI 188. Establish risks and opportunities arising from climate change for SSDC services and improve from level 0 in NI 188 to level 3 by 2012. Current performance - ahead of target at level 2.                                                                                                                                                                                                                                                                                             | DCC based with ongoing assistance from Districts                                                                                                                                                                                                                                              |
| NI 189. Provide guidance to 200 households, landowners or developers per year via flood fairs or specific individual guidance. Performance – 09/10 Achieved                                                                                                                                                                                                                                                                                                                                  | Guidance provided to all of East Devon in partnership with Environment Agency and DCC.                                                                                                                                                                                                        |
| NI 037. NI 037 –Provide guidance to 150 households per year via flood fairs or specific individual guidance. 13.4% target 15%                                                                                                                                                                                                                                                                                                                                                                | Again in Partnership with EA, DCC and emergency services. At Emergency Planning Workshops                                                                                                                                                                                                     |
| <b>Complaints performance.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                               |
| 1 complaint – Sandbag delivery                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                               |

|                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Published Service Standards</b>                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                     |
| <p>1. To provide sandbags to households who are in immediate danger of flooding within 2 hours of the request.</p> <p>2. Ensure that we can provide an emergency response 24 hours a day, 365 days a year.</p> <p>3. To maintain an effective, tried and tested Emergency Plan.</p>                                                                                                        | Provide empty sandbags to Parish Councils each Autumn. We deliver per their requests. We only supply sandbags in bad weather if public collect or particularly hard hit area Parish or Town Councils request.                                                                                                                                                       |
| <b>Achievements</b>                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                     |
| <p>Flood Response service well received by those who have been affected. (Letters of thanks following 13/12/08 flood)</p> <p>Flood Fairs well received by attendees</p> <p>Out of Hours Service has a high satisfaction rate</p> <p>Operation Argus (Joint presentation by Anti-Terrorism Police, Fire Brigade &amp; SSDC) very well received by businesses &amp; retailers in Yeovil.</p> | <p>Flood Surgery with Agencies Nov 2008</p> <p>Flood Fairs well attended and thanks received.</p> <p>Defra Grant 97K for flood protection in Rockbeare Parish</p> <p>35K Partnership Local Flood Protection Grant (up to £500 per property) 90 people purchased flood protection equipment as a result.</p> <p>Operation Argus, well received with communities.</p> |
| The Somerset Civil Contingencies Partnership won the RSPCA Innovator & Gold Footprint award in 2009.                                                                                                                                                                                                                                                                                       | Emergency Planning Officer won in partnership with DCC, Police, Devon County's Archer Award for their response to the Otter Valley Floods 2008                                                                                                                                                                                                                      |
| Business Continuity work viewed as exemplar by South West Audit Partnership                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Key Projects</b>                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                     |
| DEFRA flood scheme in the Camels (£247k for flood defence measures for 40 house holds)                                                                                                                                                                                                                                                                                                     | Defra flood grants, ditto Rockbeare 97K, similar amount for Feniton Surface runoff scheme. Ditto Local Property Flood Protection Grant Flood Recovery Group for Otter Valley Flooding, working together with Agencies on recovering area from 2008 floods.                                                                                                          |

### 3.3. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward. It is a brief strategic case that should give JIC members enough information to decide whether to proceed or revisit the scope. It includes an initial view of the costs, benefits and risks of options.

An outline business case would be produced with more detailed data such as robust risk registers, costs, benefits, objectives and milestones once JIC has given the mandate to proceed further.

Following an holistic review of this workstream, the preferred options are for the sub groups of 1) street cleaning, 2) car parks and toilets and 3) civil contingencies. The combination of

preferred options appears to provide the most advantageous overall solution in terms of service delivery and savings.

| Potential changes                                                                                                                                                                                                                                                                                                                       | Potential benefits and savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Potential costs                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <p><b>Street Cleaning</b></p> <p><b>NB</b> In Steve Rippin's absence these proposals have not been checked with him and remain indicative.</p>                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                   |
| <p><b>Street cleaning</b><br/> <b>Option 1.</b><br/> <b>Preferred Option.</b><br/> <b>One shared team.</b> Teams reporting into a shared manager would include:<br/>           3 or 4x area horti and streetcleansing teams; contract delivery team; support and transport; enforcement; parks development. See attached structure.</p> | <p><b>Ease of implementation.</b><br/>           No suitable vacancies are available therefore achieving this option requires regrading of posts, competitive interviews, integration of software etc etc</p> <p><b>Risks</b><br/>           A lack of senior capacity is possible – with the right postholders it is feasible.</p> <p><b>Benefits</b><br/>           a) Integration of systems / processes of working should provide EDDC with significant savings given the current budget and performance of the two teams.<br/>           b) There are possibilities for further savings by sharing officers and teams and thereby cutting costs. These are outlined in option 2.</p> <p><b>Possible Savings</b><br/>           Difficult to assess (due to sick leave of manager)but shared managers, Health &amp; Safety officers, open space officers etc will produce savings once pay back period is complete.</p> | <p>Redundancy costs of manager and shared officers.</p> <p>Additional mileage</p> |
| <p><b>Streetcleaning</b><br/> <b>Option Two</b><br/>           Early investigation suggests that two managers running two separate, yet closely cooperative, teams could be efficient, given the large geographical area, local interest and need for local</p>                                                                         | <p><b>Ease of implementation.</b><br/>           Cooperative work could start immediately and would be a good precursor while developing business plan for option one.</p> <p><b>Risks</b><br/>           That cooperation does not occur. This risk would be controlled by line manager.</p> <p><b>Benefits</b><br/>           a) Some sharing of systems / processes of working should provide EDDC with significant savings given the respective budgets of the two teams.<br/>           b) There are possibilities for savings by sharing officers and teams and thereby cutting costs. These include:</p>                                                                                                                                                                                                                                                                                                             | <p>Some redundancy costs of shared officers</p>                                   |

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
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| <p>accountability and quick response to issues.</p> | <ul style="list-style-type: none"> <li>• Tree inspections / arboricultural expertise</li> <li>• Winter maintenance of vehicles</li> <li>• Policy development / strategy work (Open Space Officer)</li> <li>• Enforcement (see ** below in car park section)</li> <li>• Operational Health and Safety (increased cost to EDDC?)</li> <li>• Training</li> <li>• Procurement and/or sharing of plant, machinery, bedding plants / bulbs</li> <li>• Fleet management</li> <li>• Landscape design</li> <li>• Marketing to maximise income streams</li> <li>• Sharing of Down to Earth software</li> </ul> <p>c) Increased capacity for operational H&amp;S in EDDC</p> <p><b>Possible Savings</b></p> <p>Difficult to assess (due to sick leave of manager)but shared Health &amp; Safety offices, open space officers etc will produce savings once pay back period is complete.</p> |  |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

| Potential changes                                                                                                               | Potential benefits and savings                                                                                                                                                                                                                                                                                                                                           | Potential costs |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Car parks and public conveniences</b>                                                                                        |                                                                                                                                                                                                                                                                                                                                                                          |                 |
| <p>Option One.<br/><b>Preferred Option</b></p> <p>Status Quo. This option is recommended but with sharing of good practice.</p> | <p>Evaluation of the options for car parks and toilets indicates that the best VFM option is remaining as currently provided (albeit with potential internal moves within EDDC to align carparks with EH regulatory function). Also, EDDC could consider joining the tendering for the toilet cleansing contract to establish whether there is a saving to be taken.</p> | <p>None</p>     |

|                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Option Two.<br/>Shared car park /toilet manager</p>                                                                                                                                                                                                                                         | <p><b>Ease of Implementation</b><br/>This option requires increasing SSDC budget, regrading of posts, competitive interviews, integration of software etc etc</p> <p><b>Benefits</b><br/>None</p> <p><b>Risks</b><br/>SSDC has no parking manager and so a car park/toilet shared team and manager would not be a saving.</p> <p><b>Possible Savings</b><br/>Potentially reduction in costs to EDDC with cleansing contract which is due to be retendered later this year. This saving applies to all options.</p>                                                                                                                                                                                                                                                                                                       | <p>Moving SSDC car parks and public conveniences out of Engineers and Property Services will significantly increase SSDC costs as there is no current manager.</p> |
| <p>Option Three.<br/>There is a potential to bring together an enforcement team that encompasses both car parking and environmental enforcement from Streetcleaning (see** above) with one manager/team leader. This option is also included in a proposal for a community protection team</p> | <p><b>Ease of Implementation</b><br/>This option is possible and is achievable as there is a vacant car park manager at EDDC. However, sharing a car park manager will increase SSDC costs, but using the SSDC Enforcement Team Leader to run a shared enforcement team and car park enforcement is possible. The timescale applying to shared teams applies as in previous options. See separate workstream on possible regulatory team proposals.</p> <p><b>Benefits</b><br/>Ability to share workforce (although unlikely due to local nature of work)</p> <p><b>Risks</b><br/>Increased management and total cost to SSDC and potentially EDDC</p> <p><b>Possible Savings</b><br/>As above, there are potential reduction in costs to EDDC with cleansing contract which is due to be retendered later this year</p> |                                                                                                                                                                    |

| <b>Potential changes</b>                                                                                                                                               | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Potential costs</b>                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Civil Contingencies, Business Continuity, Out of hours</b></p> <p>Option One<br/><b>Preferred Option.</b><br/>Shared team, shared manager, shared health and</p> | <p><b>Ease of Implementation</b><br/>EDDC do not have any senior capacity following recent staff resignation. Therefore this option is reasonably easy to implement with EDDC buying in senior level support from SSDC</p> <p><b>Benefits</b><br/>Compilation of a Joint Risk Register<br/>Compilation of Corporate Emergency Plans (Part shared)<br/>Corporate Business Continuity Plans (Part Shared)<br/>Sharing of Service Business Continuity Plans</p> | <p>EDDC would pay more than current budgets in this option. However, the Civil Contingency roles were previously split across various management roles including the Head of Streetscene, Streetscene Manager and the dedicated officer. Therefore, any increase in costs would be mitigated if this was combined with a shared 'Head/ AD' and Streetscene Manager.</p> |

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| <p>safety advisor. (H&amp;S could also be in Environmental Health)</p> <p>It is recommended that this shared service would be in the proposed 'Regulatory Services' team from the Environmental Health workstream. Removing from EDDC Streetscene makes a shared Streetscene Manager more feasible.</p> | <p>IT Disaster Recovery including plans and DR contract<br/> Property Services/Facilities Management<br/> Disaster Recovery<br/> Emergency Response<br/> Shared out of hours arrangements<br/> In-House Health &amp; Safety</p> <p><b>Risks</b><br/> Loss of capacity at SSDC</p> <p><b>Possible Savings</b><br/> For SSDC:<br/> A proportion of the Civil Contingencies Manager that is bought in by EDDC. This sharing might not be 50:50.<br/> Depending on the % required, a support officer at part time, lower scale might be required to ensure SSDC still fulfils its civil contingency responsibilities and business continuity continues at its current level.</p> | <p>These costs and savings can be further clarified if approval is given to proceed by JIC.</p> |
| <p>Option Two. Status Quo but with increased cooperation</p>                                                                                                                                                                                                                                            | <p><b>Ease of Implementation</b><br/> This option requires no work</p> <p><b>Benefits</b><br/> No obvious benefits</p> <p><b>Risks</b><br/> Risk remains at EDDC of lack of ability to fulfil Civil Contingency responsibility, similarly the business continuity risk remains</p> <p><b>Possible Savings</b><br/> None</p>                                                                                                                                                                                                                                                                                                                                                  |                                                                                                 |

### 3.4. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further

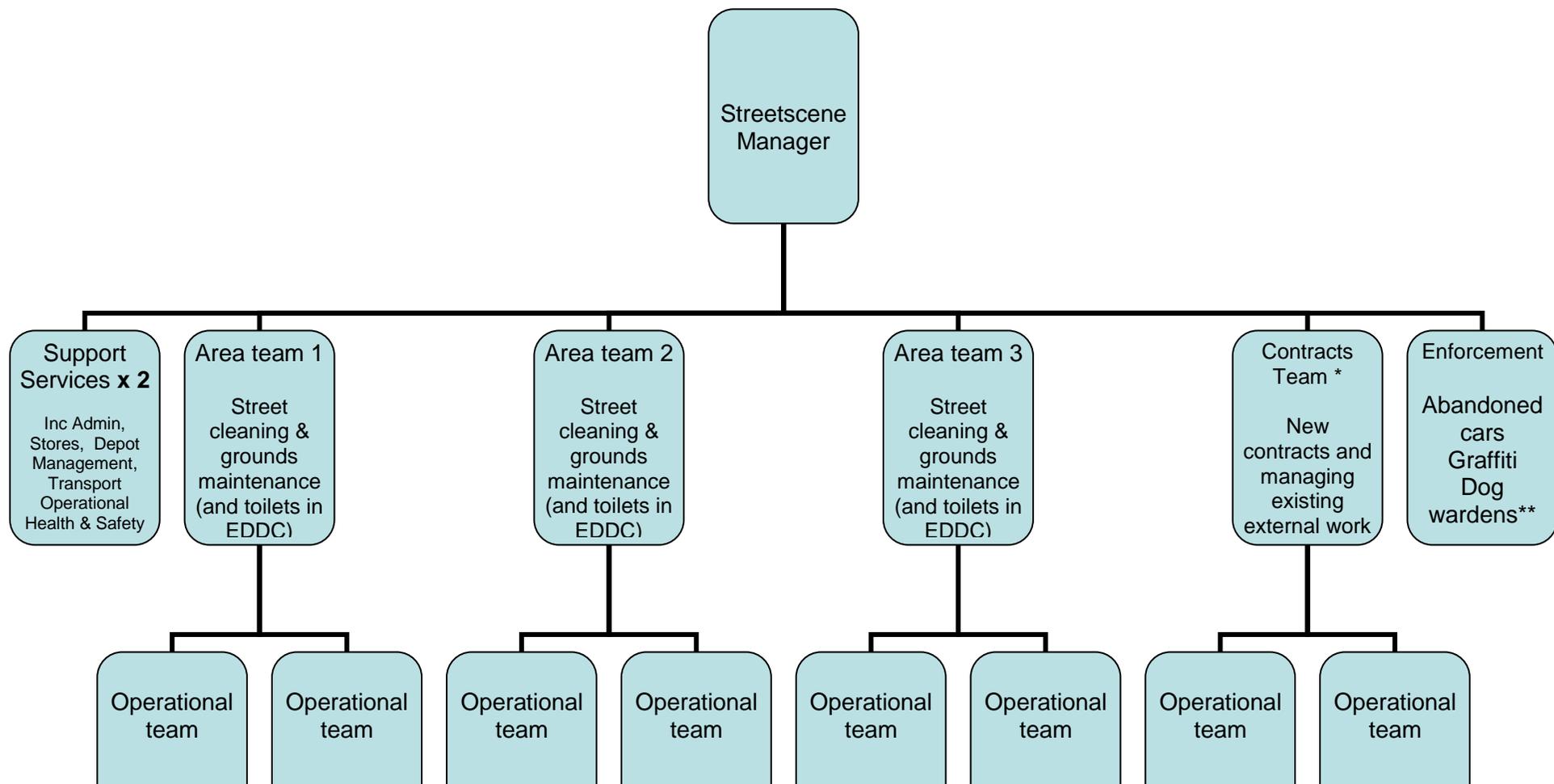
## 4. RISKS AND ISSUES

*Identify the key risks in the project.*

Detailed risk register to be compiled once JIC have given a mandate to proceed further.



## Potential Shared Streetscene Service (subject to detailed business case)



### Notes

- \*This team leader can deputise for an area team leader if one is on leave
- \*\* SSSC dog work is generic with other enforcement for VFM. EDDC dog wardens to retain in EH as this is the best VFM solution.
- Civil Contingencies removed from Streetscene in EDDC but shared and preferred location is within a Regulatory Team.
- Toilets in EDDC remain in Streetscene (unless shared cleansing contract with SSSC is desirable). Toilets in SSSC to remain with Engineering and Property Services
- SSSC car parks remain with Engineering & Property as best VFM option. EDDC to consider moving car parks to EH to retain technical expertise and provide VFM.

# Shared Services Project Definition Document

## Workstream 11

### Economic Development; Regeneration and Tourism

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Economic Development, Heritage, Tourism****Document Version No:**

Version 1.0

**Document Ref:****Author:****Date: 4<sup>th</sup> May 2010*****Document History***

| <b><i>Revision Date</i></b>            | <b><i>Version Issued</i></b> | <b><i>Joint project leader/project leader sign-off</i></b> |
|----------------------------------------|------------------------------|------------------------------------------------------------|
| <b><i>4<sup>th</sup> May 2010</i></b>  | <b><i>Version 1</i></b>      |                                                            |
| <b><i>8<sup>th</sup> May 2010</i></b>  | <b><i>Version 2</i></b>      |                                                            |
| <b><i>11<sup>th</sup> May 2010</i></b> | <b><i>Version 3</i></b>      |                                                            |
| <b><i>26<sup>th</sup> May 2010</i></b> | <b><i>Version 4</i></b>      |                                                            |
|                                        |                              |                                                            |
|                                        |                              |                                                            |

| <b><i>Joint project leader/project leader</i></b> | <b><i>Project team</i></b> |
|---------------------------------------------------|----------------------------|
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## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

Scope for the review includes:

- Economic Development
- Heritage
- Tourism
- Regeneration
- Asset management

There are several constraints created by differing degrees of partnership working. Most noticeably these would include:

- The Yeovil Innovation Centre
- The Somerset Tourism Partnership
- The Somerset Inward Investment project 'Into Somerset'
- Somerset Community Museums Development Project

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in*

*your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

### 3.1. Description of current service delivery arrangements

| SSDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | EDDC |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Purpose of Service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      |
| The service aims to provide information, assistance and interventions that will help improve the local and regional economies and increase the economic competitiveness of South Somerset. We work with the residents and business of the District to make South Somerset an attractive place to 'grow their business'.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |      |
| <b>Brief Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |      |
| <p><b><u>Economic Development</u></b></p> <p><b>Strategic Input.</b></p> <ul style="list-style-type: none"> <li>• LAA KPIs and delivery programme prioritised and agreed at Local Strategic Partnership Level</li> <li>• Into Somerset Inward Investment Programme</li> <li>• Somerset Economic Appraisal</li> <li>• Yeovil Economic Appraisal</li> <li>• Refresh of Yeovil Vision 2010-2015</li> <li>• Preparation of Economic Development Strategy</li> <li>• Chard Local Development Framework, input to design and Implementation</li> <li>• Advise Area Development Teams as required</li> <li>• Development Appraisals and comments on planning applications</li> </ul> <p><b>Current Major Project Work:</b></p> <ul style="list-style-type: none"> <li>• Marketing and disposal of assets at Chard Business Park. 22 Acre Site in Chard</li> <li>• Marketing and Disposal of Assets at Lufton phase 3</li> <li>• Yeovil Innovation Centre. Day to Day management, Business Support and Marketing</li> <li>• Preparation of Business Plans and design for Visitor Centre at Yeovil Country Park</li> </ul> <p><b>Business Support.</b></p> <ul style="list-style-type: none"> <li>• Direct Support provided to SMEs in Market Towns.</li> <li>• Rural Business Support</li> <li>• Business Rates Hardship Relief Scheme</li> <li>• Land and Property Marketing</li> <li>• Food and Drink Sector</li> <li>• Assistance with project bids and funding applications</li> </ul> |      |

## Tourism

### **Strategic Input**

- County- wide Destination Management Programme or DMO (Somerset Tourism Partnership)
- Draw-down of sub-regional funding through the DMO partnership
- Refresh of SSDC Tourism Strategy 2010-2013

### **Business Support**

- Website Marketing/On-line bookings function
- Production of Visitor Brochures
- Direct specialist advice to SMEs/ training programme
- Specialist Events: Awareness Sessions and Leaflet Exchange Days

### **Operational**

- Management and running of Cartgate TIC on A303
- Management and running of Yeovil TIC and Information Centre
- Support to Local Information Centres

## Heritage

### **Strategic Input**

- County Partnership for the delivery of Support to Community Museums
- Business Planning Programme for Community Museums
- Feasibility of relocation of Museum of South Somerset/ with County Council

### **Operational**

- Running the Museum of South Somerset at Hendford in Yeovil
- Running Community Heritage Access Centre at Lufton. Houses collections for South Somerset
- Programme of Displays and Exhibitions for museums in South Somerset
- Programme of Volunteer engagement
- Assist with SSDCs Carbon Reduction Programme
- Full Educational Outreach Programme

## Regeneration

The work of the regeneration team comprises:

- Bidding for extra funding (20%)
- Community Engagement/ facilitation of small regeneration projects and working with the community to agree regeneration schemes (30%)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <ul style="list-style-type: none"> <li>• Project management (50%)</li> </ul> <p><b><u>Asset Management</u></b></p> <p>The team manages the letting of land and property and the collection of income including service charges for those properties.</p> <p>All purchases and sales are decided through DX but the team liaises with the DV in terms of valuation and reviews the terms with the legal team.</p>                                                                                              |  |
| <p><b>Statistics</b></p> <p><b>Economic Development</b><br/>26 Employees equating to 17.8 FTE (with some seasonal variation)<br/>Physical assets managed and run:</p> <ul style="list-style-type: none"> <li>• Yeovil Innovation Centre</li> <li>• Museum of South Somerset</li> <li>• Community Heritage Access Centre</li> <li>• Cartgate Visitor Centre</li> <li>• Yeovil TIC</li> </ul> <p><b>Regeneration</b><br/>Social Regeneration- 1 officer per Area</p> <p><b>Asset Management</b><br/>2 FTE's</p> |  |
| <p><b>Member or local priorities</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| <p>Specific from 2010/11 Portfolio Holder Statement.</p> <ul style="list-style-type: none"> <li>• Secure long-term Yeovil Innovation Centre operational arrangements.</li> <li>• Complete and agree the Economic Development Strategy.</li> <li>• Establish whether urban extension can be eco-town</li> <li>• Continue work to deliver both Key Sites and regeneration initiatives.</li> <li>• Support the Into Somerset initiative.</li> </ul>                                                              |  |
| <p><b>Fit with other services / corporate priorities / LSP SCS</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <p>10 agreed LSP KPI and stretch targets<br/>Direct Input and fit to:<br/>SWERDA Regional Economic Strategy<br/>SWERDA/SWT Tourism Strategy<br/>Somerset Economic Strategy<br/>Partners for England Place Making Strategy<br/>Corporate Plans link as shown in links below (next box down)</p>                                                                                                                                                                                                                |  |
| <p><b>Links to Strategies</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| <p>SSDC Corporate Plan and Sustainable Community Strategy links:</p> <p>1.1 SST to establish a public / private sector forum by March 2009 to address cross-cutting economic issues. (SCS 15 as Supporting Partner)</p>                                                                                                                                                                                                                                                                                       |  |

1.2 Forum to audit skills needed by businesses and develop an action plan by 2012. (SCS 16 as Supporting Partner)

1.3 Forum promotes flexible training by local providers and implements at least three new options by 2012. (SCS 17 as Supporting Partner)

1.4 Support SST to establish a Business Mentoring Programme by 2011. (SCS 15.2 as Supporting Partner)

1.5 Work with SST partners to adopt a trainee support protocol by October 2009 implementing one joint option by April 2010. (SCS 18 as Supporting Partner)

1.6 Contribute to the LAA VAT registration rate target per 10,000 population aged 16 and above from 51.3% (2008/09 average) to 48.5% in 2010/11. (LAA NI 171)

1.7 Contribute to the LAA target for the proportion of businesses in knowledge driven sector from 26.9% in 2006 to 32.8% in 2010/11. (LAA – Local Indicator)

1.8 Increase VAT registered businesses showing growth. (LAA NI 172, target to be agreed, awaiting Government information)

1.9 Contribute to the LAA target for change in the overall employment rate (Somerset resident population of working age) from 79.6% (07/08) to 78.3% in 2010/11. (LAA NI 151)

1.15 Support SST to develop a *Keep It Local* campaign by 2010. (SCS 19 as Supporting Partner)

1.16 Support SST to develop milestones by 2012 for the District to meet its needs for goods, food, energy and services locally. (SCS 15.1 as Supporting Partner)

1.19 Complement the LAA effort to reduce working age people claiming out of work benefits in the two worst performing neighbourhoods in Somerset (*focus on Bridgwater and Taunton*). (LAA NI 153) \*

1.20 Reduce the number of working age people on out of work benefits (*contributing to the LAA proxy measure focusing on West Somerset & Sedgemoor*). (LAA NI 152) \*

1.21 Contribute to the LAA target to increase the average earnings of employees from £419.30 per week in 2006 by 3.73% in 2010/11. (LAA NI 166)

2.14 Reduce CO2 from SSDC operations. (LAA NI 185 - Somerset wide target to be set after July 2009)

| <p>2.22 Support an SST campaign by 2010 to improve understanding of the impact of personal choices on the environment. (SCS 35 as Supporting Partner)</p> <p>3.31 Contribute to the LAA target to increase engagement in the Arts from 47.0% in 2008/09 to 48.7% in 2010/11. (LAA NI 11)</p> <p>4.25 SST partners agree a joint volunteering policy by the end of 2009 increasing staff volunteering and appropriate training for staff and voluntary sector organisations. (SCS 5 Stated Intentions)</p> <p>4.26 SST partners to deliver two services through, or in partnership with, the voluntary and community sector by 2010. (SCS 6.1 Stated Intentions)</p>                                                                                                                                                                                                                                                                                                        |                          |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------|---------------------------|------------------|------------------------------------------------|---|---------------|---------|--------------|---------------|-------------|---------|--------------------|--------|-----|---------------|-----------------|-------------|---------------------|--|----------|--|
| <b>Key Partnerships / partnership work</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                          |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <ul style="list-style-type: none"> <li>• Somerset Economic Leaders Group</li> <li>• Inward Investment Partnership</li> <li>• Somerset Economic Appraisal Steering Group</li> <li>• PPS Development Partnerships for delivering employment land</li> <li>• Somerset Tourism Partnership</li> <li>• South West DMO Partnership</li> <li>• Somerset Museums Partnership</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                          |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <b>Budget &amp; Fees and Charges 2010</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                          |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Economic Development exp</td> <td style="text-align: right;">£252970</td> </tr> <tr> <td>Economic Development inc.</td> <td style="text-align: right;">£ 36970</td> </tr> <tr> <td colspan="2">Nb Yeovil Innovation Centre on separate budget</td> </tr> <tr> <td>Heritage exp</td> <td style="text-align: right;">£123780</td> </tr> <tr> <td>Heritage inc</td> <td style="text-align: right;">£ 5970</td> </tr> <tr> <td>Tourism Exp</td> <td style="text-align: right;">£275580</td> </tr> <tr> <td>Tourism Inc Income</td> <td style="text-align: right;">£81200</td> </tr> </table>                                                                                                                                                                                                                                                                                                                  | Economic Development exp | £252970       | Economic Development inc. | £ 36970          | Nb Yeovil Innovation Centre on separate budget |   | Heritage exp  | £123780 | Heritage inc | £ 5970        | Tourism Exp | £275580 | Tourism Inc Income | £81200 |     |               |                 |             |                     |  |          |  |
| Economic Development exp                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | £252970                  |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Economic Development inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | £ 36970                  |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Nb Yeovil Innovation Centre on separate budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                          |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Heritage exp                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | £123780                  |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Heritage inc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | £ 5970                   |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Tourism Exp                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | £275580                  |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Tourism Inc Income                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | £81200                   |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <b>FTEs (specify vacancies)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                          |               |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <p>Services delivered by:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: right;"><b>Salary</b></th> <th style="text-align: right;"><b>FTE</b></th> </tr> </thead> <tbody> <tr> <td>Econ Dev Manager</td> <td style="text-align: right;">39855</td> <td style="text-align: right;">1</td> </tr> <tr> <td>Econ Dev Team</td> <td style="text-align: right;">148867</td> <td style="text-align: right;">6</td> </tr> <tr> <td>Heritage Team</td> <td style="text-align: right;">79549</td> <td style="text-align: right;">4.4</td> </tr> <tr> <td>Tourism Team</td> <td style="text-align: right;">90129</td> <td style="text-align: right;">5.1</td> </tr> <tr> <td><b>Totals</b></td> <td style="text-align: right;"><b>£268,271</b></td> <td style="text-align: right;"><b>16.5</b></td> </tr> <tr> <td><b>Regeneration</b></td> <td></td> <td style="text-align: right;"><b>4</b></td> </tr> </tbody> </table> |                          | <b>Salary</b> | <b>FTE</b>                | Econ Dev Manager | 39855                                          | 1 | Econ Dev Team | 148867  | 6            | Heritage Team | 79549       | 4.4     | Tourism Team       | 90129  | 5.1 | <b>Totals</b> | <b>£268,271</b> | <b>16.5</b> | <b>Regeneration</b> |  | <b>4</b> |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Salary</b>            | <b>FTE</b>    |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Econ Dev Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 39855                    | 1             |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Econ Dev Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 148867                   | 6             |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Heritage Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 79549                    | 4.4           |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| Tourism Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 90129                    | 5.1           |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <b>Totals</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>£268,271</b>          | <b>16.5</b>   |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |
| <b>Regeneration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                          | <b>4</b>      |                           |                  |                                                |   |               |         |              |               |             |         |                    |        |     |               |                 |             |                     |  |          |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |   |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|--|
| <b>Asset Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | £54,500 | 2 |  |
| <b>Software</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |   |  |
| <ul style="list-style-type: none"> <li>• Microsoft Office 2000 including MS Access (accident and property databases) and MS Excel (budgets)</li> <li>• EDM for planning applications</li> <li>• DMS (NewMind) in conjunction with Tourism Partnership for tourism bookings and database management</li> <li>• Booking and ticketing software for TICs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |         |   |  |
| <b>Plant / Equipment / Machinery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |   |  |
| No plant or equipment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   |  |
| <b>Targets and Performance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |   |  |
| <p>Linking to Strategy Links Above:</p> <p>1.1 Join the business forum within 6 months from its formation.</p> <p>1.2 and 1.3 Identify EDP&amp;T resource by June 2009 to support partners to audit skills, develop action plan and promote 3 new training options.</p> <p>1.4 Evaluate the Area East pilot and present to SST as a model for consideration.</p> <p>1.5 Identify HR resource to develop an SSDC trainee protocol to as a contributor to the SST protocol<br/>Work to increase numbers of all new businesses at the Yeovil Innovation Centre (YIC).</p> <p>1.6 to 1.9 Increase numbers of knowledge driven companies within YIC through targeted promotion. Support at least 100 businesses per year with Business Ambassador or tourist business support. Provide business support/advice each year to at least 50% of the 68 (2009) businesses employing more than 50 people.<br/>Provide business support/advice each year to 100 agricultural businesses per annum.<br/>Conclude employment land review<br/>Develop a strategy for supporting the rural food and drink sector by October 2009.</p> <p>1.15 Analyse local spend in 2009 and develop action plan to increase by 10% by 2012</p> <p>1.16 Contribute with SST partners to a "Keep it Local" action plan and campaign by 2012</p> <p>1.19 to 1.21 Identify ED support by June 2009 to the public / private sector forum to the three year skills audit and action planning process.<br/>To continue to work with LSP partners to reduce worklessness and achieve 6 further apprenticeships by April 2010.<br/>Increase numbers of knowledge driven companies</p> |         |   |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
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| <p>within YIC through targeted promotion.<br/>Agree a delivery plan for Chard UDF by March 2010.</p> <p>2.22 Educational awareness programme at Museum of South Somerset- One project contribution to overall target</p> <p>3.31 Contribution to Target through Museum Exhibitions</p> <p>4.25 and 4.26 contribution to main targets through Museum Volunteering programme</p>                                                                                                                                                                                                                           |  |
| <b>Published Service Standards</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>Achievements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| <p>Recent Achievements (2008-10) include:</p> <ul style="list-style-type: none"> <li>• Massing studies, Acquisition and Assembly of development land Chard Town Centre (ACI)</li> <li>• Land assembly for supermarket development in Crewkerne (Waitrose)</li> <li>• Land acquisition, funding package, development and management of Yeovil Innovation Centre</li> <li>• Extension to Lufton Business Park (phase 3)</li> <li>• Chard UDF completed</li> <li>• Completion of sales at Chard land Business Park</li> <li>• National and Regional Excellence Awards for SSDC in Tourism (TICs)</li> </ul> |  |
| <b>Key Projects</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| <ul style="list-style-type: none"> <li>• Yeovil Innovation Centre</li> <li>• Lufton 2000 phase 3</li> <li>• Chard Town Centre Redevelopment</li> <li>• Relocation of Museum of South Somerset and Yeovil TIC</li> <li>• Partnership Commitments to STP and Into Somerset</li> <li>• Refresh of Yeovil Vision, Economic Development and Tourism Strategies</li> </ul>                                                                                                                                                                                                                                     |  |

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

There is little opportunity for sharing with East Devon, due to the differing functionality of the respective areas' economies, no obvious synergies between the two teams and the lack of capacity to drive out any staff savings. However, we do have a 3<sup>rd</sup> tier at SSDC (i.e. Assistant Director – Economy) and this could be a shared post, but this would then actually increase East Devon's salary budget.

Most recent statistics (Ekosgen 2010) show us to have higher economic productivity and higher GVA than any of our neighbouring authorities or the South West averages. We have a thriving high tech sector being driven by a rapidly expanding knowledge economy. SSDC has been strategically 'in the thick of it' for the last ten years and we're involved in some commendable interventions that has enabled much of this progress.

Lufton phases 1,2 and 3; Chard Business Park, Old Town Station (Bowlplex etc) the Innovation Centre, Town centre developments at Crewkerne and now Chard where our land holdings have unlocked development opportunities and we have worked with the private sector to enable major developments. None of these would have been likely to happen without SSDC stepping in where the market was failing to deliver.

Strategically we've been key players (if not lead players) in some progressive partnerships: Into Somerset, the Somerset Tourism Partnership, Somerset Rural Business Support Programme, Rural Renaissance. We are perhaps a key contributor to the Economic targets of the LAA. To be fair, some of it has been quite cutting edge partnership working.

### Tourism

Last year SSDC spent £108,808 on delivering its Tourism service with an additional £59,155 and £35,155 spent on the Yeovil and Cartgate TICs respectively. [*Net costs for financial year 2009/10*]. We have recently been contributing £30k per annum to the Somerset Tourism Partnership (STP), which promotes Somerset as a holiday destination, but have reduced this to £15k for the 2010/11 financial year. Negotiations are ongoing with the private sector to take over the promotional activity currently undertaken by the STP.

### TICs

The Yeovil TIC shares a building at Petters Way car park with the Yeovil museum. The building is listed and as such brings with it some challenging maintenance issues. A significant amount of the footfall at the TIC comes from local people booking tickets to local events. The Cartgate TIC is rented from the County Council. It tends to deal with tourists passing through the area, and arranges a significant amount of bookings for areas outside South Somerset. The hard work and enthusiasm of the TIC staff cannot be underestimated, and this is reflected in numerous regional awards in the last few years. However, both TICs are inherently inefficient, as we have to employ more staff than there is work as a result of lone working implications. It will be required to explore the arrangements at EDDC and any learning from them.

### IntoSomerset

IntoSomerset is our main vehicle for dealing with inward investment, however because of the newness of the initiative it is difficult to gauge success.

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i> | <b>Potential benefits and savings</b>                                 | <b>Potential costs</b>             |
|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------|
| <b>Potential shared teams:</b>                                                                             |                                                                       |                                    |
| <b>Economic Development, Heritage &amp; Tourism</b>                                                        |                                                                       |                                    |
| <i>A joint manager and a single team</i>                                                                   | Not appropriate as not enough synergies, see above                    |                                    |
| <i>One manager supervising two separate teams</i>                                                          | Potentially suitable. However this will include a cost to SSDC but it | Cost to EDDC if sharing a manager. |

|                                                                                                |                                                                                                                                                                                                                                                                        |                                                 |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
|                                                                                                | <p>does depend on the structure above 4<sup>th</sup> tier and below.</p> <p>For example, sharing an Economic Development Manager (from SSDC) will mean extra hands on support will be required for this manager. So perhaps a post at a lower grade may be needed.</p> | Possible extra cost for extra lower grade post. |
| <i>Separate managers running two separate teams</i>                                            | Current situation works well because of geographical nature of the job, making it the most suitable option.                                                                                                                                                            |                                                 |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> | None, except Yeovil Innovation Centre and Tourism TIC, see detail above                                                                                                                                                                                                |                                                 |
| <b>Regeneration</b>                                                                            |                                                                                                                                                                                                                                                                        |                                                 |
| <i>A joint manager and a single team</i>                                                       | No real benefit as the roles are locally based.                                                                                                                                                                                                                        |                                                 |
| <i>One manager supervising two separate teams</i>                                              | Potentially this is an option but would be at a cost to EDDC.                                                                                                                                                                                                          | Cost to EDDC if shared manager                  |
| <i>Separate managers running two separate teams</i>                                            |                                                                                                                                                                                                                                                                        |                                                 |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> | None.                                                                                                                                                                                                                                                                  |                                                 |
| <b>Asset Management</b>                                                                        |                                                                                                                                                                                                                                                                        |                                                 |
| <i>A joint manager and a single team</i>                                                       | It is important that the team has a local knowledge of the area and therefore at this point there is no business case for joining teams - given the size of both the savings would be minimal.                                                                         |                                                 |
| <i>One manager supervising two separate teams</i>                                              | Not appropriate- see above                                                                                                                                                                                                                                             |                                                 |
| <i>Separate managers running two separate teams</i>                                            | This is the best option – see above                                                                                                                                                                                                                                    |                                                 |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> |                                                                                                                                                                                                                                                                        |                                                 |

### **3.3. PROJECT RESOURCES**

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further.

## **4. RISKS AND ISSUES**

Detailed risk register to be compiled once JIC have given a mandate to proceed further

## Joint Integration Committee

### Economic Development; Regeneration and Tourism; Estates and Asset Management, EDDC

The Economy & Development service brings together four areas of Council business directly related to the Council's priority of achieving "a thriving economy": Planning Policy, Estate Management, Economic Development and the New Growth Point Delivery Team. Planning Policy and the Delivery Team are excluded from this part of the work stream review but the Delivery Team arguably could be considered as part of the review in a broad interpretation of regeneration but for the purposes of clarity I have excluded the team from this review.

### Options for delivering services with South Somerset

#### Existing services: East Devon

Estates, regeneration, economic development and asset management are delivered in the Economy and Development Service. There is no head of service post; line management responsibility is direct to the Corporate Director.

**Estates Team** is responsible for strategic Asset Management, landlord and tenant type issues (£687,000 income pa), disposal of land and buildings; and regeneration type activities.

Staffing:

|                             |         |                   |
|-----------------------------|---------|-------------------|
| • Principal Estates Officer | £37,206 | On costs: £46,951 |
| • Senior Estates Officer    | £30,011 | On costs: £37,406 |
| • Graduate Estates Officer  | £24,646 | On costs: £27,168 |
| • 1 f/t administrative Ass  | £17,161 | On costs: £20,963 |

Employment costs of Estates Team = £109,024 with on-costs and training etc = £153,569

Weaknesses:

Capacity bare minimum to support major property deals, external advice and support required on major schemes, limited asset management capacity – progressed very much as add on to Principal Estates Officer's role.

**Economic Development** includes tourism, business support (mainly the East Devon Business Centre) and support to regeneration programmes.

Staffing:

|                                |         |                   |
|--------------------------------|---------|-------------------|
| • Economic Development Manager | £37,206 | On costs: £46,951 |
| • East Devon Business Centre   |         |                   |
| • 2 f/t support staff          |         | On costs: £58,939 |

Total employment costs for Economic Development = £106,421 (including on-costs and training)

Support for tourism mainly through funding contribution to TICs

Weaknesses: capacity does not allow for supporting a range of initiatives one would expect of an economic development service around the areas of worklessness, skills, marketing etc.

Total Employment cost of the Estates and Economic Development Team:

£259,990 with on-costs etc [this figure does not include any recharges from central services].

### **Options One – A Joint Manager and a Single Team**

The functions can be joined with similar functions in South Somerset and operate under a joint manager.

However, as both functions have a minimum number of staff and no head of service any management resource costs at head of service level would appear to increase the cost to East Devon.

The regeneration work undertaken by East Devon is in large part as a consequence of the Council working with developers and using capital receipts from its land and property interests to deliver benefits to the wider community and through partnership working bringing in external funding. The effectiveness of the Council could be improved by using additional staffing resources from South Somerset but this would increase costs to EDDC. There are clear potential benefits in improving the capacity of East Devon in key priority areas of regeneration and economic development. The community development and regeneration staff at South Somerset would improve the effectiveness of the regeneration programmes. However, if EDDC wanted this capacity they could pay for it now and there is no suggestion from members this is desired.

Geography could have an impact on this option; the business community have a recognisable functional area that is different from South Somerset. With one economic development officer there is a concern that effectiveness and accessibility to business could be diminished. There is value in exploring the management of the business centres on a joint basis but there is unlikely to be a financial saving. The real benefit will be in either increasing income from the centre, or improving the effectiveness of the centre in meeting the purpose for the centre. In East Devon case there is potential to improve links with Exeter Innovation Centre and similarly one would expect benefits in linkages with Yeovil Innovation Centre.

Conceptually there is a good fit for sharing a manager and forming a single team. Financially there is no saving in doing so; indeed for East Devon it would increase the cost of the service. Any saving in taking this option forward would have to come at Corporate Director Level.

## **One Manager Supervising Two Teams**

This is conceptually possible but does not provide savings for EDDC.

There is an advantage in retaining two separate teams; reflecting the economic functioning areas. Moreover, with only one economic development officer there is no real benefit to EDDC in sharing him with South Somerset.

## **Separate Managers running two separate teams**

This is the current arrangement and in EDDCs case results in relatively low costs with good outputs.

The major consideration is whether the East Devon Business Centre is managed jointly with South Somerset. The EDBC is basically cost neutral and there is scope to look at the business model to improve performance against purpose. At present the Economic Development Manager manages the EDBC therefore joint management would add to the cost of the Centre.

## **Alternative Options:**

### **Growth Point Delivery Team**

EDDC currently host the Growth Point Delivery Team. Funding for the team formally ends on 31<sup>st</sup> March 2011. This team has been very successful attracting government funding to support delivery work. The delivery team could main stream a delivery culture across both authorities and run the economic development and estates functions with a different ethos. Two Eco-towns are being promoted, one at East Devon the other in South Somerset. The skills built up over a number of years in the Delivery Team would allow South Somerset's work to move forward at a pace.

EDDC will have to make four staff redundant at the end of March 2011 unless a way forward is found. This team has pulled in excess of £10m since its creation in 2007. In other areas of the country development companies have been formed to champion an economic development programme, in practice the Delivery Team provides a similar model. The cost of supporting the current staff of Projects Director, Projects Manager, Admin support and communications officer would be £229,489 per year.



12<sup>th</sup> May 2010

# Shared Services Project Definition Document

## Workstream 12

### Countryside Services; Culture and Leisure

# **Shared Services PROJECT DEFINITION**

## **BACKGROUND**

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Countryside Services, Leisure and Culture****Document Version No:**

Version 1.0

**Document Ref:****Author:**

[REDACTED]

**Date: 28/5/10****Document History**

| <b>Revision Date</b> | <b>Version Issued</b> | <b>Joint project leader/project leader sign-off</b> |
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| 12.05.2010           | 1                     | [REDACTED]                                          |
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|                      |                       |                                                     |
|                      |                       |                                                     |
|                      |                       |                                                     |

| <b>Joint project leader/project leader</b> | <b>Project team</b> |
|--------------------------------------------|---------------------|
| [REDACTED]                                 | [REDACTED]          |
| [REDACTED]                                 | [REDACTED]          |
|                                            |                     |
|                                            |                     |
|                                            |                     |

## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

The four common housing services have formed the basis of this assessment.

### **Inclusions:**

This project includes sports and physical activity, arts (both performing and visual), play (including inspection and repairs), recreation grounds, countryside services and management, museums and heritage resources.

This does not include the AONB nor does it include those parks which are not recreation areas.

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

### **3.1. Description of current service delivery arrangements**

Sports strategy and community assistance (small part of Director's role)

|                                     |                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Community Leisure</b>            |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Strategic Frameworks</b>         |                                                                                                                                                            | Sport and Active Level Strategy<br>PPG 17 Sport and Leisure Facility Strategy<br>Playing Pitch Strategy<br>Young People Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Leisure Contributions</b>        |                                                                                                                                                            | Manage Leisure Planning Policy and Negotiation Leisure Contributions<br><br>Sums amount to £1.4m in 2009/10. Averages £4, 500 per Dwelling. Covers: Play Areas/Youth Facilities/Playing Pitches/Changing Rooms/Swimming Pools/Sports Halls/Indoor Tennis/Synthetic Turf Pitches/Arts Centres                                                                                                                                                                                                                                                                                                   |
| <b>New Facility Development</b>     |                                                                                                                                                            | Project Feasibility & Development of:<br>Sport Zone (First Phase £18m)<br>Synthetic Hockey Pitch (£0.6m)<br>Dual Use Gym and Dance Studio (£0.6m)                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Passport to Leisure</b>          |                                                                                                                                                            | Direct Management of Partnership Scheme. 564 members.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Play Area / Youth Facilities</b> | Play Areas – manage/inspect 66 play areas and 5 skate parks (2 of these are not Council owned).<br><br>1 FTE inspector. Annual inspections contracted out. | Direct management:<br>53 SSDC owned equipped playgrounds<br>24 SSDC owned youth facilities<br><br>Inspections: 2756 routine, 552 operational, 119 annual + repairs. 1 FTE inspector.<br><br>New Play Areas / Refurbishment Projects:<br>12 Projects Completed (£940,000)<br>1 Flagship Play Area (£350,000)<br>Further £1m forward programme partnered with Parish / Town Councils. 2 FTE Play / Youth Facility Development Staff.                                                                                                                                                             |
| <b>Young People</b>                 |                                                                                                                                                            | Young People Strategy Project Delivery<br>Holiday Activities: 3,500 YP<br>Big Lottery Play Programme<br>Play Days: 16 Communities / 4000 YP Yr<br>Project Zero Events (14-18 Yrs): 4500 YP<br>B-Active (At Risk Leisure): 120 / YP<br>Community Youth Club Support: 21 Clubs<br><br>0.8 FTE Young People Officer<br>Projects – Externally / Community Funded<br><br>Community Resource Centre: Community/ Activity Bus/ Arts Store/ Scrapstore/ Activity Equipment Hire/ Playscheme Training.<br>10,000 Customers / Yr. Collected 39 tons of clean re-usable waste. Operated by 3.6 FTE Staff. |
| <b>Sport and Healthy</b>            |                                                                                                                                                            | Sport: (350 Clubs)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                     |                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Lifestyles</b>                   |                                                                                                                                                                                                                                                                                                                                                                      | <p>School Sport Partnership<br/>SE Priority Sports Programme (£70K)<br/>Professional Funded Sports Coach Programme – 3 Partnership Posts (£90K)<br/>Onside 'Anti-social behaviour' Football Project with YTFC (£70K)<br/>Coach and Volunteer Education programme<br/>Annual Sports Awards Event</p> <p>Healthy Lifestyles:<br/>Somerset PCT Partnership<br/>Active Communities – 20 Towns / Villages (£30K)<br/>Free Swimming Programme (£100K)<br/>Pro-Active GP Referral Management (£8k)<br/>Health MOT Checks<br/>Flexercise Programme<br/>Health Walks Leader Programme</p> <p>All Projects Generally Externally Funded.</p> |
| <b>Budget:</b>                      |                                                                                                                                                                                                                                                                                                                                                                      | Subsidy: £600,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Sport and Leisure Facilities</b> |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Direct Management:</b>           | <p>Sports Pitches – also Sidmouth and Withycombe Pay and Play Pitches (bookings are a small proportion of a Streetscene officers' time)</p>                                                                                                                                                                                                                          | <p>6 Venues:<br/>1 Competition Pool<br/>1 Sports Hall<br/>1 Athletics Arena<br/>3 Sport Grounds</p> <p>Management: Sport and Leisure Facility Manager : 2.5 Days / Week<br/><i>Shared with Wincanton Community Sports Centre Trust for 2.5 Days / Weeks</i></p> <p>Direct Subsidy Inc Lifecycle Costs: £406,670</p>                                                                                                                                                                                                                                                                                                               |
| <b>Partnership Agreements</b>       | <p>10 Venues:<br/>3 Pools with Sport Centres (1 dual use)<br/>5 Dual Use Sport Centres (no pool)<br/>1 Pavillion</p> <p>All facilities Operated by Leisure East Devon.</p> <p>£1.15m fixed price contract to Jan 2011 then inflation linked mechanism (not straight RPI). 25 year leases on buildings.</p> <p>Trust finances robust - just over £1m in reserves.</p> | <p>10 Venues:<br/>3 Pools / Sport Centres<br/>7 Dual Use Sports Centres</p> <p>Individual site agreements<br/>Structural repair responsibility rests with owner.<br/>Total Grant Subsidy: £90,000 / Annum.</p> <p>Client management (5% of Assistant Director, with support from Community Health and Leisure Manager).</p>                                                                                                                                                                                                                                                                                                       |

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | (EDDC manage 'structural' repairs to all LED buildings and spaces. EDDC provide grounds maintenance of all LED open space)<br><br>LED client management (small proportion of Director's time)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                  |
| <b>Other</b>                  | Community Halls (community hireable space) – EDDC own Elizabeth Hall and Seaton Town Hall. Bookings are covered as a small part of one person's role in Exmouth Town Council and in Streetscene services<br><br>Cinemas – EDDC own, but have on long lease, 2 cinemas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                  |
| <b>Total:</b>                 | £1,150,000 + structural repairs budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | £496,670                                                                                                                                                                                                                                                                                         |
| <b>Arts and Entertainment</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                               |
| <b>Theatre</b>                | Theatre – own and manage one small theatre (Manor Pavilion, Sidmouth). (1.5FTE and casual staff and contract cleaning)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Directly Manage the largest theatre in Somerset with 626 seats. The Octagon Theatre is the council's flagship venue for high quality professional theatre, music, dance, cabaret, comedy, entertainment and art groups. 250 Performances / Yr.<br><br>Subsidy: £293,000 / Year<br>Staff: 10 FTEs |
| <b>Arts Development</b>       | Manager 2 days per week (also covers Thelma Hulbert Gallery) Assisted by 1 PT Arts Admin Assistant 2 days<br><br>Workscope: <ul style="list-style-type: none"> <li>• Open Studios – annual event</li> <li>• Support for EDAN (East Devon Artist Network) network for individual East Devon artists &amp; makers</li> <li>• Community Festivals – promotion and support to encourage strong links with culture &amp; work with young people</li> <li>• Promotion and marketing of local events and organisation through Diary of Events and Director</li> <li>• Planning and Public Art – community enhancement scheme advice and guidance with S106 officer, Town &amp; Parish Councils &amp; DCC</li> <li>• World Heritage Coast – project</li> </ul> | Supports 4 Key Strategic Arts Delivery Organisation Partnerships<br>Community Arts Development Programme<br>Variety of Engagement Projects<br><br>Staffing: 0.6 FTE<br>Budget: £48,000                                                                                                           |

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | <p>development and support</p> <ul style="list-style-type: none"> <li>• Villages In Action support – Rural Arts Touring, Board Member, active in promotion &amp; support and Youth Arts</li> <li>• External funding bids for project support, funding support to others</li> <li>• Heritage assistance &amp; guidance to East Devon Museums</li> <li>• Ongoing advocacy and promotion and consultation</li> </ul> <p><b>Thelma Hulbert Gallery –</b></p> <ul style="list-style-type: none"> <li>• Gallery Curator 32hrs per week</li> <li>• Gallery Development Manager 22hrs per week</li> <li>• Gallery Admin Assistant 22hrs per week</li> </ul> <p>Workscope – to include implementation and management of:</p> <ul style="list-style-type: none"> <li>• Investment and development of the gallery, its space and its work including curatorial education programme. Also income generation</li> <li>• Running of Masterpieces young people’s group</li> <li>• Strengthening of funding and project partnership working of the gallery (Blackdown Hills, South West Galleries cluster group, ENGAGE youth funding, Open exhibition, Tate St Ives, Sherbourne House etc.) local partners e.g. library, school and museum</li> <li>• Management of a large team of gallery steward volunteers (currently 35) and ‘friends’</li> <li>• Artists talks and seminars</li> <li>• Valuation days</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Countryside</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                              |
|                           | <p>LNR management – 10 nature reserves<br/> Habitat/species management targeted via LNR MPs, EDDC LBAP &amp; LNR Strategy<br/> Higher Level stewardship based activities – infrastructure improvements<br/> Environmental play trails x 2</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Core Services</b><br/> Management of sites for recreation includes litter and cleansing, infrastructure managed, access for all, health and safety.<br/> Interpretation, education and events<br/> Community involvement, volunteering opportunities (1338 days in 2009/10) and training programmes.<br/> Publications and information<br/> Protection &amp; management of wildlife and</p> |

|                |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |                                                                                                                                                                                                                                                                                                                               | <p>heritage</p> <p><b>Facilities</b><br/> Langport Visitor Centre and Cycleway<br/> 2 Country Parks; Ham Hill (including ranger base and visitor room) and Yeovil<br/> 3 Local Nature Reserves; Chard, Moldrams and Eastfield<br/> 1 woodland; Sampsons</p> <p>Total Ha 264</p> |
| <b>Quality</b> | <ul style="list-style-type: none"> <li>Green Flag awards</li> <li>AONBs, SSSI and RAMSAL sites</li> </ul>                                                                                                                                                                                                                     | <p><b>Quality Awards:</b></p> <p>Green Flag Awards at 3 main sites<br/> Natural England Country Park accreditation at both sites<br/> Learning outside the classroom accreditation</p>                                                                                          |
|                | <ul style="list-style-type: none"> <li>Manager (1FTE also covers AONB management and cycle projects) assisted by 1 part time Information and Administration Assistant<br/> LNR management 10 nature reserves</li> </ul>                                                                                                       | <p>Site based staff at main locations and covering outlying reserves.</p> <p>5 rangers; 4.8 FTE<br/> 1 countryside Manager; 0.8<br/> 1 admin assistant; 0.5<br/> Totals 6.1 FTE<br/> 2 annual apprenticeships<br/> Casual workers as required</p>                               |
| <b>Budget</b>  |                                                                                                                                                                                                                                                                                                                               | <p>Budget: £265,600<br/> <b>Cost £888 /Ha in 2009/2010</b></p> <p>External Grants: £100K / Yr</p>                                                                                                                                                                               |
|                | <ul style="list-style-type: none"> <li>Site Management (2 FTEs)</li> </ul> <p>LNR management – 10 nature reserves<br/> Habitat/species management targeted via LNR MPs, EDDC LBAP &amp; LNR Strategy<br/> HLS based activities – infrastructure improvements<br/> Green Flag standards<br/> Environmental play trails x 2</p> |                                                                                                                                                                                                                                                                                 |
|                | <ul style="list-style-type: none"> <li>Volunteers</li> </ul> <p>EDWCVs – Muckin4Life<br/> Junior Rangers<br/> Tree Warden scheme</p>                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                 |
|                | <ul style="list-style-type: none"> <li>Public event</li> </ul> <p>Calendar yr programme (100+/in excess of 4K attendees p.a)<br/> Based around LNRs<br/> Partnership events – local amenity groups, NE, Tram etc<br/> Festivals – Axe Wet n’ Wild x2;<br/> Heath week &amp; Coastal Festival</p>                              |                                                                                                                                                                                                                                                                                 |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <ul style="list-style-type: none"> <li>• Environmental Education (1FTE and 1 externally funded apprentice)</li> </ul> <p>District-wide schools service based around LNRs (target 2K school children p.a)</p> <p>National curriculum based projects – F4T, Deep Thought &amp; Energy4 Thought</p>                                                                                                                                                                                                                     |  |
|  | <ul style="list-style-type: none"> <li>• SW Coast path – management and maintenance of East Devon section (part of site management role)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  |  |
|  | <ul style="list-style-type: none"> <li>• Special projects/Major Partnership based</li> </ul> <p>Axe Estuary Wetlands scheme – linked to regen/GI focussed/230 acre regionally important nature based tourism attraction – multi partnered (1 part time externally funded post)</p> <p>Devon Water Vole Recovery project – SITA funded scheme working with landowners in main tribs to encourage both natural colonisation of our rivers &amp; also targeted reintro schemes onto LNRs (1 externally funded post)</p> |  |

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

*Options are likely to include:*

- e) A joint manager and a single team*
- f) One manager supervising two separate teams*
- g) Separate managers running two separate teams*

*Alternative option reflecting existing contractual commitments or other considerations.*

Savings include:

| Potential changes <i>(systems, shared managers, shared teams, shared technology for example)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Potential benefits and savings | Potential costs     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|
| <ul style="list-style-type: none"> <li>•</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                |                     |
| <p><b>One Manager supervising two separate services:</b></p> <ul style="list-style-type: none"> <li>• This option consists of creating a shared Senior Manager for Leisure and Cultural Services to oversee each Council's separate services, and directly provide the client management role for both authorities facility contracts. This would provide a platform for further future integration and cross authority sharing. The delivery of financial savings would be dependant upon the shape of the overall Management Structure given this role is presently delivered as part of the Community Director and Assistant Director (Health and Well-Being) at present within SSDC.</li> </ul>                                                                                                                                                                                                                                                               | √                              | No significant cost |
| <p><b>One Manager supervising a partially shared service</b></p> <ul style="list-style-type: none"> <li>• This option consists of using a shared Senior Manager for Leisure and Cultural Services, along with shared Countryside and Arts/Entertainment Managers to oversee separate local teams. This step would strengthen client management and arts capacity, but would require additional arrangements for SSDC's Octagon Theatre to be viable. For Countryside services, a shared manager is possible but would significantly reduce capacity and adversely impact the ability to both secure and deliver external grants, savings may not equate to loss of income.</li> </ul> <p>As Option 1, the delivery of financial savings would be dependant upon the shape of the overall Management Structure given this role is presently delivered as part of the Community Director and Assistant Director (Health and Well-Being) at present within SSDC.</p> | √                              | Additional costs    |

|                                                                                                                                                                                                            |                  |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---|
| <ul style="list-style-type: none"> <li>• Joint funding applications</li> </ul>                                                                                                                             | √                | X |
| <ul style="list-style-type: none"> <li>• SSDC experience in sports funding, and cost effective sports deliver. Also skill in funding built and play infrastructure. (All could be used by EDDC)</li> </ul> | √                | X |
| <ul style="list-style-type: none"> <li>• EDDC experience in arts funding, and cost effective arts delivery. Also skill in funding green infrastructure. Could be used by SSDC.</li> </ul>                  | √                | X |
| <ul style="list-style-type: none"> <li>• Use of wider range of specialist skills across both teams.</li> </ul>                                                                                             | √                | X |
| <ul style="list-style-type: none"> <li>• Greater flexibility in use of staff e.g. both sets of staff to support special events</li> </ul>                                                                  | √                | X |
| <ul style="list-style-type: none"> <li>• Joint marketing of theatres, sports centres etc</li> </ul>                                                                                                        | √                | X |
| <ul style="list-style-type: none"> <li>• Single destination marketing of both areas for arts/countryside/leisure.</li> </ul>                                                                               | √                | X |
| <ul style="list-style-type: none"> <li>• Joint work on single cross-boundary projects to give capacity</li> </ul>                                                                                          | √                | X |
| <ul style="list-style-type: none"> <li>• Single Leisure Consultee on Planning applications and s106</li> </ul>                                                                                             | √                | X |
| <ul style="list-style-type: none"> <li>• EDDC could buy SSDC consulting e.g. on annual play inspections instead of using own contractor</li> </ul>                                                         | Potential saving | X |

#### 4. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

<your text here>

#### 5. RISKS AND ISSUES

*Identify the key risks in the project.*

# Shared Services Project Definition Document

## Workstream 13

### Licensing

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Licensing Review****Document Version No:**

Version 1.1

**Document Ref:****Author:****Date: 16 April 2009****Document History**

| <b>Revision Date</b> | <b>Version Issued</b> | <b>Joint project leader/project leader sign-off</b>                   |
|----------------------|-----------------------|-----------------------------------------------------------------------|
| 22/4/2010            | 1.1                   | <i>VS. After comments from EDDC and initial meeting on 21/4/2010.</i> |
| 11/5/10              | 1.2                   | <i>Following update from EDDC</i>                                     |
| 12/5/10              | 1.3                   | <i>Following meeting with project team to finalise options</i>        |
| 14/5/10              | 1.4                   | <i>RP/JT Following further discussion with project team</i>           |
| 28/5/10              | 1/5                   | <i>Final version sent to MW and JW</i>                                |

| <b>Joint project leader/project leader</b> | <b>Project team</b> |
|--------------------------------------------|---------------------|
|                                            |                     |
|                                            |                     |
|                                            |                     |
|                                            |                     |
|                                            |                     |

**1. OBJECTIVES OF THE PROJECT**

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

**2. PROJECT SCOPE**

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

The licensing teams from both authorities are included within the scope of this project.

**3. INFORMATION & BUSINESS CASE**

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward.

Assumptions:

- 1) Number of households in South Somerset = 72,030
- 2) Number of households in East Devon = 63,144

**3.1. Description of current service delivery arrangements**

| SSDC                                                                                                                                                                                                                              | EDDC                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Purpose of Service</b>                                                                                                                                                                                                         |                                                                                              |
| Protect public safety, balance the needs of the economy and community and manage and control regulated activities through advice and guidance, the issue of licences, permissions and permits, and the enforcement of legislation |                                                                                              |
| <b>Brief Description</b>                                                                                                                                                                                                          |                                                                                              |
| Licensing people and premises for a range of activities including sale and supply of                                                                                                                                              | Licensing of people, premises, locations, vehicles and <b>boats</b> for activities including |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <p>alcohol, late night refreshment, entertainment, gambling, taxis, lotteries, zoos, <b>road closures</b>, tattooists, acupuncture, sex shops and various establishments relating to animal welfare. Also annual/random taxi checks <b>and training for licensees. Partnership support for Glastonbury Festival and Mendip DC taxi checks.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>sale/supply of alcohol, provision of entertainment and facilities, late night refreshment, gambling, taxis (<b>including annual tests</b>), street trading, charitable collections, lotteries, skin piercing, animal welfare, and sex shop and encounter establishments and <b>the administration of the Council's three cemeteries.</b> Annual/random taxi checks and providing Licensing Committee training for Councillors including those from neighbouring Councils. Carryout a risk based programme of inspections of licensed premises in the district. Provide training to police officers on licensing issues. Provide Licensing Act training for Leisure East Devon employees.</p>                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Member or local priorities</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Education and projects to reduce ASB Enforcement Support for voluntary organisations such as village halls with regulatory advice etc</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Support for voluntary organisations such as village halls with regulatory advice etc</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Fit with other services / corporate priorities / LSP SCS</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Licensing sits within the Operations and Customer Focus Directorate, but the outcomes sit within Health and Well-being by protecting public health. Licensing work (actions 3.21 nos. 1,2 &amp; 3) feeds into the theme outcome <i>"Increasing the self-reported measure of people's overall health and well-being from 76.1% to 77.0% by 2012".</i> (NI 119). Actions include: 1) Complete pilots of Zero project and evaluation by May 2010 to inform LSP campaign.;2) Increase the percentage of licensed premises inspected from 95% to 97% by 2012 3) Run 4 training courses per year for licensees and their staff.</p> <p>Other corporate outcome measures are in the Safe, Sustainable and Cohesive Communities Outcome: A community that feels safe. Measured by: <i>Increasing the % of people from 66.4% to 68% who feel that local public services are working to make the place safer (Place Survey)</i> Actions include: Run 4 training courses per year for licensees and their staff.</p> | <p>Licensing sits within Legal, Licensing and Democratic Services and responsible to the head of that service.</p> <p>The Licensing Team actively support five of the Council's seven priorities –</p> <ol style="list-style-type: none"> <li>1. <u>Thriving economy</u> – examples: development of street trading throughout the District, mediation between businesses and residents in cases involving objections, providing a wide range of advice on licensing issues to the business community and led the implementation of the EU Services Directive to provide for the ability to make electronic applications and electronic issue of certain licences.</li> <li>2. <u>Safe, clean &amp; green environment</u> – examples: developed a premises risk rating tool, introduced a taxi licensing policy, in the process of reviewing the Licensing Act 2003 Licensing Policy and continue to develop Street Trading policies with local members and communities.</li> <li>3. <u>Children and young people</u> – examples: the majority of the team's work relates to</li> </ol> |

|                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>the protection of children and young people including the licensing of alcohol sales and entertainment venues (fresh policy consultation due later this year 2010), gambling venues, taxi drivers and sex shop and sex encounter venues (the team will be consulting later this year on a new policy relating to sex establishments in the light of new legislation).</p> <p>4. <u>Excellent service for our customers</u> – examples: District’s Licensing Service became the first district council to receive the Customer Service Excellence award, led the implementation of the EU Services Directive to provide for the ability to make electronic applications and electronic issue of certain licences, during 2009/10 centralised the administration of the council’s licensing roles into a single team thus simplifying access for the customer.</p> <p>5. <u>An inspirational Council</u> – Examples: Ever ready to develop new ideas including our type of well respected mediation style, the development of a now well respected premises risk rating tool, the editing and publication of a licensing newsletter adopted by all Devon councils including Plymouth and Torbay.</p> |
| <b>Links to Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>The statement of licensing policy is being revised to be more aspirational; increasing diversity in the town centres and supporting the night time economy</p>                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Key Partnerships / partnership work</b>                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>With Police and Trading Standards carry out joint licensing checks in our towns and rural areas, alongside building control and fire offices. The outcome is reduction in ASB with monthly tactical meetings to target and find solutions for specific hot spots.</p> <p>Some licensing decisions are delegated to town councils (including Yeovil, Wincanton, Ilminster and Crewkerne.</p> <p>Pubwatch schemes.</p> | <ol style="list-style-type: none"> <li>1. Monthly liaison meetings with East Devon Police Licensing Team to coordinate a common approach to solving licensing issues within the district including problem premises and the introduction of new legislation.</li> <li>2. Actively support the licensing associations throughout the district (similar to Pubwatch in results).</li> <li>3. Monthly meetings with Environmental Health &amp; Business rates to sort issues and provide updates.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|  | <ol style="list-style-type: none"> <li>4. Liaise with Parish and Town Councils whom we encourage to invite us to their meetings when they have issues relating to licensing.</li> <li>5. Licensing Officers chair a number of consultation groups relating to our polices including Street Trading.</li> <li>6. Within the Council the Licensing Service is represented on: <ol style="list-style-type: none"> <li>(a) The Community Empowerment Team</li> <li>(b) Communications Champions Team</li> <li>(c) Inet Board (ICT issues)</li> </ol> </li> <li>7. Licensing chairs all Safety Advisory Groups for large public events within the District.</li> </ol> |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Budget & Fees and Charges

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>09/10 budget figures:</u></p> <p>Total actual generated income: <b>£(21,911)</b> before recharges.</p> <p>Total budgeted expenditure of £240,010 minus budgeted income of £239,310). These figures do <u>not</u> include recharges</p> <p>Total salary costs = £177,067 (before overtime etc)</p> <p>See attached for detailed fees and charges</p> <div style="text-align: center;">  <p>"EH&amp;CP Fees &amp; Charges 10.11.xls"</p> </div> | <p><u>09/10 budget figures</u></p> <p>Total actual generated income: <b>£(41,540) *</b> before recharges<br/>* This figure excludes burial fees.</p> <p>Total budgeted expenditure of £222,860 minus budgeted income of £255,500). These figures do not include recharges</p> <p>[Total budgeted 2010/2011 salary costs (excluding on costs) £142,990 – costs are for all posts including vacant posts]<br/>{Total budgeted 1010/2011 salary costs (including on costs) £178,110 – costs are for all posts including vacant posts}</p> <p>See attached for detailed fees and charges</p> <div style="text-align: center;">  <p>EDDC Licensing<br/>FEES-May 2010.doc</p> </div> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### FTEs (specify vacancies)

|                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>7 FTEs (with one vacant) See attached structure chart. The Licensing Enforcement Officer has been acting up in the Manager role since November 2009 and this was confirmed in March 2010. This leaves one vacant post.</p> <div style="text-align: center;">  <p>"Licensing Structure Chart April 10.doc"</p> </div> | <p>6.1 FTEs. (with one vacant) – Senior Licensing Officer – SCP 27-30 (£22,958 – £25,472)</p> <div style="text-align: center;">  <p>LLDS Organisation<br/>chart April 2010 grad</p> </div> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Software                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Flare (rolling contract – but shared with all of the Community Protection team)                                                                                                                                                                                                                                                                                                                                      | LalPac Classic (back office) and Enterprise (web) providing a specialist licensing package for back office and a web facing ability allowing responsible authority and public access through the web to access real-time licensing registers and make online applications (saving double keying & complying with the EU Services Directive) (New contract due for approval shortly)                                               |
| Plant / Equipment / Machinery                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Minimal eg Portable Interview under caution machine                                                                                                                                                                                                                                                                                                                                                                  | Laptop Computer and camera (evidence gathering) (Portable interview equipment borrowed when needed from Benefits Team)                                                                                                                                                                                                                                                                                                            |
| Targets and Performance                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| NI 182, overall satisfaction with service- 79%                                                                                                                                                                                                                                                                                                                                                                       | NI 182, overall satisfaction with service (whole council) 80% – satisfaction rating for Licensing Service alone - 92%                                                                                                                                                                                                                                                                                                             |
| No of service requests (Inspections following complaints about licensed premises) 09/10 – 82                                                                                                                                                                                                                                                                                                                         | 09/10 - 206 LA 2003 Premises inspections based on risk rating                                                                                                                                                                                                                                                                                                                                                                     |
| Licences issued 09/10 – 2181.<br><br>Excluding Temporary Event Notices (TENS) - 1672                                                                                                                                                                                                                                                                                                                                 | Licences/permissions issued 09/10 (including TENS) - 1861<br>Licences/permissions issued 09/10 (excluding TENS) – 1171<br><br>690 TENS annually at an estimated 15 minutes per TEN = 23.31 working days plus related telephone enquiries on this subject.<br><br>Additionally the EDDC Licensing Team is responsible for the administration including burial bookings for the Council's three cemeteries.                         |
| Licensing fees collected = 100% (09/10)                                                                                                                                                                                                                                                                                                                                                                              | Licensing fees collected 09/10 – 100%                                                                                                                                                                                                                                                                                                                                                                                             |
| Complaints performance<br>4 in 2009/10 (1 about policy, 3 about staff handling)                                                                                                                                                                                                                                                                                                                                      | Complaint Performance – 1 in 2009/10 (about policy)                                                                                                                                                                                                                                                                                                                                                                               |
| Published Service Standards                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ol style="list-style-type: none"> <li>1. Ensure that all licensed taxi/private hire vehicles are subject to annual inspection. In addition we will carry out at least 2 spot checks per year to ensure passenger safety</li> <li>2. Efficiently process all premise and personal licences and temporary event notices within the time limits set by law</li> <li>3. Complete an annual inspection of all</li> </ol> | <ol style="list-style-type: none"> <li>1. 100% of vehicle/taxi licences issued within 14 working days of application finalisation.</li> <li>2. 100% of all non vehicle/taxi licences/permissions issued within 14 working days of application finalisation (exception Street Collections issued for year of application)</li> <li>3. 100% of Licensing Act 2003 applications decided within the statutory time periods</li> </ol> |

|                                                                                                                                    |                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>animal welfare licences in accordance with statutory deadlines</p> <p>4. Carry out 310 inspections of medium risk premises.</p> | <p>set by the legislation.</p> <p>4. Carryout at least 185 premises inspections during 2010/2011. (Premises choice usually based on risk rating)</p> <p>5. Carryout at least 150 random taxi/Private Hire vehicle inspections (in addition to grant/renewal inspections).</p>       |
| <b>Achievements</b>                                                                                                                |                                                                                                                                                                                                                                                                                     |
| Implementation of BERR project for online services                                                                                 | Responsible across the Council for implementation of BERR project for online services                                                                                                                                                                                               |
| Shortlisted: 2006 Responsible Drinks Retailing Awards                                                                              | During 2008/2009 developed a risk assessment tool for assessing premises licensed under the Licensing Act 2003. Tool now widely adopted by many councils and incorporated into the LalPac licensing software.                                                                       |
| Shortlisted: 2007 Audit Commissions and I&DeA- Innovation in local public services                                                 | November 2009 received Customer Service Excellence Award for the Council's Licensing Service (the only district council in the country to hold the award).                                                                                                                          |
| Finalist: 2009 Best Bar None Most Innovative (with STARC). STARC is a multi-agency approach involving Police, PCT and others       | During 2008/2009 Licensing Officers ran courses for police traffic patrol officers on the legislation relating to the use of limousine for hire and reward.                                                                                                                         |
|                                                                                                                                    | No reviews have been necessary for either the Licensing Act 2003 or the Gambling Act 2005 since the introduction of the legislation.                                                                                                                                                |
|                                                                                                                                    | Our mediation between objectors and applicants has been recognised by many including the legal profession as an example of good practice. These have saved much committee time and have raised the Council's profile both within the community as well as with trade organisations. |
| <b>Key Projects</b>                                                                                                                |                                                                                                                                                                                                                                                                                     |
| Zero project. Arranging drug / alcohol / tobacco free events in local night clubs for young people to enjoy a range of activities  |                                                                                                                                                                                                                                                                                     |

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward. It is a brief strategic case that should give JIC members enough information to decide whether to proceed or revisit the scope. It includes an initial view of the costs, benefits and risks of options.

Some research has been undertaken with High Peak/Staffordshire Moorlands and with Vale of White Horse and South Oxfordshire which has shown that neither have moved towards a shared team at this time.

An outline business case would be produced with more detailed data such as robust risk registers, costs, benefits, objectives and milestones once JIC has given the mandate to proceed further. **It should be noted that each licensing service should aim for cost neutrality – with reasonable costs for administration being achieved by charging policies. There is also a possibility that the Environmental Health workstream may suggest additional opportunities.**

**From the following options: options 2 and 3 (marked with an \*) have received consensus as options worthy of further investigation. However, all shared service options will require:**

- a) **consideration given to the HR processes that should be used to appoint any new posts**
- b) **consideration given to the differences in the pay scales of the two teams, and other terms and conditions including pension arrangements.**

| <b>Potential changes</b> ( <i>systems, shared managers, shared teams, shared technology for example</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Potential costs</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1) Separate managers running two separate teams                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | No cost saving – and this option feels like a lost partnership opportunity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | No additional costs    |
| <p>2) Licensing services from both council linked by a co-operation protocol that would enable sharing of expertise through peaks and troughs (such as large events eg folk festivals and carnivals), shared training for staff and councillors, support during consultation periods, shared policy preparation etc.</p> <p>This formalised co-operation increases capacity and resilience so that savings can be made on the senior posts in both organisations.</p> <p>This option is the recommended option, particularly in the short term.</p> | <p><b>Ease of implementation.</b> This option is possible and is immediately achievable given that both teams have vacancies at the team leader level.</p> <p><b>Benefits</b> of this option include ease of implementation, no delay while corporate policies on terms and conditions are established, greater resilience in a reduced team due to the shared capacity between two co-operative site teams.</p> <p><b>Risks:</b>This sharing of capacity allows a reduction in the size of the teams required. However, the loss of up to 2FTE overall has risks associated with inability to deliver in high demand periods, This may mean that some discretionary areas of work are stopped should member approval be gained. A solution could be to use some of the savings from deletion of two senior posts to provide one lower level support, although not necessarily 50/50 given remaining EDDC establishment would be 5.1 and SSDC 6 if this option is pursued, This reduces the savings but will provide greater resilience and confidence to team and to members.</p> <p><b>Possible savings</b> include:<br/> <b>SSDC</b> – loss of one vacant post = £30k plus on costs and a car allowance saving<br/> <b>EDDC</b> – loss of Senior Licensing Officer vacant post = £25,472 plus on costs and a car</p> | No additional costs    |

| Potential changes ( <i>systems, shared managers, shared teams, shared technology for example</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Potential benefits and savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Potential costs                                                                 |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>allowance saving (including on costs £32,000)<br/>Sub-Total = £55.5k</p> <p>Additional capacity:<br/>Based on EDDC Grade 4 (SCP 22)<br/>Cost of licensing assistant= £19,621 per year (including on costs £24,548).<br/>Need for post should be reviewed annually.<br/>Total savings = about £30k plus 2x car allowances.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                 |
| <p>3) Shared service: two managers and two site teams. This option consists of a site manager on both sites: one being the 'first amongst equals' as the Manager for both sites, the other the Deputy Manager. (For clarity this means that the Manager manages one site team and the Deputy Manager; the Deputy Manager manages the other site team)</p> <p>Savings arise from the fact that no deputy is then required on either site – and a saving is made in each authority. One new post to be created at a technical level [a licensing assistant or assistant licensing officer] (in between licensing officer and admin) to be shared between the two authorities, although not necessarily 50/50 given remaining EDDC establishment would be 5 and SSDC 6 if this option is pursued. (Practically this might be one person over two sites OR two part time people). The need for this post will be established during the development of the full business case – and in any case the post should be reviewed annually if further savings are required.</p> | <p><b>Ease of implementation.</b> This option is possible and is achievable given that both teams have vacancies at the team leader level. However, moving forward is dependent on HR processes governing harmonisation of terms and conditions. If savings are required asap, then a solution could be to adopt option 2 and then move to option 3 when possible.</p> <p><b>Benefits</b> of this option include succession planning at the manager level, succession planning at the officer level, greater resilience and shared capacity between two co-operative site teams.</p> <p><b>Risks:</b> This sharing of skills, experience and capacity allows a reduction in the size of the teams required. SSDC has experience of sharing staff with TDBC by seconding the manager and a licensing officer half time, an arrangement which ended recently. However, there are risks associated with inability to deliver in periods of high demand. Further risks ensue from the lesser resilience of the smaller teams. This is mitigated by the sharing across the authorities and the addition of a technical post. This technical post also offers an opportunity for succession planning if a licensing officer leaves.</p> <p><b>Possible savings</b> include:<br/> <b>SSDC</b> – loss of one vacant post = £30k plus on costs<br/> <b>EDDC</b> – loss of Senior Licensing Officer vacant post = £25,472 plus on costs and a car allowance saving (including on costs £32,000)<br/> Sub-Total = £55.5k</p> <p>Additional capacity:<br/>Based on EDDC Grade 4 (SCP 22)<br/>Cost of licensing assistant= £19,621 per year (including on costs £24,548).</p> | <p>Potential additional costs due to harmonisation of terms and conditions.</p> |

| <b>Potential changes</b> ( <i>systems, shared managers, shared teams, shared technology for example</i> ) | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Potential costs</b> |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
|                                                                                                           | Need for post should be reviewed annually. Total savings = about £30k plus 2x car allowances.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                        |
| 4) Alternative option reflecting existing contractual commitments or other considerations.                | Another possibility for licensing is developed within the workstream for Environmental Health. One option brings together a range of services that are essentially regulatory and link to community protection. In this option licensing is brought together with environmental health, building control and civil contingencies bringing economies of scale and a pool of expertise that can be shared. This option could provide management savings and significant potential for on-going savings as integration proceeds over ensuing years. |                        |
| 5) A joint manager and a single team                                                                      | This option was considered and because of the requirement for accessibility by the public (licensees . taxi drivers etc) and the very large geographical area it was not considered beneficial to service delivery. It was also felt that local knowledge is vital in this field of work and appreciated by customers                                                                                                                                                                                                                            |                        |

### 3.3. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further

## 4. RISKS AND ISSUES

*Identify the key risks in the project.*

Detailed risk register to be compiled once JIC have given a mandate to proceed further.

# Shared Services Project Definition Document

## Workstream 14

Environmental Health (including Health, in house Health and Safety)

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives, which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations, which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles, which will underpin these recommendations, are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

|                                                                                                                                                                                                                                                                                              |                      |                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| <b>Purpose:</b>                                                                                                                                                                                                                                                                              |                      |                          |
| <i>The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.</i> |                      |                          |
| <b>Work stream Title: Environmental Health</b>                                                                                                                                                                                                                                               |                      |                          |
| <b>Document Version No:</b><br>Version 4.0                                                                                                                                                                                                                                                   | <b>Document Ref:</b> |                          |
| <b>Author:</b> [REDACTED]                                                                                                                                                                                                                                                                    |                      | <b>Date: 28 May 2010</b> |

**Document History**

| <i>Revision Date</i> | <i>Version Issued</i> | <i>Joint project leader/project leader sign-off</i> |
|----------------------|-----------------------|-----------------------------------------------------|
| 28 April 2010        | 1                     | [REDACTED]                                          |
| 05 May 2010          | 2                     | [REDACTED]                                          |
| 27 May 2010          | 3                     | [REDACTED]                                          |
| 28 May 2010          | 4                     | [REDACTED]                                          |
|                      |                       |                                                     |

| <i>Joint project leader/project leader</i> | <i>Project team</i> |
|--------------------------------------------|---------------------|
| [REDACTED] (SSDC)                          | [REDACTED] (SSDC)   |
| [REDACTED] (EDDC)                          | [REDACTED] (SSDC)   |
|                                            |                     |
|                                            |                     |
|                                            |                     |

## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

Environmental Health including Private Sector Housing and the grants service. Excludes In-house Health and Safety, which, although part of environmental health presents a separate opportunity and therefore has been submitted as a stand alone review.

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward.

### 3.1. Description of current service delivery arrangements

See Appendix 1 for full details.

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

This initial report brings together sufficient information to decide on a potential way forward. It is a brief strategic case that should give JIC members enough information to decide whether to proceed or revisit the scope. It includes an initial view of the costs, benefits and risks of options.

An outline business case would be produced with more detailed data such as robust risk registers, costs, benefits, objectives and milestones once JIC has given the mandate to proceed further.

Please read the following in association with Appendix 2, which includes structure charts and option diagrams.

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i>                                                                                                                                                                                                                          | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Potential costs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Option 1</b><br/>                     This model brings together a number of regulatory and enforcement services operated by both councils into a Community Protection Directorate</p> <p>Final decisions on which services are to be included within this model will be influenced by a review of customer need/benefit.</p> | <ol style="list-style-type: none"> <li>1. Bringing all these services together could potentially make savings in excess of £200k depending on the final proposals submitted from the other work streams and the JIC decision to consider business cases for them.</li> <li>2. Bringing enforcement and regulatory services together is considered a good model in many authorities.</li> <li>3. Shared expertise and intelligence about premises that are enforced by more than one service. In particular the Car Parking Inspectors could act as eyes and ears for other services such as Streetscene.</li> <li>4. The majority of the services proposed for the single directorate are recognisable in both authorities and therefore can be easily lifted out and bolted together.</li> <li>5. By bringing services with a similar ethos together, further saving opportunities are likely to present themselves in the future.</li> </ol> | <ol style="list-style-type: none"> <li>1. Likely to be redundancy costs for 2.5 Managers however this cannot be accurately costed until the go ahead is given to produce the business case.</li> <li>2. Workloads for shared managers may prove to be excessive</li> <li>3. Joint service manager working across two large districts currently untested.</li> <li>4. Employment terms and conditions will need to be harmonised to create single managers.</li> <li>5. Increased travel and Appendix E costs</li> </ol> |

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i>                                                                                                                                                                                                                                                                   | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                                                                                                           | <b>Potential costs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p><b>Option 1A</b><br/>                     This is the same option as 1 above except that Private Sector Housing has been included within Environmental Health and therefore without a separate Private Sector Housing Manager.</p> <p>Final decisions on which services are to be included within this model will be influenced by a review of customer need/benefit.</p> | <p>1. Bringing all these services together could make savings in excess of £225k depending on the final versions submitted from the other work streams and the JIC decision to consider business cases for them.</p> <p>Other benefits as from Option 1 above.</p>                                                                                                                                              | <p>1. Likely to be redundancy costs for 3 Managers however this cannot be accurately costed until the go ahead is given to produce the business case.</p> <p>2. Loss of senior private sector housing expertise and concern that the remaining staff resource will not be able to meet demands for strategic private sector housing issues.</p> <p>Other potential costs as Option 1 above.</p>                                                                                                     |
| <p><b>Detailed model for Environmental Health and Private Sector Housing Services within Options 1 and 1A detailed above.</b></p> <p><b>Option 1</b><br/>                     One shared manager, one part time deputy/private sector housing manager split into three services at two locations.</p>                                                                        | <p>1. Saving of half an Environmental Health Manager's post approx £25k</p> <p>2. A single manager can look for additional staffing and contract efficiencies across the two districts</p> <p>3. Private Sector Housing expertise, particularly the strategic element, is retained</p> <p>4. Shared procedures, policies, training etc.</p> <p>5. Service priorities easier for one lead officer to manage.</p> | <p>1. Half Environmental Health Managers post to be made redundant.</p> <p>2. Small saving only realised</p> <p>3. Further savings at lower level will take longer to be realised</p> <p>4. One Manager across two districts, managing two services not tested and may prove too difficult</p> <p>5. Shared Managers post will probably impact lower/frontline staff who may need to provide cover and have greater input and involvement in strategic work, including attending more meetings.</p> |

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i> | <b>Potential benefits and savings</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Potential costs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Option 1A</b><br>One shared manager, three services in two locations.                                   | <ol style="list-style-type: none"> <li>1. Saving of an Environmental Health Manager's post approx £45k with on costs</li> <li>2. A single manager can look for additional staffing and contract efficiencies across the two districts</li> <li>3. Shared procedures, policies, training etc.</li> <li>4. Service priorities easier for one lead officer to manage.</li> </ol>                                                                                                                                  | <ol style="list-style-type: none"> <li>1. One Environmental Health Manager post to be made redundant.</li> <li>2. One Manager across two districts, managing two services not tested and may prove too difficult</li> <li>3. Loss of senior private sector housing expertise and concern that the remaining staff resource will not be able to meet demands for strategic private sector housing issues.</li> <li>4. Workloads for shared managers may prove to be excessive</li> <li>5. Shared Managers post will probably impact lower/frontline staff who may need to provide cover and have greater input and involvement in strategic work, including attending more meetings.</li> </ol> |
| <b>Option 2</b><br>No change – two Environmental Health Managers, three services in two locations.         | <ol style="list-style-type: none"> <li>1. Existing level and quality of service retained.</li> <li>2. Both services currently function well.</li> <li>3. Local knowledge, history of premises etc retained.</li> <li>4. Closer working would still permit contracts to be compared and opportunities taken for example in Pest Control, Home Improvement Agency and Out of Hours services.</li> <li>5. No increase in mileage claims.</li> <li>6. No increase in downtime due to additional travel.</li> </ol> | <ol style="list-style-type: none"> <li>1. Impetuous for sharing contracts would not be as high priority as for a joint manager.</li> <li>2. Opportunity for shared services not taken.</li> <li>3. Increased pressure on finding efficiencies and year on year savings</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                              |

**3.3. PROJECT RESOURCES**

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further

**4. RISKS AND ISSUES**

*Identify the key risks in the project.*

Detailed risk register to be compiled once JIC have given a mandate to proceed further.

**5. RECOMMENDATIONS**

1. Authorise the preparation of business case for Community Protection Directorate Option 1.
2. Authorise the preparation of business case for Environmental Health Model Option 1.

**Appendix 1 - Description of current service delivery arrangements**

| SSDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | EDDC                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Purpose of Service</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Environmental Health is a frontline service committed to protecting public health and safety and safeguarding the environment. The service deals directly with a wide range of clients from individual residents in single domestic premises to the whole community, from small family run businesses to major international companies. The majority of work undertaken by the service is required by law (much of it derived from Europe), with only a small amount of discretionary work where the need has been determined by committee decision and/or corporate policies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Ditto</b></p>                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Brief Description</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Environmental Protection</b><br/>                     Providing pollution control and environmental monitoring, enforcement and education. Including monitoring of local air quality (and management of 2 air quality stations), investigation of a range of complaints about nuisance, in particular noise, permitting and inspecting premises under the Pollution Prevention and Control regime, private water supply sampling, contaminated land assessment, private drainage complaints, and pest control.</p> <p><b>Housing Standards Team</b><br/>                     Providing enforcement, advice and grant aid for private sector housing. Includes investigating complaints about sub-standard rented housing, inspection and licensing of houses in multiple occupation (HMO's), licensing of caravan sites, advice on energy efficiency, home repairs assistance grants, disabled facilities and empty property grants, and the administration of a home loan scheme.</p> <p><b>Home Aid and Handyman Services</b><br/>                     Our in-house home improvement agency is part of a joint arrangement with Taunton Deane Borough Council, and includes disabled facilities grants and the Handyman Service. Current contract expires Nov. 2010.</p> | <p><b>Ditto but also includes dog warden (contracted to Animal Wardens Ltd) and Pest Control (contracted to Rentokil) both expire Nov 2010</b><br/> <b>Also 'Neighbourhood Assessments'</b></p> <p><b>Ditto but also includes drainage and private water supplies</b></p> <p><b>Agency provided by Devon and Cornwall Housing Association as part of Devonwide contract. Contract expires April 2011</b></p> |

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| <p><b>Food and Safety Team</b><br/>         Providing food safety and health and safety enforcement and advice. The food safety element includes approval and audit of food manufacturers (South Somerset has more of these than most local authorities), food sampling, premises inspection, investigation of food complaints, incidents of food poisoning, and the response to national food alerts. Health and Safety includes inspection, advice, complaint and accident investigation. Since 1st July 2007 this team has also dealt with the enforcement of the smokefree workplaces and public places legislation. This team also incorporates the research and support function including system administration of the Civica APP (Flare)-environmental health database.</p>                                                                                                                                                                                                                                                                                                                                            | <p><b>Ditto</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Statistics</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Environmental Health:</b><br/>         79% Businesses satisfied with regulatory services (NI182)</p> <p><b>Food Safety:</b><br/>         1615 Food premises as of 23/04/10 (35 x approved premises, 4 A rated, 103 B rated, 611 C rated, 261 D rated, 601 E unrated)<br/>         717 Food inspections 2009/10<br/>         39 Food premise complaints 2009/10<br/>         135 Other food complaints 2009/10<br/>         92% Food businesses broadly compliant (NI184)<br/>         388 Infectious disease notifications</p> <p><b>Environmental Protection:</b><br/>         70 PPC permitted properties<br/>         129 PWS Sampling Premises<br/>         372 PWS Single supply premises<br/>         3000Â potential contaminated land sites<br/>         88 Domestic bonfire complaints 2009/10<br/>         26 commercial bonfire complaints 2009/10<br/>         39 urgent EP requests 2009/10<br/>         717 non urgent EP requests 2009/10<br/>         324 Pollution complaints exc. Noise 2009/10<br/>         380 noise complaints 2009/10<br/>         2,897 Pest Control service requests 2009/10</p> | <p><b>1400 Food premises(25 approved premises 6 A rated 88 B rated 590 C rated 155 D rated 561 E rated)</b><br/> <b>1189 premises visits (734 food inspections)</b><br/> <b>291 ID notifications</b><br/> <b>195 complaints</b></p> <p><b>70 PPC permitted properties</b><br/> <b>1058 noise requests</b><br/> <b>191 smoke complaints</b><br/> <b>74 Odour complaints</b><br/> <b>280 Planning consultations</b><br/> <b>90 premises licences and other consultations</b><br/> <b>21 Nat Assist act burials</b><br/> <b>285 Dog and other ASB investigations</b><br/> <b>1100 pest treatments</b><br/> <b>252 pest service requests</b></p> |

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| <p><b>Occupational Health and Safety:</b><br/>         3116 H&amp;S premises as of 23/04/10<br/>         (11 B1, 70 B2, 380 B3, 710 B4, 1350 C &amp;<br/>         595 unrated)<br/>         371 H&amp;S inspections<br/>         30 complaints<br/>         34 requests for service</p> <p><b>Housing Standards (PSH):</b><br/>         600 HMOs<br/>         57 Licensed HMOs 2009/10<br/>         43 caravan, park home &amp; individual sites<br/>         1000 Empty Properties<br/>         350 properties with improved energy<br/>         efficiency (including those part of the Warm<br/>         Streets Scheme)</p> <p><b>Home Aid (Home Improvement Agency):</b><br/>         1188 Handyman jobs 2009/10<br/>         147 HIA jobs completed<br/>         1451 Enquiries</p> | <p><b>2305 H&amp;S premises(A:2, B1:10, B2:16,<br/>         B3:94, B4:505, C:1681)</b><br/> <b>146 inspections</b><br/> <b>55 complaints</b></p> <p><b>119 Licensed caravan sites</b><br/> <b>40 Licensed HMOs</b></p> |
| <b>Member or local priorities 2010/11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                        |
| Launch food safety 'scores on doors' scheme for all relevant food premises in the district.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                        |
| Landlord's accreditation scheme to be developed and rolled out.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                        |
| Implementation of new Water Supply Regulations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                        |
| Integration of online forms with back office systems in accordance with the EU Services Directive.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                        |
| <b>Links to Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>▪ Contaminated Land Inspection Strategy</li> <li>▪ Local Transport Plan 2 (SCC)</li> <li>▪ Countywide Air Quality Strategy</li> <li>▪ Local Area Agreement</li> <li>▪ Private Sector Housing Strategy</li> <li>▪ HMO Policy</li> <li>▪ Empty Property Strategy (W.I.P)</li> <li>▪ Housing &amp; Accommodation Strategy</li> <li>▪ Health and Wellbeing Strategy</li> <li>▪ Area, Parish and Community Plans</li> <li>▪ Business Continuity Plans</li> <li>▪ Emergency Plan</li> </ul>                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                        |

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| <b>Key Partnerships / partnership work</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| <p><b>Home Aid Partnership.</b> The partnership provides help to elderly and vulnerable people who wish to repair or improve their homes. They also assist disabled people carry out adaptations to meet their needs and enable them to stay in their homes. Help and advice is given to a wide range of clients who would otherwise be unable to organise and undertake the work required without assistance. New HIA partnership arrangements to commence Nov 2010.</p> <p><b>Somerset Affordable Warmth Partnership (SAWP).</b> This is a partnership of all the authorities in Somerset who work together to develop policies to tackle fuel poverty and increase home energy efficiency.</p> <p><b>The Home Loan Consortium.</b> This is a partnership of 34 local authorities covering Somerset and the South West with the Wessex Reinvestment Trust (WRT). The partnership was developed to provide low interest home loans to improve the living conditions of vulnerable people living in non-decent housing.</p> <p><b>Health and Safety Executive (HSE) –</b> close working to target health and safety priority areas. Statutory partnership aiming to reduce accidents and ill health at work.</p> <p><b>Somerset Air Quality Steering Group (SAQSG).</b> This is a partnership between Somerset County Council and all the Somerset District Councils to co-ordinate work on the trans-boundary issue of air quality.</p> <p><b>South Somerset Health &amp; Well-being Partnership.</b> This is a Partnership between the District and County Councils, and the Somerset Primary Care Trust to co-ordinate work on addressing health inequalities, and public health issues more generally across the district.</p> <p><b>The Crime and Disorder Reduction Partnership.</b> This is a partnership between</p> |  |

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| <p>the Police, South Somerset District Council and Mendip District Council with the aim of reducing alcohol related crime and disorder across our districts.</p> <p><b>Local Parishes and Community</b> – we have identified actions from parish and community plans where the service may be able to make a contribution.</p> <p><b>Smokefree Somerset</b> – A partnership of mainly statutory bodies aimed at reducing smoking prevalence in the County.</p>                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Budget &amp; Fees and Charges</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Fees and Charges:</b><br/>See attached spreadsheet</p>  <p>"EH 2010.11.xls"</p> <p><b>Budget Outturn 2009/10:</b><br/>(Actual 09/10 – net figures)</p> <ul style="list-style-type: none"> <li>▪ EP (HE400) £256,494</li> <li>▪ Pest Control (HE404) £90,963</li> <li>▪ Research &amp; Policy (HE405) £70,229</li> <li>▪ PPC (HE407) £13,965</li> <li>▪ Food Safety (HE409) £253,501</li> <li>▪ H&amp;S (HE410) £56,822</li> <li>▪ Housing Standards (HC114) £170,172</li> <li>▪ Home Aid (HC115) -£3,524 (Fully funded from grant and fee income)</li> <li>▪ Management Team (HE602) £92,895</li> </ul> | <ul style="list-style-type: none"> <li>• EP £337,713</li> <li>• Pest control £9,000</li> <li>• Dog Warden £37,600</li> <li>• OOH stray dogs £8,000</li> <li>• Commercial Team £259,065</li> <li>• Housing £263,765</li> <li>• Exeter Empty Homes Service £17,000</li> <li>• H&amp;S Advisor £45,890</li> <li>• HIA £56,000 (from capital grants budget)</li> <li>• Head of EH etc £89,510</li> <li>• Admin £107,289</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p><b>FTEs (specify vacancies)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• One Service Manager</li> <li>• Food and Safety team: 1 Principal Officer, [REDACTED]-6_full-time and 2 part-time [REDACTED] Officers.</li> <li>• Environmental Protection Team: 1 Principal Officer &amp; [REDACTED]-6.5_full time officers (inc part time EHO vacancy and an officer secondment to Licensing)</li> <li>• Pest control team: 3 full time Pest Control Officers.</li> <li>• Housing Standards Team: 1 Principal Officer, [REDACTED]-2_full time and 1 part time</li> <li>• Home Aid: 2 full time officers [REDACTED] and 2 contracted <a href="#">Handymen</a>. Vacancy: full time case worker [REDACTED]</li> <li>• Research and Support - 2 officers (0.2 FTE covered by casual staff)</li> <li>• <a href="#">Administration</a> 2.8_FTE (inc p/t vacancy, currently being covered by existing staff via additional hours)</li> </ul> <div style="text-align: center;">  <p>"EH Structure Chart April 2010.pdf"</p> </div> | <ul style="list-style-type: none"> <li>• <b>One Head of Service</b></li> <li>• <b>Commercial Team 1 PO</b><br/>4 EHOs 1.5 TOs</li> <li>• <b>EP team: 1 PO, 3EHOs, 3TOs</b></li> <li>• <b>Pest control contracted out</b></li> <li>• <b>Housing team; 1 PO, 1.5 EHO, 2.5 TO</b></li> <li>• <b>HIA :contracted out</b></li> <li>• <b>Dog Warden service: contracted out</b></li> <li>• <b>Admin 3.5 FTE</b></li> </ul> <p><b>Structure Chart:</b></p> <div style="text-align: center;">  <p>"Environmental Health HE Service.org"</p> </div> |
| <p><b>Software</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Civica APP (Flare) Environmental Health and Private Sector Housing database<br/>FEMIS – Home Aid database</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><b>CAPS (after 21/2 year very painful migration from MVM!)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Targets and Performance</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <div style="text-align: center;">  <p>"BALANCED SCORECARD 09.10 EH-<br/>Balance Scorecard for Environmental Health 2009/10"</p> </div> <div style="text-align: center;">  <p>"Targets insert for EH.doc"</p> <p>Corporate Plan Inserts and targets</p> </div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| <b>Published Service Standards</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| <p><b>General:</b></p> <ul style="list-style-type: none"><li>• To take enforcement action, where applicable, in accordance with the <a href="#">Countywide Environmental Health Enforcement Policy</a></li></ul> <p><b>Housing Standards and Home Aid:</b></p> <ul style="list-style-type: none"><li>▪ We will target and inspect 50 HMOs a year based on priority and risk. All new HMOs drawn to our attention will be visited within 28 days and be risk assessed. Following risk assessment those properties in highest priority, particularly non-licensed HMOs that need licensing will be dealt with first. All high-risk properties will be inspected within six months. The others will be dealt with as soon as is reasonably practicable. In addition we will actively seek out and inspect non-licensed HMOs.</li><li>▪ Improve the energy efficiency of at least 300 private sector houses per year</li><li>▪ Carry out the initial visits for all high priority ("Priority A") Disabled Facilities Grants within 10 working days of receipt of the referral</li><li>▪ Issue your "House in Multiple Occupation" Licence within 28 days of receiving a valid and complete application from you.</li></ul> <p><b>Food Safety:</b></p> <ul style="list-style-type: none"><li>• Carry out inspections at relevant premises in line with statutory inspection frequencies</li><li>• Respond to all food alerts where action is required by environmental health staff</li><li>• Respond to complaints concerning food within 3 working days</li><li>• Sample food in accordance with our food-sampling programme and also undertake local sampling on a routine basis</li><li>• Give a hand written report on inspecting a business before we leave</li></ul> |  |

**Health and Safety:**

- Inspect all A (High risk) rated premises annually
- Give a hand written report on inspecting a business before we leave
- Investigate health and safety complaints and take appropriate action within 5 working days
- Commence investigation of all fatal accident notifications on the day we receive them
- Carry out preliminary investigation of major injury notifications within 2 working days of receipt

**Pest Control:**

- Respond to requests for service within 3 working days
- Give free advice about controlling common pests
- Book an appointment to carry out treatment at a time convenient to the customer normally between 9.00am and 4.30pm Monday to Friday

**Environmental Protection:**

- Respond to non-urgent complaints of nuisance, and other public health and environmental protection matters within 3 working days
- Respond to urgent complaints within 24 hours. Urgent complaints include matters such as surcharging sewers, black smoke and large chemical spills
- Respond to requests for Environmental Searches within 10 working days
- Issue permits to specified processes under the Pollution Prevention and Control regime within 4 months of receipt of an application
- Inspect all permitted processes within the District in accordance with the national risk rating scheme to ensure compliance with permit conditions
- Monitor local air quality and publish results on our website quarterly, checking them against national targets
- Monitor private water supplies in accordance with statutory frequencies and take action as necessary to ensure

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
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| supplies are clean and wholesome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| <b>Achievements 2009/10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| <b>Environmental Health:</b><br><ul style="list-style-type: none"> <li>i. Review of EH health and safety risk assessments substantially completed.</li> <li>ii. Developed and implemented online application and registrations forms in accordance with the EU Services Directive.</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>Environmental Protection:</b><br><ul style="list-style-type: none"> <li>1. Undertook partnership work to produce new noise contours around RNAS Yeovilton</li> <li>2. Revised all PPC permits for processes implementing stage II petrol vapour recovery</li> <li>3. 100% inspection target met for PPC permitted installations</li> </ul>                                                                                                                                                                                                                                                                                                          |  |
| <b>Food Safety and Health and Safety:</b><br><ul style="list-style-type: none"> <li>1. Countywide nutrition project – Healthy Menu Choices for Children when Eating Out launched.</li> <li>2. FSA Food Safety Management Systems Training organised by SSDC for the five Somerset District Councils</li> <li>3. Social Marketing Workshop for Food Safety Officers organised by SSDC for the five Somerset District Councils.</li> <li>4. 4 SFBB courses held during 2009/10. 62 Businesses attended (73 people)</li> <li>5. 79 Businesses received one to one SFBB Coaching</li> </ul>                                                                |  |
| <b>Housing Standards and Home Aid:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <ul style="list-style-type: none"> <li>1. All grant monies (£1.1 million) successfully spent (including £779,000 DFG budget)</li> <li>2. Use of Civica APP (Flare) back office system introduced for recording housing data and inspections</li> <li>3. Facilitated many home loans</li> <li>4. Achieved target of 50 HMOs inspected</li> <li>5. Participated in landlords expo</li> <li>6. Presented at pensioners fairs re: energy efficiency</li> <li>7. Improved energy efficiency of houses in South Somerset including giving "Solar" grants (for solar panels on domestic properties)</li> <li>8. Home aid facilitated over 100 DFGs</li> </ul> |  |
| <b>Key Projects 2010/11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Implementing Scores on the Doors for Food                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |

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| Safety                                                                           |  |
| Completion of Nutrition Project and final report submitted to the FSA            |  |
| Project to reduce salt content in bread from independent bakeries                |  |
| Countywide advice and enforcement of H&S businesses located on trading estates   |  |
| Sun bed safety project in partnership with PCT                                   |  |
| Countywide review of H&S procedures to comply with Hampton Report and Section 18 |  |
| Integrating online forms with back office system for Food Safety, Housing and EP |  |
| Implementing new Water Regulations                                               |  |
| New Private Sector Housing Strategy to be adopted corporately                    |  |
| Implementation of Countywide Home Improvement Agency Contract                    |  |
| Producing and implementing an Empty Property Strategy                            |  |
| Extension of Home Loan Scheme with new products coming on line.                  |  |
| Landlord's accreditation scheme to be developed and rolled out.                  |  |

Key:

- PWS = Private Water Supply**
- H&S = Health and Safety**
- EP = Environmental Protection**
- HMO = House of multiple occupation**
- PSH = Private Sector Housing**
- PPC = Pollution Prevention Control**
- SFBB = Safer Food Better Business**
- HIA = Home Improvement Agency**
- Â = Approximately**
- W.I.P = Work in Progress**



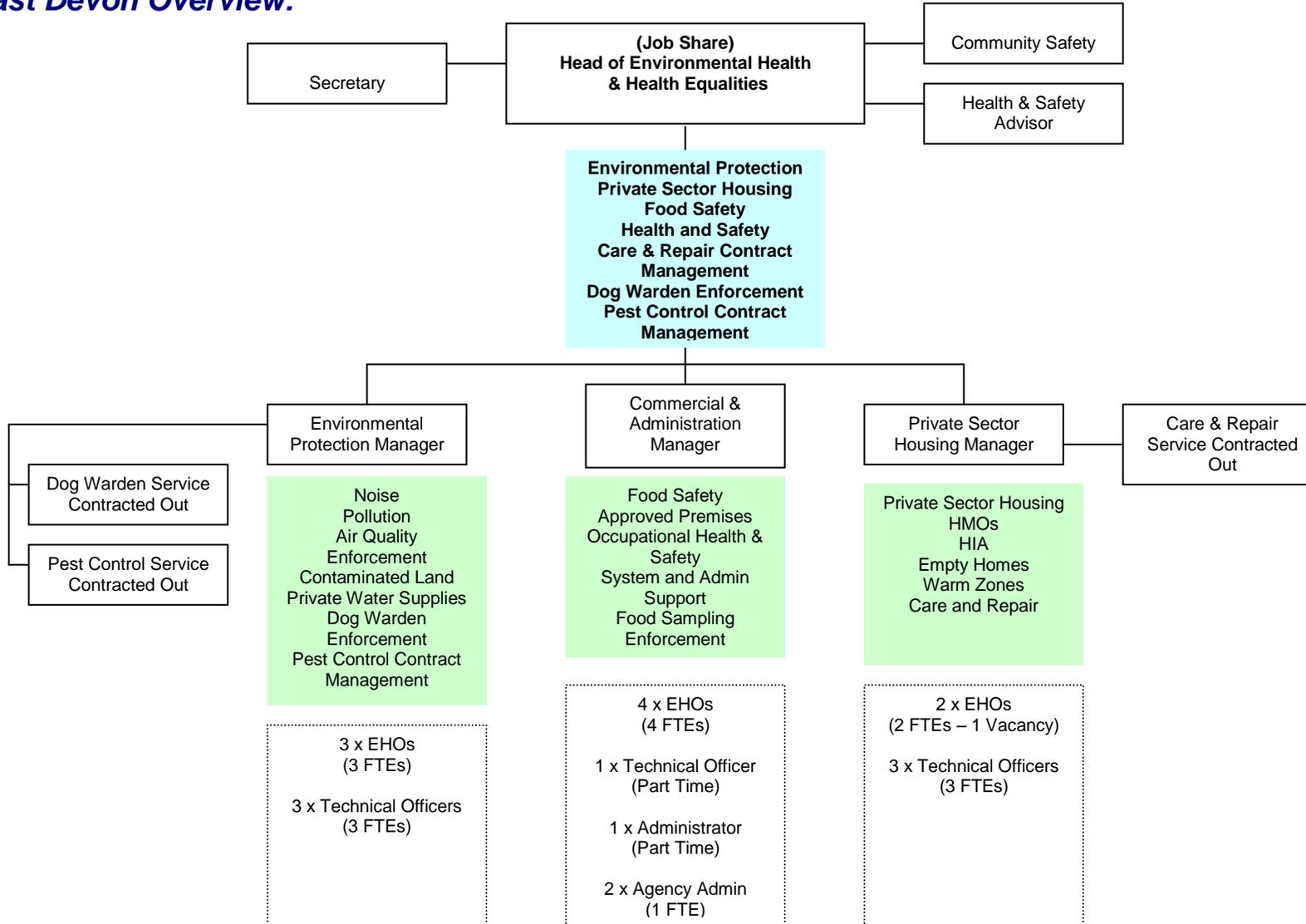


## Appendix 2

### Work Stream 14 – Environmental Health

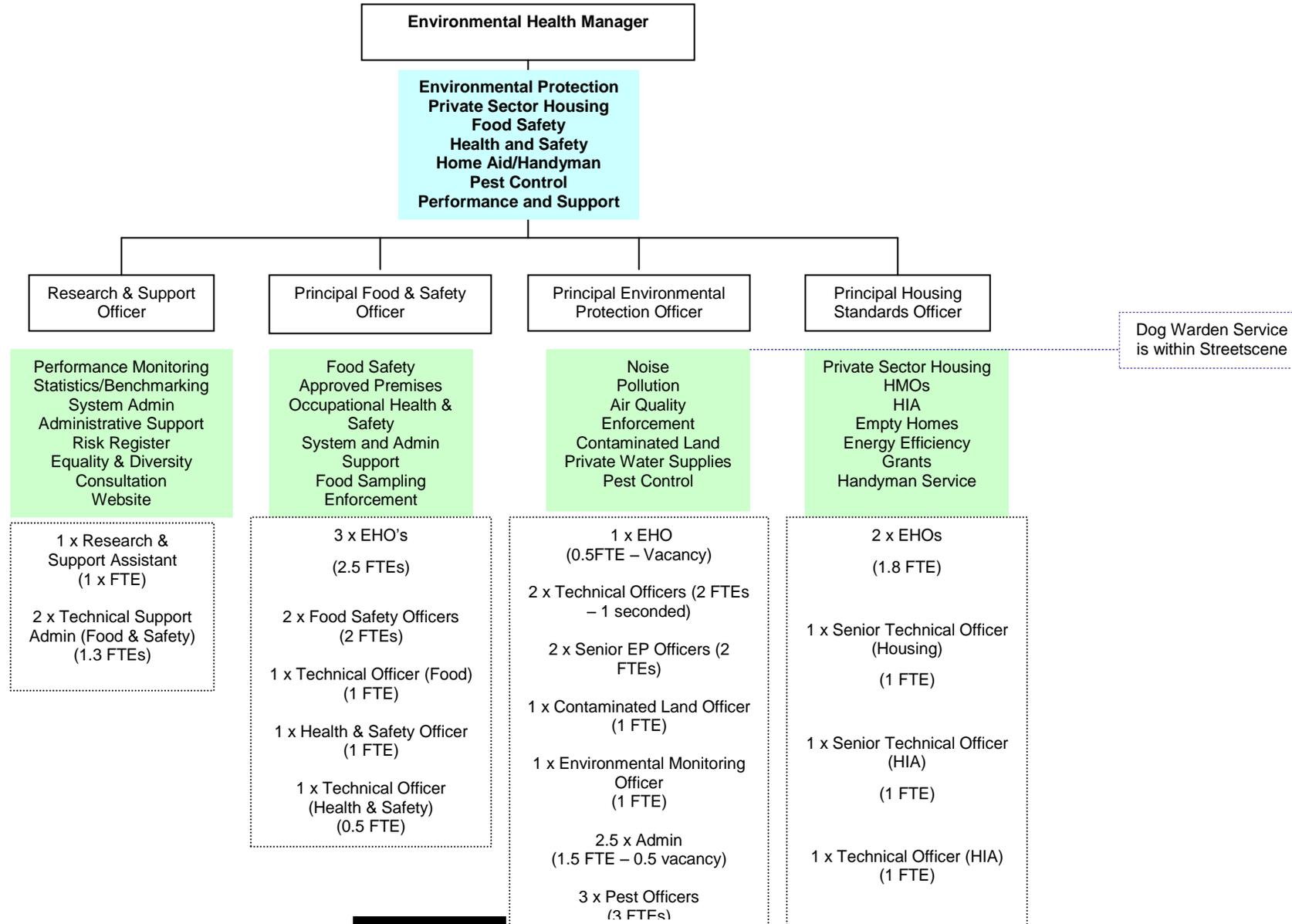
#### Current Situation:

#### East Devon Overview:



## South Somerset Overview:

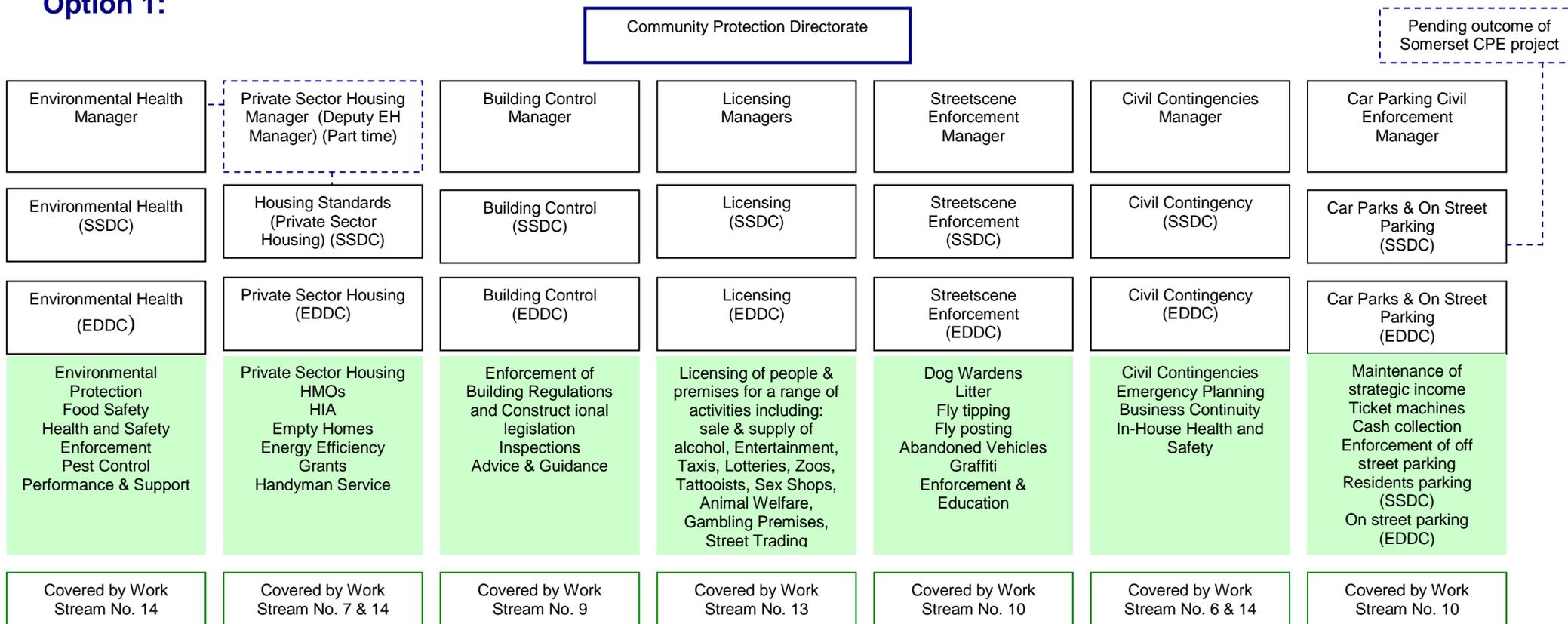
Services are organised across two locations



## Future Options:

# Proposed model for a Community Protection Directorate grouping regulatory services together, including Environmental Health & Private Sector Housing

## Option 1:



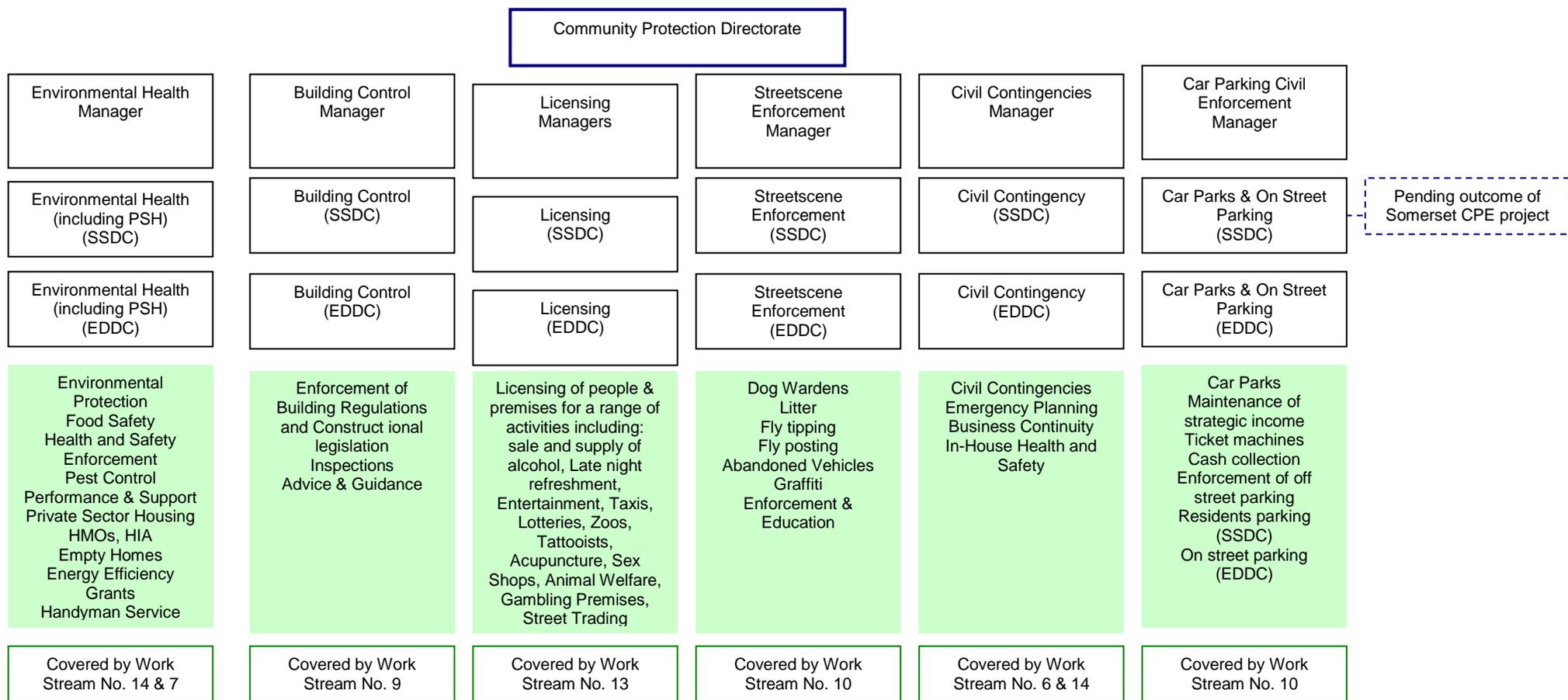
### Advantages

1. Bringing all these services together could make savings in excess of £200k and there is potential for further savings at a higher level
2. Bringing enforcement and regulatory services together is considered a good model in many authorities
3. Shared expertise and intelligence. Car Parking Inspectors could be eyes and ears for other services.
4. Some services are reflected in other work streams and can therefore be easily lifted out and bolted together
5. By bringing services with a similar ethos together, further saving opportunities may present themselves in the future

### Disadvantages

1. Joint service manager working across two large districts currently untested
2. Workload concerns
3. Employment terms and conditions harmonisation to create single manager(s)
4. Increased travel and Appendix E costs

**Option 1A:** As for Option 1 except that Private Sector Housing is managed within Environmental Health



**Advantages**

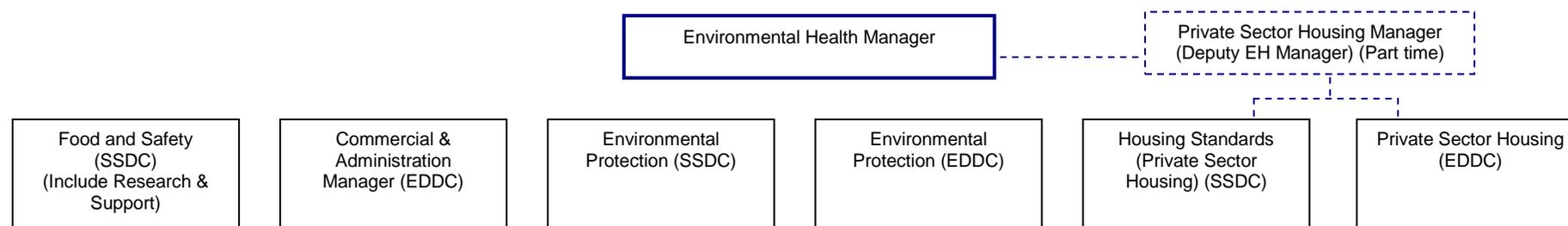
1. Bringing services together could make savings in the region of £225k and there is potential for further savings at a higher level
2. Bringing enforcement and regulatory services together is considered a good model in many authorities
3. Shared expertise and intelligence. Car Parking Inspectors could be eyes and ears for other services.
4. Some services are reflected in other work streams and can therefore be easily lifted out and bolted together
5. By bringing services with a similar ethos together, further saving opportunities may present themselves in the future

**Disadvantages**

1. Joint service manager working across two large districts currently untested
2. Workload concerns
3. Employment terms and conditions harmonisation to create single manager(s)
4. Increased travel and Appendix E costs
5. Loss of senior private sector housing expertise

## Proposed Model for an Environmental Health and Private Sector Housing Service

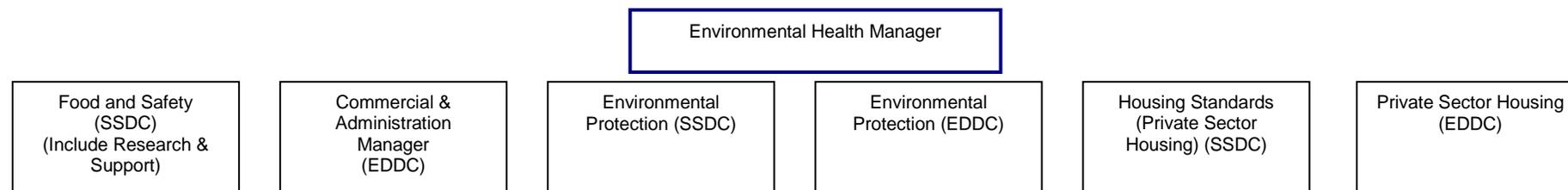
### Option 1: – One Shared Manager, one Deputy/Private Sector Housing Manager, three specialisms, two locations



- Advantages**
1. Saving of half an Environmental Health Manager's post approx £25k
  2. A single manager can look for additional efficiencies across the two districts
  3. Private Sector Housing expertise, particularly the strategic element, is retained
  4. Shared procedures, policies, training etc.
  5. Service priorities easier for one lead officer to manage.

- Disadvantages**
1. Small saving only realised
  2. Further savings at lower level will take longer to be realised
  3. One Manager across two districts, managing two services not tested and may prove too difficult
  4. Shared Managers post will probably impact lower/frontline staff who may need to provide cover and have greater input and involvement in strategic work.

### Option 1A: – One Shared Manager, three specialisms, two locations



- Advantages**
1. Saving of an Environmental Health Manager's post approx £50k
  2. A single manager can look for additional efficiencies across the two districts
  3. Shared procedures, policies, training etc.
  4. Service priorities easier for one lead officer to manage.

- Disadvantages**
1. One Manager across two districts, managing two services not tested and may prove too difficult
  2. Loss of senior private sector housing expertise
  3. Workload concerns
  4. Shared Manager post will probably impact lower/frontline staff who may need to provide cover and have greater input and involvement in strategic work.

## Option 2 – No Change – Two Environmental Health Managers, three services, two locations.

### Advantages:

1. Existing level and quality of service retained
2. Both services currently function well
3. Local knowledge, history of premises etc retained
4. No increase in mileage claims.
5. No increase in downtime due to additional travel

### Disadvantages:

1. Impetus for sharing contracts would not be such a high priority as for a joint manager.
2. Opportunity for shared services not taken
3. Increased pressure on finding efficiencies and year on year savings

# Shared Services Project Definition Document

## Workstream 15

### Community Engagement and Safety

# **Shared Services PROJECT DEFINITION**

## **BACKGROUND**

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives, which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Community Engagement****Document Version No:**

Version 1.0

**Document Ref:****Author**

[REDACTED]

**Date: 27/05/2010*****Document History***

|                  |            |  |
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| <i>Version 1</i> | [REDACTED] |  |
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***Joint project leader/project leader***

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| [REDACTED] |  |
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## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

This workstream covers the engagement activities of both councils. Engagement is a key part of local authorities. 'Duty to Involve' and is part of the localism agenda of current and recent governments, enshrined in recent legislation – Communities in Control – Real People, Real Power. The workstream also covers community safety, a statutory duty for local authorities, through the Crime and Disorder Act.

In South Somerset engagement with communities has long been a fundamental principle of working. This is shown by the wide range of local partnerships with parish and town councils, voluntary sector and the community. In East Devon engagement is aligned to services and there is less engagement with the community, for instance in preparing community and neighbourhood plans.

Community Safety in South Somerset is linked to the Mendip and South Somerset Community Safety Partnership, with local delivery mechanisms through Area Action Panels; multi-agency groups operating at a local level. South Somerset has community safety team working across Mendip and South Somerset. However, a drastic reduction in funding in the current year and next year will mean substantial reductions in the work that can be carried out.

In East Devon there is a community safety officer who works with local groups and the police.

The scope of this PID is therefore:-

- Community development team within South Somerset
- Engagement activity in East Devon
- Community Safety in both areas.

### 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

#### 3.1. Description of current service delivery arrangements

| SSDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | EDDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b><u>Purpose of Service</u></b></p> <p>Community engagement in South Somerset drives the Council's approach to working with communities. It is a fundamental part of the Area system. Each Area team has a community development officer tasked with developing the capacity of the community. The community development approach engages with Councillors, Parishes and Towns.</p> <p>Community development officers have access to locally controlled budgets, which can be used to support initiatives. Area Forums are organised in each area, on an annual basis to identify community needs and to allocate service enhancement budgets. The service links closely with regeneration initiatives to ensure they are grounded within the community. Through engagement activities local groups are supported in resourcing through external funds their key projects.</p> <p>Community Safety aims to deliver the targets of the CDRP for creating safer communities. There is a particular emphasis in tackling the causes and effects of anti-social behaviour at the village and neighbourhood level. The service works across all SSDC service areas to ensure they are aligned in supporting measures to reduce crime.</p> | <p><b>Community Engagement in EDDC is not a specific programme but many roles (not least that of Ward Members) feed into it (see attached indicative list at Appendix 1).</b></p> <p><b>There is no specific budget or structural arrangements to provide for community engagement as a planned organisation – wide approach. Only one General Fund budgeted officer could be regarded as principally having this role.</b></p> <p><b>Community Safety.</b><br/> <b>Again there is a minimal arrangement (one officer) to focus on community safety as a topic requiring practical outcomes, however there are many roles (not least amongst Members) which touch upon it.</b></p> |
| <p><b><u>Budget</u></b></p> <p>Engagement:<br/> <i>Direct staffing</i> - £150,000 plus on costs<br/> <i>Additional staffing</i> - circa £50,000 time of Area Development Managers (1.3 FTE)<br/> <i>Operational</i> – £120,000 service enhancement budget<br/> <i>Grants</i> - £230,000</p> <p>Community Safety:<br/> <i>SSDC funding</i> - £35,000 plus on costs<br/> <i>SCC funding</i> - £112,000</p> <p><i>External funding</i> - £153,000</p> <p><b><u>People</u></b></p> <p>1.3 FTE's Area Development Manager<br/>           4 FTE's Area Community Development Officers<br/>           1 FTE's Area Regeneration Officers</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b><u>Budget and People</u></b></p> <p>1 Consultation and Funding officer</p> <p>1 Community Safety and Anti-Social Behaviour Co-ordinating Officer<br/>           Parts of many other officer roles in General Fund<br/>           Budgetary contribution towards CCTV upkeep</p>                                                                                                                                                                                                                                                                                                                                                                                              |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p><b><u>Members' Priorities</u></b></p> <ul style="list-style-type: none"> <li>▪ Maintaining and developing the Area based system - a fundamental principle of SSDC working practice, dating back to the member vision to create a truly community based Council in 1996.</li> <li>▪ The Area structure is supported by a staff team that mirrors the political arrangements of 4 area committees with delegated budgets for supporting stronger communities through local development and regeneration.</li> <li>▪ Priorities are expressed through annual Area Development Plan, endorsed by Area Committees. The Area Portfolio holder sits on the District Executive and Local Strategic Partnership, ensuring that community ambitions are at the centre of SSDC decision making</li> </ul> <p><b><u>Key Indicators</u></b></p> <p>Refer to key target areas of corporate plan re community engagement attached at Appendix 1</p> <p><b><u>Links with Stakeholders</u></b></p> <ul style="list-style-type: none"> <li>• Local Strategic Partnership</li> <li>• Town and Parish Councils</li> <li>• Police who have reorganised to mirror each area committee with Area, Sergeant and Neighbourhood Policing Team</li> <li>• Community organisations</li> <li>• County Council – local service teams, locality staff, highways staff etc.</li> <li>• Voluntary sector organisations</li> <li>• Housing Associations</li> <li>• Business organisations/ business support organisations</li> <li>• NHS Somerset, Primary Care Trust<br/>Community Safety</li> <li>▪ Avon and Somerset Police</li> <li>▪ Mendip District Council</li> </ul> <p><b><u>Achievements 2009/10</u></b></p> <ul style="list-style-type: none"> <li>• Awarded 109 grants totalling <b>£688,843</b> through our it's voluntary sector and community grants programme; the total cost of the projects supported was <b>£6,894,197</b>, indicating that for every £1 invested, £9 of external funding is secured for the voluntary sector and community projects in South Somerset (2008/09). Each area held at least 2 area Community Forums allocating £160,000 to service enhancements and commissioned programmes addressing local priorities</li> </ul> | <p>Excellent services for our customers</p> <p>Links to LSP communities objectives</p> <p>CDRP Plan for East &amp; Mid Devon</p> <p>See Corporate Strategy</p> <ul style="list-style-type: none"> <li>• LSP</li> <li>• Town and Parish Councils</li> <li>• Community safety local action groups</li> <li>• Community infrastructure organisation</li> <li>• County Council</li> <li>• Housing Associations</li> <li>• Business links</li> <li>• Primary Care Trust</li> <li>• Devon &amp; Cornwall Police</li> <li>• Mid Devon DC</li> </ul> <p>Participatory budgeting exercises</p> <p>Exmouth and Seaton Regeneration consultations</p> |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
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| <ul style="list-style-type: none"> <li>• Secured 3 year core funding for South Somerset CAB and South Somerset VCA</li> <li>• Best LSP in Community Partnership Awards</li> <li>• Setting up Citizens Panel and submitting short listed proposals via the Sustainable Communities Act</li> <li>• Completion of consultation database and monitoring system</li> <li>• <b>£153,000</b> secured for community safety external funding</li> <li>• 17 partnership wide local projects to support community safety</li> <li>• community speed watch in 35 villages</li> <li>• all coporate plan targets achieved</li> </ul> |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

| Potential changes ( <i>systems, shared managers, shared teams, shared technology for example</i> ) | Potential benefits and savings                                                                                                                                                       | Potential costs |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Potential shared teams:</b>                                                                     |                                                                                                                                                                                      |                 |
| <b>Engagement</b>                                                                                  |                                                                                                                                                                                      |                 |
| <i>A joint manager and a single team</i>                                                           | No saving available as Engagement is either in defined teams in other work streams or is based on localities (in South Somerset is based on area teams). EDDC has no team or manager | £0              |
| <i>One manager supervising two separate teams</i>                                                  | EDDC does not have a team to manage therefore not applicable.                                                                                                                        | £0              |
| <i>Separate managers running two separate teams</i>                                                | Current situation works well because of local geographical nature of the job, making it the most suitable option. No team at EDDC                                                    | <b>£0</b>       |

|                                                                                                |                                                                                                                                                                                                                                                          |                                                                                    |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> | As SSDC undertake a considerable amount of engagement activity – then there are possibilities of EDDC buying into this approach rather than running their own scheme                                                                                     | <b>This could be a cost to EDDC unless existing officers go by natural wastage</b> |
| <b>Community Safety</b>                                                                        |                                                                                                                                                                                                                                                          |                                                                                    |
| <i>A joint manager and a single team</i>                                                       | There is likely to be a much reduced team in South Somerset once County funding is removed, matching EDDC's single officer. Consequently the officer is very operational<br>Potentially could have one Community Safety Officer, but issues of capacity. |                                                                                    |
| <i>One manager supervising two separate teams</i>                                              | As above.                                                                                                                                                                                                                                                |                                                                                    |
| <i>Separate managers running two separate teams</i>                                            | Current situation. Works well and needs locality working                                                                                                                                                                                                 |                                                                                    |
| <i>Alternative option reflecting existing contractual commitments or other considerations.</i> | None.                                                                                                                                                                                                                                                    |                                                                                    |

### 3.3. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further.

### 4. RISKS AND ISSUES

Detailed risk register to be compiled once JIC have given a mandate to proceed further

## Community Engagement – Comparison between Councils

## Appendix 1

| COMMUNITY ENGAGEMENT AT EDDC                                                                                     |                                                                                       | FTE              | COMMUNITY ENGAGEMENT AT SDDC                                                                                                            |                                                                                                                      | FTE                      | Picked up by Work Stream |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| Local Member representation of communities attendance at Parish and Town Councils, outside bodies, ward working. |                                                                                       |                  | Local Member representation of communities – attendance at Area Committees & Parish Council meetings. Representatives on outside bodies |                                                                                                                      |                          | 4                        |
| Systems Thinking                                                                                                 | Includes public review, consultation, satisfaction etc)                               | 0.5 FTE director | Lean Thinking                                                                                                                           | Lean Manager (on contract)<br>Part of Strategic Director (place & performance)<br>Part of Performance Manager's role | 1 FTE<br>Part of 2 roles | 6                        |
| Housing                                                                                                          | Data and Analysis Officer (part of role is tenant surveys)                            |                  | Housing                                                                                                                                 | Transferred to Yarlinton Work in Strategic Housing?                                                                  |                          | 7                        |
| Housing                                                                                                          | Youth C.D. worker                                                                     | 1 FTE            | Housing                                                                                                                                 | No specific officer for Housing                                                                                      |                          |                          |
| Housing                                                                                                          | Tenant Participation and tenant sustainment (Council housing)                         | 3 FTE            | Housing                                                                                                                                 | Private Sector Tenancy Sustainment Officer                                                                           | 1FTE                     | 7                        |
| Countryside                                                                                                      | Education & Engagement (and volunteers management)                                    | 1 FTE in total   | Ham Hill Country Park<br>Chard Reservoir<br>Yeovil Country Park                                                                         | Countryside Rangers (part of role)<br>Education & Access Officer (lottery funded until March 2010?)                  | 4 FTE's<br>1 FTE         | 12                       |
| Arts                                                                                                             | Involved in engagement                                                                | Part of 1 FTE    | Arts                                                                                                                                    | Involvement in community engagement                                                                                  | Part of 1 FTE            | 12                       |
| Neighbourhood Assessment                                                                                         | Visiting and doorstep survey of discrete neighbourhoods                               | 25% of FTE       | Area Development (North, South, East & West)<br>Area Forums<br>Yeovil & Chard Vision.<br>Working with Communities.                      | <b>All Areas:</b><br>Community Development Officers<br>Some Regeneration Officers time.                              | 4.7FTE's                 | (Part)<br>11             |
| Funding & Consultation officer                                                                                   | Leads on consultations and advises external grants and sustainable community strategy | 1 FTE            |                                                                                                                                         |                                                                                                                      |                          |                          |
|                                                                                                                  |                                                                                       |                  | Offices Community                                                                                                                       | Area Support Team Leaders, plus Area Support Assistants                                                              | 2 FTE's plus support     |                          |
| LSP                                                                                                              | 5% Director role<br>5% Secretary role                                                 | 0.1 FTE          | Local Strategic Partnership                                                                                                             | LSP Co-ordinator                                                                                                     | 1 FTE                    |                          |
| Town Centre Manager                                                                                              | Part funding (managed by Exmouth TC)                                                  |                  | Town Centre Manager                                                                                                                     | Yeovil – liaising and working with Town business community.<br>Partnership post                                      | 1 FTE                    |                          |
| S106 Officer                                                                                                     | (Role includes participatory budgeting)                                               | Part of 1 FTE    | S106 (not part of community engagement)                                                                                                 | S106 officer (Role is solely audit administration)                                                                   |                          | 9                        |
| Corporate Director – Communities                                                                                 | (Role includes direct community liaison especially with groups)                       | Part of 1 FTE    |                                                                                                                                         |                                                                                                                      |                          |                          |
| ED Talk                                                                                                          | (EDDC's free 'newspaper' – electronic in future)                                      |                  | South Somerset News                                                                                                                     | Communications Officer                                                                                               | 1 FTE                    | 2                        |
| Knowledge                                                                                                        | (EDDC's electronic weekly/bulletin to Members, Parishes, press etc)                   |                  |                                                                                                                                         |                                                                                                                      |                          | 2                        |
| Parish bulletin                                                                                                  | (EDDC electronic bulletin to Parishes)                                                |                  | Parish bulletins from Areas                                                                                                             | Within Area Services Parish Bulletin                                                                                 |                          | 2                        |
| Website                                                                                                          | (Including website review group)                                                      |                  | Website                                                                                                                                 | Part of role of Spatial Systems Manager                                                                              |                          | 2/3                      |

| COMMUNITY ENGAGEMENT AT EDDC                                |                                                                                                                                                                             | FTE                    | COMMUNITY ENGAGEMENT AT SDDC                                                     |                                                                                                                                                                                                                                                            | FTE                                                                       | Picked up by Work Stream |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------|
| Focus Groups/Speak Now Panel                                | (Funding and Consultation Officer's role)                                                                                                                                   | Part role              | Area Forums<br>Citizens panel                                                    | Area Development Managers – part of role                                                                                                                                                                                                                   | Part of 4 FTE<br>Part of 1 FTE role                                       |                          |
| Public Engagement in budget process                         | (Policy Team role)                                                                                                                                                          | Part of team role      | Budget Consultations                                                             | Part of role of Head of Finance) annual "State of the District event)                                                                                                                                                                                      |                                                                           | 1                        |
| T&P Council meetings                                        | (At least 2 per year meetings with EDDC)                                                                                                                                    |                        | Annual town and parish council meetings                                          | Area Development Managers roles. (see below)                                                                                                                                                                                                               | Part of 4 FTE                                                             |                          |
| Senior Council links                                        | (Annual liaison meeting)                                                                                                                                                    |                        |                                                                                  | Part of Area Development Role                                                                                                                                                                                                                              |                                                                           | 11                       |
| Specific consultations                                      | (e.g. ED Youth Surveys, transport survey, BIAS event), LDF consultation, regeneration consultation within services)                                                         |                        | Specific consultations/surveys                                                   | Within services                                                                                                                                                                                                                                            |                                                                           |                          |
| Voluntary Sector Support                                    | EDVSA funding (now halted for time being – our CVS)                                                                                                                         |                        | Voluntary Sector Community grants & strategic links Partnerships review/register | Third Sector & Partnership Manager                                                                                                                                                                                                                         | 28 hrs                                                                    |                          |
| Equalities                                                  | External Equality Focus Group Race Equality Council funding Part of Director role and service reps.                                                                         | 1.5K                   | Equalities and Cohesion Various External Equality Focus Groups                   | Community Cohesion Officer Corporate Equalities Steering Group has representations of all different strands.                                                                                                                                               | 1 FTE                                                                     | 6                        |
| Youth Press Officers                                        | (Young people engaged to write youth press articles at £10 each)                                                                                                            |                        | Young People                                                                     | Young Peoples Officer                                                                                                                                                                                                                                      | 29.5 hrs                                                                  | 12                       |
| Press Officers                                              |                                                                                                                                                                             | 2 FTE                  | Press Officer                                                                    | Communications Officer                                                                                                                                                                                                                                     | 1 FTE                                                                     | 2                        |
| Freedom of Information Officer                              | (Part time role but majority of work done in Services)                                                                                                                      | Part FTE               | Freedom of Information                                                           | Dealt within services                                                                                                                                                                                                                                      |                                                                           | 4                        |
| Formal Complaints Officer                                   | (but majority of work done in Services)                                                                                                                                     | Part role 25% of 1 FTE | Complaints                                                                       | Dealt within services – Stage 1 to3 of internal complaints procedure. LGO – part of Executive Assistant role                                                                                                                                               |                                                                           | Part role of 1 FTE       |
| Community Steering Groups for sports and leisure facilities | (Mostly now run via LED)                                                                                                                                                    |                        | Community Health/Leisure<br><br>Health & Well-Being Play & Youth involvement     | Healthy Lifestyles Officers<br>Play & Youth Facilities Ranger<br>Play & Youth Facilities Ranger<br>Community Play Officer<br>Resource Centre<br>Scrapstore Officer<br>Resource/Retail Co-ordinator<br>Community Resource Outreach<br>Project Worker/Driver | 2 FTE<br>2 FTE<br>29.6 hrs<br>1 FTE<br>1 FTE<br>32 hrs<br>32 hrs<br>1 FTE | 12                       |
| Local Democracy                                             | One million takeover day (young people visit Council)<br>Junior Lifeskills ( Multi-agency youth safety skills)<br>Local democracy week in schools, Political 'speed-dating' |                        | Young people visit Council for various workshops.<br>Young engagement            | Member & Support Development                                                                                                                                                                                                                               | Part of 1 FTE                                                             | 4                        |
| Warm-zones                                                  | Community Engagement in carbon reduction and affordable warmth.                                                                                                             | Part FTE               | Carbon reduction programme                                                       |                                                                                                                                                                                                                                                            |                                                                           | 7                        |
| Housing Review Board                                        | (tenants sit on this formal Council Overview committee) – also HRB coffee morning for tenants drop-in                                                                       |                        |                                                                                  | N/A                                                                                                                                                                                                                                                        |                                                                           | 7                        |
| Estate walkabouts in Housing                                |                                                                                                                                                                             |                        | N/A                                                                              | N/A                                                                                                                                                                                                                                                        |                                                                           |                          |
| Grumble Walks in Street Scene                               |                                                                                                                                                                             |                        |                                                                                  | Work undertaken in Street Scene                                                                                                                                                                                                                            |                                                                           | 10                       |

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| COMMUNITY ENGAGEMENT AT EDDC |                                                                              | FTE | COMMUNITY ENGAGEMENT AT SDDC                                                                                              |                                                                                                                                                                                                                          | FTE                                     | Picked up by Work Stream |
|------------------------------|------------------------------------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------|
| Community Safety             | Proactive. Crime & Disorder Partnership.<br>Local Action groups (4 of these) |     | <b>Community Safety</b><br><br>Crime & Disorder Partnership<br>Speedwatch<br>Local Actions Groups<br>4 Area action panels | Community Safety Co-ordinator<br><br>Community Safety Projects Officer*<br>Partnership Research Officer*<br>Community Speedwatch Co-ordinator*<br>Community Safety Assistant*<br><br><i>*posts are externally funded</i> | 1 FTE<br><br>1 FTE<br>1 FTE<br>22.5 hrs |                          |

# Shared Services Project Definition Document

## Workstream 16

Contractual Partnerships (specifically to look at waste)

# Shared Services PROJECT DEFINITION

## BACKGROUND

Both EDDC and SSDC independently recognised the benefits of a shared services arrangement. This approach is considered as a logical response to the financial pressures affecting both councils. It is an approach supported by the Improvement and Development Agency who have documented the success of a number of councils entering into such shared arrangements.

Both Councils share two very important strategic objectives which are to balance the budgets for 2011/12 and beyond and to be rated as at least level 3 in the Organisational Assessment undertaken by the Audit Commission.

The sharing arrangement between EDDC and SSDC will bring forth the largest of its kind with a joint population of some 295,000 and an area of 1774 square kilometres.

Following a paper debated by both councils it was agreed in late February 2010 that they should enter into a sharing arrangement. It was agreed that the arrangement would involve the appointment of a Joint Chief Executive with effect from 22 March 2010.

It was agreed that a Joint Integration Committee should be set up from April 2010 to bring forward a set of recommendations which will allow both councils to achieve a balanced budget for April 2011/12 as well as protect services for the residents of both districts.

This project definition document has been developed to provide a high level informed assessment for the scope for sharing. This document will help inform the recommendations of the JIC.

The principles which will underpin these recommendations are:

- Services will be designed to deliver 'what matters' to our customers
- Creation of savings and efficiencies through the optimum flow of work and management support
- Protection of frontline services
- Service delivery which takes into account the geographical issues
- Learning from good practice both within and external to both organisations

**Purpose:**

*The purpose of this document is to provide a high level informed assessment of the scope for sharing and the estimated costs/benefits. The document is intended to help the JIC prioritise services which should be shared and make recommendations for the next phase of their work.*

**Work stream Title: Contract Review ( particularly Waste)****Document Version No:**

Version 1.0

**Document Ref:****Author:**

[REDACTED]

**Date: 16 April 2009**

&lt;here&gt;

**Document History**

| <b>Revision Date</b> | <b>Version Issued</b> | <b>Joint project leader/project leader sign-off</b> |
|----------------------|-----------------------|-----------------------------------------------------|
| 19 April             |                       | Sent to SWP MD and Peter Jeffs for comment          |
| 20 April             |                       | Updated with SWP comments and meeting with PJ       |
| 23 April             |                       | Inputted EDDC information                           |
|                      |                       |                                                     |
|                      |                       |                                                     |

| <b>Joint project leader/project leader</b> | <b>Project team</b> |
|--------------------------------------------|---------------------|
| [REDACTED]                                 |                     |
| [REDACTED]                                 |                     |
|                                            |                     |
|                                            |                     |
|                                            |                     |

## 1. OBJECTIVES OF THE PROJECT

*The outcome of this project is to produce a high level and informed assessment of the scope for sharing and the costs/benefits of the most appropriate option for service delivery.*

*Options are likely to include:*

- a) *A joint manager and a single team*
- b) *One manager supervising two separate teams*
- c) *Separate managers running two separate teams*
- d) *Alternative option reflecting existing contractual commitments or other considerations.*

## 2. PROJECT SCOPE

*Define the scope of the project and what is included in the work stream. Specify inclusions and exclusions. Define any boundaries and/or dependencies with other projects.*

*Define:*

- *Any specific exclusions from the scope of the project*
- *Constraints on the project (e.g. resource availability, finance, policies, etc.)*
- *Relationships with other projects or benefits in other work streams*

The waste and recycling collection services from both authorities are included within the scope of this project as the waste and recycling contracts are the most significant held by each authority. Other major contracts such as EDDC housing repairs, leisure and both authorities ICT and procurement contracts are out of the scope of this document as they will be a fundamental element of other service reviews.

Minor contracts have not been regarded in scope as these will be part of the procurement review .

As such this review dwells on the Waste Contracts

## 3. INFORMATION & BUSINESS CASE

*This section asks you to provide a consultancy style report which is evidenced based in its description of current service delivery across both organisations. Please provide the options for the most appropriate way forward bearing in mind our strategic objectives highlighted above. Please outline in your options what you consider could be improved and provide your assessment/evaluation of these options. Your recommendations should be based on the most appropriate structure for service delivery.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward.

Assumptions:

Number of households in South Somerset = 72, 030

Number of households in East Devon = 63,228 (28<sup>th</sup> March 2010)

### 3.1. Description of current service delivery arrangements

| SSDC as part of SWP                    | EDDC                                   |
|----------------------------------------|----------------------------------------|
| Purpose of Service                     |                                        |
| Exists for statutory and discretionary | Exists for statutory and discretionary |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <p>requirements. Regulations are dominated by the Landfill Directive and Landfill Tax and Allowances.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>requirements. Regulations are dominated by the Landfill Directive and Allowances, Household Waste Recycling Act, Environmental Protection Act 1990, Controlled Waste Regulations 1992 (Schedule 2 in particular)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Brief Description</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>SWP is a unique example of two-tier county and district co-operation on resource management. It was established on 30 September 2007 with an Inter Authority Agreement and Constitution. A jointly procured refuse and recycling contract started on 15 October 2007, replacing 9 other contracts delivered by three contractors and one in house operation. The contract is delivered by May Gurney and provided cashable savings of £1.5m pa when it came into being.</p> <p>As a partnership SWP is also unique in having a member Board (SWB) which governs activities. Two members from each partner sit on the Board, which has delegated powers in relation to waste collection and disposal. The Board meetings formally in public at least once per quarter.</p> <p>Another unique aspect of SWP is that there is a single client for all partners. This joint management arrangement was a major contributor to the saving achieved in 2007. Directors for all 6 partners meet monthly to monitor performance and progress against strategic and operational targets. Linked to the client team is the Somerset Waste Action Programme team which focuses on educational activities with schools, community groups etc to promote reduce, reuse and recycle.</p> <p>Collection Service provided:</p> <ul style="list-style-type: none"> <li>• Fortnightly collection of wheeled bin refuse</li> <li>• Weekly collection of food waste</li> <li>• Weekly collection of kerbside-sorted dry recyclables "Sort It". Currently 7 materials collected: cans, glass, paper, aluminium foil, clothes, shoes and car batteries.</li> <li>• During 2010 / 11 all households will have plastic bottles and cardboard collection</li> </ul> | <p>East Devon entered a contract in 2006 with Sita UK Ltd which was originally based on a Bill of Quantities type contract but in 2008 this was amended to a Partnership whereby costs to EDDC are Sita cost + 10%. The initial contract cost came in at approximately £500k below budget. This contract replaced the existing waste collection contract with Cleanaway and the recycling contract with Sita UK Ltd.</p> <p>The Partnership is managed through the Waste and Recycling Partnership Board which consists of 4 Members + Officers and 2 representatives from Sita. There is a Partnership Agreement which covers the constitution of the Board but that has not yet been fully implemented and will only be after the rolling out of the final phase of the new waste service.</p> <p>In 2008 the authority commenced rolling out its new waste and recycling scheme which provides a fortnightly waste collection service and a weekly recycling service which added to the original range of dry recyclables collected – plastic bottles and food waste. This service is being rolled out in phases and the 3<sup>rd</sup> phase has recently been rolled out with the final two phases to be implemented by the end of 2010.</p> <p>Collection Service provided:<br/>Non new service areas (Currently Thursday &amp; Friday)</p> <ul style="list-style-type: none"> <li>• Weekly bag refuse collection</li> <li>• Fortnightly collection of kerbside-sorted dry recyclables – materials – newspaper and magazines, glass bottles and jars, mixed cans, textiles, household batteries, aluminium foil</li> </ul> <p>New service areas (Monday, Tuesday and</p> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <ul style="list-style-type: none"> <li>• 5 Bring Banks for plastic bottles</li> <li>• Assisted collections</li> <li>• Bulky waste (£35 for up to 3 items)</li> <li>• Opt-in Garden Waste service (£42.50/yr or £20 for 10 sacks)</li> </ul>                                                                                                                                                                                                                   | <p>Wednesday)</p> <ul style="list-style-type: none"> <li>• Fortnightly wheeled bin (180 litre) refuse collection</li> <li>• Weekly collection of kerbside-sorted dry recyclables – materials – newspaper and magazines, glass bottles and jars, mixed cans, textiles, household batteries, aluminium foil, plastic bottles and food waste</li> </ul> <ul style="list-style-type: none"> <li>• Assisted collections</li> <li>• Clinical waste collections</li> <li>• Bulky waste (£30 for up to 3 items + £55 for up to 10 items)</li> <li>• 22 bring sites for various materials</li> </ul> <p>The contract has up until now been operated from 2 sites (Honiton - waste and Woodbury Salterton –recycling) but as from 26<sup>th</sup> April will operate from a new depot at Woodbury Salterton</p> <p>Waste is delivered to sites designated by Devon CC as the waste disposal authority and all these sites are outside the district.</p> |
| <b>Member or local priorities</b>                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Increasing recycling %<br/> Reducing waste sent to landfill<br/> High satisfaction with refuse (low missed bins)<br/> Garden waste charges moving towards cost neutrality<br/> Removing bring banks to provide budget to extend kerbside recycling</p>                                                                                                                                                                                                     | <p>Increasing recycling %<br/> Reducing waste sent to landfill<br/> High satisfaction with refuse/recycling (low missed collections)<br/> No garden waste service but partnership with local community composting/garden waste collection service</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Fit with other services / corporate priorities / LSP SCS</b>                                                                                                                                                                                                                                                                                                                                                                                               | Some work with Streetscene in emptying of rural litter bins and all dog bins                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Links to Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Contributes to:</p> <ul style="list-style-type: none"> <li>• Sustainable Community Strategy</li> <li>• Corporate Plan (Environment theme) linking into the theme outcome of <i>“Increasing residents’ perception by 3% by 2012 that SSDC leads by example in tackling climate change”</i></li> </ul> <p>Key strategies</p> <ul style="list-style-type: none"> <li>• Somerset Municipal Waste Minimisation Strategy</li> <li>• SWP business plan</li> </ul> | <p>Contributes to:</p> <ul style="list-style-type: none"> <li>• A rise in recycling and composting and a fall in the disposal of other waste.</li> <li>• Achieve a 30% rate of recycling and composting by 2010 (<b>achieved</b>) and 50% by 2013.</li> <li>• Be a top 10% council for recycling and composting by 2013.</li> <li>• A year on year reduction in landfill waste.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Introduce waste and water minimisation schemes in all new relevant developments.</li> </ul> <p>Key strategies</p> <ul style="list-style-type: none"> <li>• East Devon's Waste Strategy</li> <li>• Devon County Council Waste Strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Key Partnerships / partnership work</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>SWP is defined as a key partnership for SSDC</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>The district works in conjunction with Devon County Council and the other districts through DAWRRC – Devon Authorities Waste Reduction and Recycling Committee to obtain – this Committee has a budget to do various things such as</p> <ul style="list-style-type: none"> <li>• A joint communications strategy</li> <li>• Contracts for paper glass, textiles from banks and transport to reprocessors of those materials.</li> <li>• There are recycling banks and their maintenance provided through this group and the cost comes from a top slicing system of the recycling credits.</li> <li>• Various joint campaigns – Real nappies, Love Food Hate Waste etc</li> </ul> <p>Some work going on for integrated Devon waste service</p> |
| <b>Budget &amp; Fees and Charges</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Overall budget (2010/11) (including new service of Sort it +) £3,627,210</p> <p>Overall cost per household/year = £50.36</p> <p>Collection elements of this can be broken down into:</p> <ul style="list-style-type: none"> <li>• Annual refuse cost £1,368,868 (= £19.00 per household /yr)</li> <li>• 2009/10 recycling (7 materials) £1,741,493 (= £24.18 per household /yr)</li> <li>• 2010/11 recycling (9 materials) cost = £1,921, 493 (= £26.68 per household /yr)</li> </ul> | <p>Overall budget (2010/11) (including new service of Sort it +) £3,564,000</p> <p>Overall cost per household/year = £56.36</p> <p>Annual cost 2009/10 - £3.466m (income deducted – recycling credits, material income etc)</p> <p>Budget 2010/11- £ (as above)</p> <p>Fees for</p> <ol style="list-style-type: none"> <li>1. Schedule 2 collections</li> <li>2. Replacement containers – wheeled bin, recycling box and food caddies</li> </ol>                                                                                                                                                                                                                                                                                                  |
| <b>FTEs (specify vacancies)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>SWP has 29 positions on the establishment, serving 6 partners although 2 are likely to be taken as savings. SSDC's proportion of these costs are 15%, or the equivalent of 4.3 staff. No vacancies exist.</p>                                                                                                                                                                                                                                                                         | <p>EDDC structure is:</p> <p>Waste Manager – currently filled by consultant</p> <p>Waste Officers – 3</p> <p>EDDC Customer Service Centre deals with</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br>"SWP Structure - April 2010.doc"<br>SSDC Customer service team deals with waste queries and requests for service.          | majority of waste queries                                                                                                                                                                                                                       |
| <b>Software</b>                                                                                                                                                                                                 |                                                                                                                                                                                                                                                 |
| SSDC currently uses Northgate                                                                                                                                                                                   | Webaspx routing software in process of implementation                                                                                                                                                                                           |
| <b>Plant / Equipment / Machinery</b>                                                                                                                                                                            |                                                                                                                                                                                                                                                 |
| <p>Significant fleet. But owned by a mixture of SCC, SSDC and MG and Inter Authority Agreement would prevent sharing.</p> <p>SSDC workshop undertakes some maintenance of MG fleet as income stream to SSDC</p> | New depot leased by EDDC for 20years                                                                                                                                                                                                            |
| <b>Targets and Performance</b>                                                                                                                                                                                  |                                                                                                                                                                                                                                                 |
| <p>Reduce residual waste in Somerset to 582 kg (09/10), 555kg (10/11) and 540kg (11/12) per household per year (SCS 29.1, LAA NI 191, NI 193) .</p> <p>Current Performance (SSDC) = 386 kg household /yr.</p>   | Waste arisings in EDDC 2008/9 477 kgs (NI191 - Residual Household Waste per household per year)                                                                                                                                                 |
| <p>Increase the % of household waste recycled or composted. (NI 192) Current Performance = 44.16% (will improve once Sort-It+ and garden waste roll outs take effect)</p>                                       | <p>Increase the % of household waste recycled or composted. (NI 192) Current Performance 2008/9= 26.52% Current 33.5% (Up to Q3 2009/10 WDF) – will improve with final phases rolled out</p>                                                    |
| <p>Complaints performance. 117 received in 09/10, with 93 of these about waste collection policy, 2 about failure to deliver, 20 were not SSDC responsibility.</p>                                              | <p>Complaints performance – 1016 Contractor complaints received in 2009. These related generally to such items as lids not being replaced and recycling boxes not returned to original position</p>                                             |
| <b>Published Service Standards</b>                                                                                                                                                                              |                                                                                                                                                                                                                                                 |
| <p>Missed bins should be less than 0.05% of all collections.</p> <p>Current Performance exceeds this target at about 0.02% (excluding problems due to severe weather disruption).</p>                           | <p>Missed bins currently 0.12% for waste &amp; recycling collections – this may be high in comparison due to new collection scheme being rolled out.</p> <p>Performance Framework to cover service delivery to be fully implemented in 2011</p> |
| <b>Achievements</b>                                                                                                                                                                                             |                                                                                                                                                                                                                                                 |
| <p>National first in attracting high profile private sector funding of £250,000 per year (M&amp;S) to support revenue requirements for</p>                                                                      | <p>Wrap – part of UK trial for battery recycling</p>                                                                                                                                                                                            |

|                                                                                                                                                                                       |                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| increased recycling collections                                                                                                                                                       |                                                                                                     |
| Shortlisted – a) Government Business Awards b) National Recycling Awards                                                                                                              |                                                                                                     |
| Highly Commended – LGC Innovation and Excellence award                                                                                                                                |                                                                                                     |
| End use register received wide acclaim including Edie Awards and a Private Members' Bill                                                                                              |                                                                                                     |
| Representing local authorities on the Government's Advisory Committee on Packaging Task Group and the Advisory Committee for Joint Waste Authorities and Advanced Partnership Working |                                                                                                     |
| Case study in National Packaging Strategy 2009                                                                                                                                        |                                                                                                     |
| Audit Commission has judged SWP to be 2* (max is 3*) for waste collection, disposal and data quality audits                                                                           |                                                                                                     |
| <b>Key Projects</b>                                                                                                                                                                   |                                                                                                     |
| Roll out of Sort it+. Currently expected to start in Autumn 2010 (currently procuring new vehicles) and finish before April 2011                                                      | Roll out of final 2 phases of new service Oct and Nov 2010                                          |
| Business waste reduction (WRAP funded Business Recycling Advisor in post)                                                                                                             | Review of Joint Devon Municipal Waste Management Strategy                                           |
| Evaluation of business case of adding additional materials to the kerbside collection.                                                                                                | Review of EDDC Municipal Waste Management Strategy                                                  |
| Review of Joint Municipal Waste Management Strategy with a view to identifying Residual Waste Treatment Options                                                                       | Work on integrated Devon waste service                                                              |
|                                                                                                                                                                                       | Work on Schedule 2 properties to be able to gain revenue – estimated 2000+ holiday lets in district |

Key:

MG = May Gurney

SCC = Somerset County Council

SCS = South Somerset Together (LSP) Sustainable Community Strategy

LAA = Somerset Local Area Agreement

SWP = Somerset Waste Partnership

SWB = Somerset Waste Board

### 3.2. Service delivery options with benefit/costs for each option

*This section should provide an outline of each option and its impact in terms of potential changes; benefits and savings as well as potential costs. For potential costs there is no need to provide actual redundancy figures but simply to outline that there may be 'redundancy costs' if appropriate and that further detailed assessment is necessary.*

The intention of this report is to provide an initial report that brings together sufficient information to decide on a potential way forward. It is a brief strategic case that should give

JIC members enough information to decide whether to proceed or revisit the scope. It includes an initial view of the costs, benefits and risks of options.

An outline business case would be produced with more detailed data such as robust risk registers, costs, benefits, objectives and milestones once JIC has given the mandate to proceed further.

| <b>Potential changes</b><br><i>(systems, shared managers, shared teams, shared technology for example)</i>                                                                                                                                                | <b>Potential benefits and savings</b>                                                                                                          | <b>Potential costs</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>SSDC</b>                                                                                                                                                                                                                                               |                                                                                                                                                |                        |
| None until contracts are due for renewal or come to a break point. October 2014 for SSDC (1 <sup>st</sup> break point in a 21 year contract)                                                                                                              |                                                                                                                                                |                        |
| <b>EDDC</b>                                                                                                                                                                                                                                               |                                                                                                                                                |                        |
| None after roll out of new scheme other than consider cardboard collection. Contract expires March 31 <sup>st</sup> 2016 – extension option of contract taken up in 2008 (original contract 7 years with option to extend by 3 – option taken up in 2008) | Full implementation of new scheme will reduce requirement of waste collection vehicles which in the cost plus arrangement should show a saving |                        |

### 3.3. PROJECT RESOURCES

*Please estimate the necessary non-financial resources needed to deliver the project including ICT, HR, Legal and Audit and Risk. Do not under estimate the amount of time required to complete tasks as this will affect the ability of the project to deliver expected objectives.*

To form part of the business plan once JIC have given a mandate to proceed further

## 4. RISKS AND ISSUES

*Identify the key risks in the project.*

Detailed risk register to be compiled once JIC have given a mandate to proceed further.