

Public Document Pack

Contact: Leo Taylor
Direct Dial: 01934 634621
E-mail: leo.taylor@n-somerset.gov.uk
Date: 2 November 2022

Dear Sir or Madam

The Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel – Thursday, 10 November 2022, 2.00 pm – New Council Chamber

A meeting of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel will take place as indicated above.

The agenda is set out overleaf.

Yours faithfully

Assistant Director Legal & Governance and Monitoring Officer

To: Members of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

Councillors:

Geoffrey Richardson (Chairman), Stuart McQuillan (Vice-Chairman), Peter Bryant, Gill Bute, John Cato, James Clayton, Mark Crosby, John Ley-Morgan, Robert Payne, Terry Porter and Richard Tucker.

This document and associated papers can be made available in a different format on request.

Agenda

1. **Public Discussion (Standing Order SS09)**

To receive and hear any person who wishes to address the Panel on matters which affect the District and fall within the remit of the Panel. The Chairman will select the order of the matters to be heard. Members of the Panel may ask questions of the member of the public and a dialogue between the parties can be undertaken. Requests to speak must be submitted in writing to the Head of Legal and Democratic Services, or the officer mentioned at the top of this agenda letter, by noon on the day before.

2. **Apologies for absence and notification of substitutes**

3. **Declaration of Disclosable Pecuniary Interest (Standing Order 37)**

A Member must declare any disclosable pecuniary interest where it relates to any matter being considered at the meeting. A declaration of a disclosable pecuniary interest should indicate the interest and the agenda item to which it relates. A Member is not permitted to participate in this agenda item by law and should immediately leave the meeting before the start of any debate. If the Member leaves the Chamber in respect of a declaration, he or she should ensure that the Chairman is aware of this before he or she leaves to enable their exit from the meeting to be recorded in the minutes in accordance with Standing Order 37.

4. **Minutes** (Pages 5 - 10)

Minutes of the Panel meeting held on 21 July 2022 – to approve as a correct record.

5. **Matters referred by Council, the Executive, other Committees and Panels (if any)**

6. **Anti-Social Behaviour and Community Response** (Pages 11 - 20)

Report of the Safer Communities Service Manager and the Safer Communities Enforcement Manager.

7. **Executive Member Report - MTFP and Budget Monitoring** (Pages 21 - 32)

Presentation of the Executive Member for Corporate Services

8. **Accommodation Strategy** (Pages 33 - 42)

Report of the Director of Corporate Services

9. **North Somerset District and Parish Council Elections 4 May 2023** (Pages 43 - 46)

Report of the Head of Democratic and Electoral Services

10. **Sky Lantern Balloon Release and Firework Policy** (Pages 47 - 50)

Report of the Environmental Protection Service Leader

11. Q1 performance management update 2022-23 (Pages 51 - 68)

Report of the Head of Business Insight, Policy and Partnerships

12. The Panel's Work Plan (Pages 69 - 74)

Exempt Items

Should the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel wish to consider a matter as an Exempt Item, the following resolution should be passed -

“(1) That the press, public, and officers not required by the Members, the Chief Executive or the Director, to remain during the exempt session, be excluded from the meeting during consideration of the following item of business on the ground that its consideration will involve the disclosure of exempt information as defined in Section 100I of the Local Government Act 1972.”

Also, if appropriate, the following resolution should be passed –

“(2) That members of the Council who are not members of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel be invited to remain.”

Mobile phones and other mobile devices

All persons attending the meeting are requested to ensure that these devices are switched to silent mode. The chairman may approve an exception to this request in special circumstances.

Filming and recording of meetings

The proceedings of this meeting may be recorded for broadcasting purposes.

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting, focusing only on those actively participating in the meeting and having regard to the wishes of any members of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Assistant Director Legal & Governance and Monitoring Officer's representative before the start of the meeting so that all those present may be made aware that it is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting.

Emergency Evacuation Procedure

On hearing the alarm – (a continuous two tone siren)

Leave the room by the nearest exit door. Ensure that windows are closed.

Last person out to close the door.

Do not stop to collect personal belongings.

Do not use the lifts.

Follow the green and white exit signs and make your way to the assembly point.

Do not re-enter the building until authorised to do so by the Fire Authority.

Go to Assembly Point C – Outside the offices formerly occupied by Stephen & Co

Minutes

of the Meeting of

The Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel Thursday, 21 July 2022

New Council Chamber

Meeting Commenced: 2.00 pm

Meeting Concluded: 4.55 pm

Councillors:

Geoffrey Richardson (Chairman)
Stuart McQuillan (Vice-Chairman)

Peter Bryant
John Cato
Robert Payne
Richard Tucker

Apologies: Councillors: Mark Crosby.

Absent: Councillors Gill Bute, James Clayton, John Ley-Morgan and Terry Porter.

Also in attendance: Councillor Bridget Petty

Officers in attendance: Amy Webb, Melanie Watts, Alex Hearn, Howard Potheary, Nicola O'Driscoll, Philippa Penney, Leo Taylor

PCO Election of the Vice Chairman for the 2022-23 Municipal Year

1

Resolved: that Councillor Stuart McQuillan be elected as Vice Chairman of the Community and Corporate Organisation Policy and Scrutiny Panel for the 2022/23 Municipal Year.

PCO Declarations of Disclosable Pecuniary Interest

2

None.

PCO Minutes

3

Resolved: that the minutes of the meeting held on 3 March 2022 be approved as a correct record.

PCO Matters referred by Council, the Executive, other Committees and Panels (if any)

4

None.

PCO 5 Corporate Services Annual Directorate Statement 2022-23

The Director of Corporate Services presented the report outlining the Annual Directorate Statement (ADS). In accordance with the the Council's business planning process and within the wider framework of the Council's overarching Corporate Plan, the ADS sets out the Directorate's aligned aims, priorities and key commitments for the year ahead, informing service strategies, team plans and appraisals.

In response to Members comments, the Director said that she shared concerns about the scale of commitments set out in the statement and was currently reviewing this. She agreed that there would be an opportunity for the Panel to consider the commitments and associated metrics once this review was complete (in one to two months' time).

Concluded:

- (1) that the ADS be received and inform the Panel's work plan going forward; and
- (2) that the action point listed above be added to the Panel's Work Plan.

PCO 6 Accommodation Strategy

The Director of Corporate Services presented the report providing the Panel with an update on the delivery of the Accommodation Strategy (approved by Council on 23 February 2021) together with an update on the work of the Accommodation Strategy Scrutiny Steering Group, a summary of work to date, and the programme with key milestones.

Members sought and received clarification on the following aspects of the Strategy:

- the key high-level risks and how these were being addressed: including repair/maintenance backlog (Town Hall) and the programme overrunning into the election period;
- risks of a snap general election;
- the impact of inflation on maintenance procurement;
- plans for the post room at Castlewood;
- the outline budget;
- impacts of inflation on maintenance procurement; and
- risk management and opportunities for Panel Scrutiny. Members noted that officers were currently considering the potential for, and level of, Member access to this kind of information as a function of project "Plans on a Page" (POAPs).

Members noted that, following the Council's decision to remove Castlewood from the Council's office requirement and release it for development, the building and estate was no longer within the Accommodation Strategy's scope. Scrutiny around its on-going development would now fall within the Place Panel's remit.

Concluded: that the report be received and that Members' feedback be provided to officers in the form of the minutes.

PCO 7 Corporate Services Finance Update

This item was taken out of sequence.

The Head of Finance presented the report, providing an overview of the annual revenue budgets for the Corporate Services Directorate for the 2022/23 financial year, taking Members through the core resources allocated to each of the service areas within the Directorate and the key drivers that could influence future levels of spending or income receipts during the year. The report also provided a high-level summary of the notable financial risks and pressures currently being monitored and reviewed in advance of the formal budget monitoring report due at the end of July

The Chairman thanked the officer for the report and proposed that the majority of content of the report be referred to the Panel's Financial Planning Working Group for more detailed consideration.

In focussing on the charts in the report summarising expenditure risk (para 3.2.1) and income related risk (para 3.2.2), Members received :

- further clarification around third party and contract payments
- further clarification on the different types of income budget and the relative scale of, and volatility around, risk that each represented

The Head of Finance confirmed that risk was updated monthly but it was agreed that officers would report back to the Panel on the data set out in these charts after the six month monitor by which time assessments of risk trends and profiles were likely to be more robust.

Members also sought further clarification on the following:

- pay award risk - negotiations were at an early stage and the likely baseline impact on next years' budget were probably seven months away; and
- the scope for rationalisation/savings under items listed in Appendix 7a (including entries on the Contact Centre).

Concluded:

- (1) that the report be received and that Members' feedback be provided to officers in the form of the minutes; and
- (2) that the action points listed above be added to the Panel's Work Plan.

PCO 8 Equality, Diversity, and Inclusion Update Report

This item was taken out of sequence.

The Executive Member for Climate Emergency and Engagement introduced the report which provided an update on a number of equality, diversity and inclusion matters that were of either a statutory nature or had been identified as key projects for the council including:

- a position on the diversity of our workforce;
- the Council's Gender Pay Gap;
- Disability and Well-being Report;
- engaging with Employee Groups;
- our statutory duty to publish Equality Objectives and Information;
- an update on our work following the adoption of an anti-racist Motion for the council; and
- our plans for our Inclusion Calendar of Events.

In commenting on the report, Members received the following responses:

(1) *how did North Somerset compare to other similar organisations?* - The approach was to compare the Council's ambition with the Authority's demographic. The Director of Corporate Services noted that there had been positive movement in the gender pay gap and referred to positive feedback from the Council's reverse mentoring scheme.

(2) *Addressing racism* – this was now embedded into the new Councillor induction programme and thought was being given to how this might be picked up a stage further eg when recruiting candidates.

(3) *Obstacles to addressing the pay gap faster* – the Council had a stable workforce and positive discrimination was not possible but the evidence was that many more women were now in more senior roles (as detailed in the published report)

In response to a question from the Head of Democratic and Electoral Services about what Members and the Panel could do more to assist, the Executive Member referred to opportunities around social media and ensuring a good understanding of the data and tools available.

Concluded: that the report be received.

PCO Castlewood Redevelopment Update

9

This item was taken out of sequence.

The Assistant Director of Placemaking and Growth presented the report which provided Members with an update on the options analysis and associated development and delivery strategy for the Castlewood site.

He said the next stage in the process would enable Members to decide on progressing a route to delivering development. Recommendations might include the procurement of a development partner and/or to submit outline planning application.

Members sought and received clarification on the following:

- quantifying and addressing social aspects and Biodiversity;
- the reasons for people opposing the development site in the survey; and
- scope/limitations around a change in use (eg to residential) at the site (prescribed in planning regulations) and opportunities to divide the land into different parcels with different uses;

In concluding discussions, the Chairman referred to the importance that, in line with the Council decision at the 15 February Meeting, Councillors be given a detailed options analysis to inform Members when it comes before them for decision. He also asked whether a feasibility study had been undertaken on immediate savings that could be made at the site.

In response to the first point, the Assistant Director confirmed that the options analysis would be provided but that, in line with the decision at the 10 May Council, a “preferred way forward” or single development scheme would be recommended. On the second point, there were a number of changes that could be made at the site eg reducing ventilation, hot water supply and some subdivision of floor space and work was underway to deliver this. He agreed to report back to the panel on this work.

Concluded:

- (1) that the report be received; and
- (2) that the action point listed above be added to the Panel’s Work Plan.

PCO 10 2022 North Somerset Crime and Disorder Strategic Assessment and Safer Communities Plan and Priorities

This item was taken out of sequence.

The Safer Communities Service Manager and the Principal Business Intelligence Lead, Corporate Services, presented the report outlining the Strategic Assessment of Crime and Disorder in the district undertaken by the Council’s Safer Communities Team in partnership with the Business Intelligence Service and in collaboration with Avon and Somerset Constabulary and other relevant stakeholders. This included explanation of the methodology used to develop the assessment, using risk management process to more objectively direct prioritisation and the allocation of resources. The report also outlined how this assessment was thereby used to generate a new Safer Communities Plan.

Members received the following responses to comments and queries on the report:

- (1) *the scale and range of issues identified and concern about capacity to address the ambition* - The assessment process focussed strategically on needs and prioritisation, including identifying capacity shortfalls where these needed to be addressed. At a more operational level, it was the role of the Community Safety Board, to assess what was realistically achievable on the ground, identify gaps and explore, for instance, where there might be partnership opportunities to address these.
- (2) *the potential for overlap between the risk themes set out in the Strategic Assessment Executive Summary* - this was acknowledged: consideration had

been given to this in the approach taken to risk scoring the themes.

(3) clarification on the approach taken to quantifying the percentage increase in night time economy incidents – the need to do this on a per capita basis in order to effectively assess comparative severity across the district – The value of this approach was acknowledged and more detailed analysis focussing on town centres in the district would be undertaken taking this into account.

In closing the discussion, the Chairman commented on the relatively low risk ascribed to cybercrime and the significant amount of correspondence he had received raising concerns about this. He reminded Members that the Panel's Community Safety Steering Group had been revived and would be considering many of the issues identified in the report in more detail going forward.

Concluded: that the report be received and Member feedback provided to officers in the form of the minutes.

PCO 11 The Panel's Work Plan

Members noted the work plan which included detail of informal scrutiny work undertaken since the last panel meeting held in March 2022 and planned work going forward. Members' attention was drawn to the following:

- The PCOM Community Safety Steering Group – Members noted that this steering group had been revived with the next meeting to be held on 12th September. Members were reminded to put themselves forward for membership of the steering group.
- Customers Service Strategy (PCOM) scrutiny engagement meeting to be held on 19th September
- Programme Management Office (PCOM-led All Councillor) briefing to be held on 22nd July.

Chairman

North Somerset Council

Report to the Community and Corporate Organisation Policy and Scrutiny Panel

Date of Meeting: 10/11/2022

Subject of Report: Anti-Social Behaviour & Community Response

Town or Parish: North Somerset

Officer/Member Presenting: Howard Potheary – Safer Communities Service Manager & Harry Mills – Safer Communities Enforcement Manager

Key Decision: NO

Recommendations

That the Panel:

1. Notes the development of anti-social behaviour and environmental crime enforcement.
2. Notes the development and future plans for the Community Response Team
3. Supports the continued focus on addressing anti-social behaviour and environmental crime in North Somerset by Safer Communities Service, including the Community Response team and a range of colleagues and partner organisations.
4. Supports the continued development of the integrated approach to neighbourhood enforcement in addition to ensuring neighbourhood management is well coordinated as set out in the Corporate Plan 2020-2024.
5. Endorses the use of clear and effective communication to enforce the positive messages resulting from the community safety initiatives being implemented, and further consideration of the numerous ways in which this could be developed.

1. Summary of Report

- 1.1 This report provides an update on the development of our response to anti-social behaviour and environmental crime enforcement.
- 1.2 This report also provides description of the Community Response work programme and an update on progress to date. The report seeks board members' views on proposed next steps in the development of the work programme.

2. Policy

- 2.1 Section 17 of the Crime & Disorder Act 1998 (subsequently amended by the Police and Justice Act 2006) places a duty on a number of organisations (the Local Authority, Police Force, Probation Trust, Clinical Commissioning Group and Fire Service) to work together in a Community Safety Partnership to prevent and tackle crime and disorder. This includes specific requirements to reduce re-offending, substance misuse and anti-social behaviour.
- 2.2 There is also a requirement for the Community Safety Partnership and Police and Crime Commissioner to have regard for each other's priorities. In April 2022 a new North Somerset Safer Communities Partnership Plan was published in which tackling Anti-Social Behaviour with a focus on key hotspot locations was highlighted as a key priority for the partnership.
- 2.3 The North Somerset Council Corporate Plan 2020-2024 identifies the following three priorities:
 - A thriving sustainable place
 - A council which empowers and cares about people
 - An open and enabling organisation
- 2.4 Crime and Disorder impacts on each one of these. Effective partnership working to tackle crime and disorder is crucial in creating vibrant, accessible, and safe places to live and visit. Community safety work programmes contribute to a range of public health outcomes including in relation to substance misuse, domestic abuse, violent crime, and re-offending.

3. Details

3.1 Anti-Social Behaviour

- 3.1.1 Anti-social behaviour (ASB) is defined by the Crime and Disorder Act 1998 as 'acting in a manner that causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household' and can incorporate incidents ranging from those that are personally directed, community directed or those that have a wider environmental impact.

- 3.1.2 ASB incidents surged following the start of the Covid-19 pandemic. According to the Office for National Statistics (ONS), the number of incidents recorded by police reached two million in the year ending March 2021, an increase of 48% compared to the year before.
- 3.1.3 The Beating Crime Plan was launched by the government, in July 2021, which included a particular focus on tackling ASB through several policies. These included: better cooperation between Police and Crime Commissioners, local authorities and other partners; updating statutory guidance on ASB; and improving the use of tools within the Anti-Social Behaviour Crime and Policing Act 2014 (ASBCPA Act).
- 3.1.4 The responsibility to tackle ASB and more recently Environmental Crime is led by the council's Safer Communities Service, comprised of the Community Safety & Enforcement Team and the Community Response Team who work jointly together:

Community Response Team

The Community Response Team provide the frontline response to anti-social behaviour. They are responsible for:

- Frontline response and investigation of anti-social behaviour reports/incidents
- Engaging with communities and work on educational and preventative measures to help stop the problems from occurring in the first place and how to report anti-social behaviour
- Using the range of tools & powers robustly to resolve anti-social behaviour
- Working with partner-agencies to come up with long-term problem-solving initiatives to reduce ASB and improve Community Safety

Community Safety & Enforcement Team

The Community Safety & Enforcement Team lead on anti-social behaviour and environmental crime which includes developing and implementing policies and procedures alongside dealing with the complex and persistent cases. They are responsible for:

- Problem solving complex and/or persistent ASB and Community Safety cases
- Investigating and tackling environmental crime including fly-tipping and commercial waste
- Using higher-level enforcement tools & powers and other remedial interventions to tackle ASB and environmental crime issues.
- Implement initiatives, strategies and plans to problem-solve ASB and Environmental Crime in North Somerset
- Increasing opportunities for victims to report ASB and increasing levels of information and awareness about the services that are available.
- Coordinating the statutory Community Trigger process, enabling victims of ASB to request a multi-agency case review

3.1.5 A strategic assessment of North Somerset's Crime and Disorder 2022/23 was written by the Council's Safer Communities Service in partnership with the council's Business Intelligence Service. This involved consultation with a range of partners from across the Community Safety Partnership. The findings and recommendations of the strategic assessment were used to inform a new North Somerset Safer Communities Partnership Plan published in April 2022 in which tackling Anti-Social Behaviour with a focus on key hotspot locations was highlighted as a key priority for the partnership.

3.1.6 Work is due to start on a new 'plan on a page' specifically for ASB and Environmental Crime which will be aligned to the priority work areas identified by the strategic needs assessment. These work areas are:

- Anti-Social Behaviour – with focus on hotspot locations
- Environmental Crime e.g., criminal damage, graffiti and fly-tipping

Alongside these local priorities, the plan will also adopt the new national ASB principles which were launched in July 2022 by the Home Office Anti-social Behaviour Strategic Board. These principles seek to describe a consistent approach to understanding and addressing ASB. These principles are:

1. Victims should be encouraged to report ASB and expect to be taken seriously. They should have clear ways to report, have access to help and support to recover, and be given the opportunity to choose restorative approaches to tackling ASB.
2. Agencies will have clear and transparent processes to ensure that victims can report ASB concerns, can understand how the matter will be investigated and are kept well informed of progress once a report is made.
3. Agencies and practitioners will work across boundaries to identify, assess and tackle ASB and its underlying causes. Referral pathways should be clearly set out between services and published locally. This includes pathways for the community trigger and health services.
4. The public's ASB concerns should always be considered both nationally and locally in strategic needs assessments for community safety. Best practice should be shared through a network of ASB experts within each community safety partnership, each policing area and nationally.
5. Adults and children who exhibit ASB should have the opportunity to take responsibility for their behaviour and repair the harm caused by it. Agencies should deliver appropriate interventions, which may include criminal justice options, based on the seriousness, risks and vulnerabilities of the case.

3.2 Community Safety & Enforcement Team

3.2.1 Our Community Safety & Enforcement Team is a small team who lead on ASB and more recently, environmental crime by developing policies and procedures alongside investigating and resolving the complex and persistent cases.

3.2.2 Following a small restructure in July 2022, environmental and enforcement functions have been consolidated within the council's Environmental and Safer Communities Service. As part of these changes, our Community Safety & Enforcement Team have taken on the responsibility for Environmental Crime including Fly-Tipping and Commercial Waste issues.

3.2.3 Since taking on these new responsibilities, the team have started several fly-tipping investigations, in addition to:

- Issuing 10x Section 34 formal notices requiring businesses to provide evidence of waste transfer notes as part of proactive compliance checks
- Issued 1x Fixed Penalty Notice to a business for breach of Section 47 Notice in relation to overflowing commercial waste bins
- Participated in a multi-agency check-point operation with the Police and Environment Agency to check waste carrier licenses
- Launched 2x problem-solving projects in partnership with the council's Regulatory Services and the Waste Team to resolve significant waste issues within Weston Town Centre which are attracting pests and posing public health issues

3.2.2 Alongside our new Environmental Crime responsibilities, we have also continued to tackle anti-social behaviour in North Somerset:

- Successfully streamlined our FPN process for ASB & Enviro-crime, enabling officers to use powers and FPNs more robustly. In addition, offenders are now able to pay their FPN online which has greatly reduced the admin involved and the time it takes to recover the money, allowing the income to be reinvested into ASB enforcement much more quickly. In the last month, we have issued 5x Fixed Penalty Notices for breach of Public Space Protection Orders in relation to littering and urinating in a public place.
- Facilitated 6 statutory Community Trigger Case Review Panels, enabling victims to have the right to request a case review where they feel not enough is being done to resolve their case.
- Following a rise in graffiti, we initiated a graffiti campaign with the council's Communications Team and Trading Standards to remind businesses of their responsibilities around selling paint aerosols to young people through a 'No proof of age, no sale' campaign. Our ASB & Environmental Crime Officer will be conducting joint visits to businesses with Trading Standards over the next couple of months.

3.3 Community Response Team

3.3.1 Our Community Response Team is currently made up of three uniformed officers, who provide a highly visible frontline service across North Somerset. Their role is primarily focused on preventing and resolving anti-social behaviour. This ranges from irresponsible dog ownership to street drinking or begging, youth disorder, neighbour disputes and other problems in the community.

The Community Response Team receive weekly core taskings from our Community Safety & Enforcement Team and CCTV Control Room, in addition to responding to anti-social behaviour reports received from the public.

Officers spend most of their time out in their areas, maintaining a high-profile presence by undertaking regular pre-determined patrols, acting as the 'eyes and ears' in local communities by talking to residents and businesses about local issues.

Community Response Officers have a wide range of tools and powers delegated by both the council but also Avon & Somerset Constabulary under the Community Safety Accreditation Scheme granted by the Chief Constable. This allows Community Response Officers to resolve anti-social behaviour and neighbourhood issues themselves.

3.3.3 In 2019, the council's Safer Communities Service took on the management of the Community Response Team who were previously managed by another department. Since then, a programme of work has been undertaken by the Safer Communities Service to develop and improve the Community Response Team. To date, this work has included:

- Embedding Community Response into the Safer Communities Service who already had full overview of ASB issues and the support structure. E.g., the ASB Officer and Community Safety Manager, CCTV control room, relationships across the council, police and other partners
- Realigning the focus of Community Response through the introduction and implementation of 7 key principles for Community Response:
 - Preventing and resolving anti-social behaviour
 - Proactivity in relation to emerging issues
 - Problem-solving focussed
 - Robust enforcement
 - Intelligence-led
 - Highly visible in communities
 - Community engagement focussed
- Updated high-visibility uniform and vehicle livery to ensure maximum visibility within communities.
- Successfully partnering with Weston Town Council who agreed to provide funding for a full-time officer therefore increasing the size of the team from two officers to three and providing Weston-Super-Mare and the surrounding area with a dedicated resource.

- Moving Community Response onto a trial shift-rota system to ensure resources can be easily flexed to meet demand and operational requirements.
- Introducing a new Community Response Team leader to provide better support and supervision for the CROs to drive efficiencies and maximise service delivery.

3.3.4 Their unique role also enables them to support North Somerset Council in delivering improvements to neighbourhoods by:

- Ensuring ownership and resolution of community issues at the first point of contact
- Reducing repeat calls
- Improved information sharing between agencies such as the Police and Housing Associations
- Improving the visibility of the council within communities, particularly in rural areas where council visibility is minimal

3.3.5 Recent case studies:

Ellenborough Park, Weston: Community Response working alongside Weston Town council and the YMCA Outreach Team have spent the last month tackling a large rough sleeper encampment containing 9 individuals who were rough sleeping in tents within Ellenborough Park, Weston-super-Mare.

Through partnership working between Community Response and the Police, it was identified that a few of the individuals were wanted by Police. Community Response arranged a joint visit with the Police where several individuals were arrested by Police. Community Response used their Anti-Social Behaviour tools and powers to deal with the remaining individuals who were causing ASB at the encampment. As a result, the individuals were removed from the park and the encampment was cleared. To date, the park remains clear and the Community Response Team continue to patrol the park for the public to enjoy. The Community Response Team received positive feedback from Weston Town Council and Councillors who were grateful for their efforts.

Youth ASB, Portishead: Over the past three months there has been a significant ongoing problem involving groups of young people in Portishead who have been causing significant issues impacting local businesses and the local community. Issues have been mainly around rowdy and disruptive behaviour in businesses and at public spaces and vandalism to local public toilets at a cost to Portishead Town Council.

Community Response has been engaging with local businesses gathering intelligence and offering reassurance. They have also done joint high-visibility patrols in collaboration with the local police neighbourhood team.

Youth ASB, Worle: Over the summer, Queensway Retail Park in Worle was an area of focus for the team due to regular youth ASB. Community Response increased patrols in the area and engaged with the local retailers to ensure that themselves and the local police neighbourhood team were aware of all incidents that had taken place.

Alongside this, the Community Response Team worked with local schools to identify perpetrators and then worked with the police to follow-up with ASB interventions.

3.5.6 We continue to develop the Community Response Team through a renewed programme of work which is aligned to our 7 principles for Community Response. This includes:

- Building greater links with Town and Parish Councils who are an important link into our communities.
- Moving the Community Response Team onto a permanent shift-rota system to ensure resources will continue to meet demand and operational requirements for both the service and the wider council.
- Further increasing visibility of the Community Response Team across North Somerset by increasing engagement events and patrols. Particularly in rural areas to provide these communities with a point of contact for both the service and the council.
- Maximising opportunities to use enforcement powers to tackle anti-social behaviour. This includes the Public Space Protection Orders and renewing our Community Safety Accreditation Scheme powers.
- Exploring further opportunities for investment in the Community Response Team from Town and Parish Council's and increasing income by use of enforcement powers.

4. Consultation

4.1 Addressing anti-social behaviour is a priority for the Avon and Somerset Police and Crime Commissioner and the North Somerset People and Communities Board. These priorities have been identified through analysis of partner agency data and through feedback from communities.

5. Financial Implications

5.1 There are no financial implications arising directly from this report. The activities referred to within the report are accommodated within existing approved budgets and resources.

6. Legal Powers and Implications

6.1 The Council's duties under the Crime and Disorder Act (1998) and the Police and Justice Act (2006) are set out in Paragraph 2.1 of this report.

7. Climate Change and Environmental Implications

7.1 There are no negative implications on climate change or the environment arising directly from this report.

- 7.2 The work areas described in this report contribute significantly towards the council's efforts to make our environment safer and cleaner for residents, businesses and visitors.

8. Risk Management

- 8.1 Joint working will improve information sharing and resilience which will reduce risk.
- 8.2 The Community Response approach will reduce duplication of effort and ensure that issues are dealt with at first point of contact with NSC, ASC (and potentially other partners). This approach will reduce reputational risk by better meeting community needs.

9. Equality Implications

- 9.1 The Community Response programme will work across communities in North Somerset. There will be a focus on anti-social behaviour issues which present a greater risk to some vulnerable individuals.

10. Corporate Implications

- 10.1 This report sets out key work areas in relation to tackling anti-social behaviour which contribute to corporate priorities.

11. Options Considered

Not applicable

Authors:

Harry Mills
Safer Communities Enforcement Manager
Harry.Mills@n-somerset.gov.uk

Howard Potheary
Safer Communities Service Manager
Howard.Potheary@n-somerset.gov.uk

Background Papers:

[Beating Crime Plan – Gov.UK](#)

[Home Office Anti-Social Behaviour Principles – Gov.UK](#)

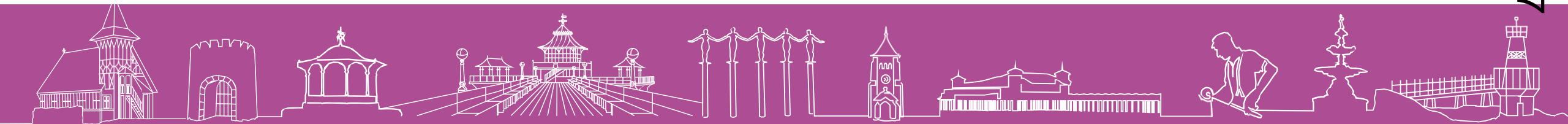
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Medium Term Financial Plan and Budget Monitoring Update

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PCOM 10 November 2022

Agenda Item 7



Councillor Ash Cartman Update – Executive member for finance and corporate services

Background information

- <https://n-somerset.moderngov.co.uk/documents/s3789/10%20MTFP%20Report%202023-2027.pdf> September MTFP update
- https://n-somerset.moderngov.co.uk/documents/s3909/10.%20Report%20to%20Executive%20-%20Budget%20Monitor%202022_23%20-%20Month%205.pdf Month 5 budget monitoring update



2022-23 In year financial position

- £190m forecast net expenditure against budget of £185m
 - £4.391m more than the council has available to spend or had planned to spend when the budget was approved back in February.
 - The council's service overspends have marginally worsened, compared to the previous report presented to the Executive at the meeting in September, because it estimates that it will spend a further £0.400m on delivering services during the year.
- Mitigations to help offset some of the pressures being experienced within services, notably within the capital financing and interest parts of the budget, and these have increased by £0.856m compared to the previous month.



2022-23 In year financial position - pressures

Issue	£000	Change from July	Future RAG
Wider pressures affecting several / all services			
Inflation on contracts, including fuel	1,500	Increased	Yellow
Inflation on energy costs	812	Decreased	Yellow
Inflation on pay (gross cost, up to £2.2m)	1,603	Same	Yellow
Service related pressures			
Children's services – placement costs	1,219	Same	Yellow
Home to schools transport costs	1,235	Same	Red
Material mitigations			
Increase in interest received and reduction in capital financing costs	-1,895	Increased	Green

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2022-23 In year financial position - mitigations

- Use of £1.5m contingency budget
- Reversal of National Insurance 1.5% Health and Social Care uplift - £200k saving in year
- Reduce costs and generate more income – e.g. interest on cash balances £1.9m
- Prioritisation of projects and expenditure
- Vacancy management
- Use of reserves for one off costs – pay award (included in MTFP next year) – energy (prices forecast to stabilise during 2023-24)
- Directorates given £1m collective savings target to enable year-end balance



2022-23 In year financial position – mitigations and net position

	£000	£000
Reported overspend August 2022		4,391
Potential future changes or measures		
Release contingency budget	-1,500	
Reduction in National Insurance costs	-200	
Budget reductions identified within services	tba	
Use of Risk Reserve to finance pay costs	-1,603	
Use of Risk Reserve to finance energy costs	-812	
		-4,160
Financial position after headline mitigation		231

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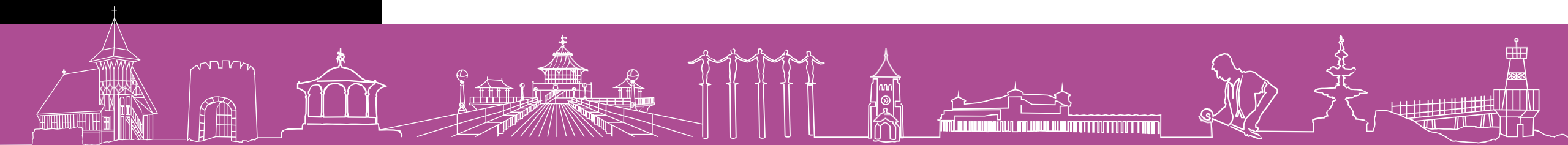


Medium Term Financial Plan

As at last Exec update– prior to savings identification process

MTFP FINANCIAL SUMMARY

	MTFP - AUGUST 2022				
	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
- Resources - Grants, Council Tax & Business Rates	179,090	188,512	194,618	199,380	206,330
- Current Budget - base spending position	171,317	179,090	188,512	194,618	199,380
- Budget pressures, increased spending and investment plans	16,396	29,169	15,074	13,982	14,221
- Remove Covid & other one-off impacts	-4,466	-1,553	0	0	0
- Savings proposals and increased income	-4,157	-715	-505	-690	-440
- Revised Spending Base	179,090	205,991	203,081	207,911	213,161
- Budget Gap	0	-17,479	-8,463	-8,531	-6,831
		-41,304			
Core Assumptions for Council Tax Increase:	2.99%	2.99%	2.99%	2.99%	2.99%
- North Somerset Council Services	1.99%	1.99%	1.99%	1.99%	1.99%
- Adult Social Care Precept	1.00%	1.00%	1.00%	1.00%	1.00%



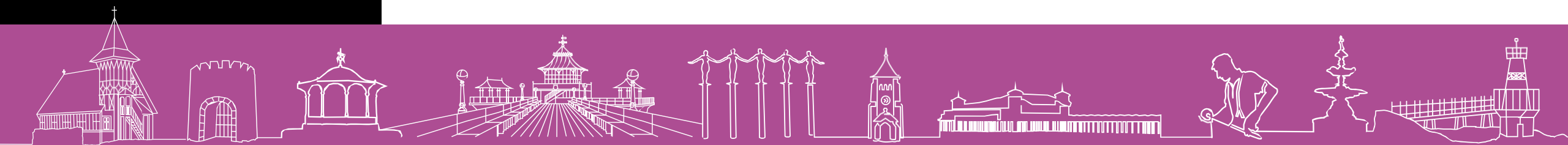
Medium Term Financial Plan 2023-24 approach

- Reduce budget gap and keep the need for savings at the lowest possible levels – have to set balanced and sustainable budget
- Managing biggest areas of demand-led spending:- trying to reduce the rising costs of services where possible by challenging any budget increases
- Reducing areas of choice or deferring non-essential spending (e.g. Capital reprofile)
- Maximising the income it can generate
- Remove subsidies for discretionary services
- Maximising local resources
- Monitor and manage risk
- Officers identify savings proposals across the Council, risk rate them and propose to Executive—extremely challenging to identify options



Working assumptions – current MTFP gap including savings in development

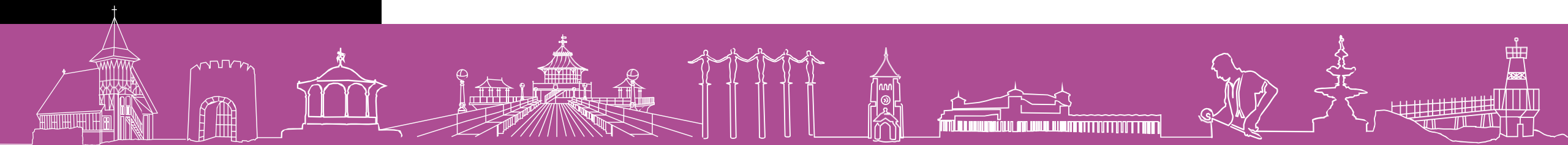
MTFP FINANCIAL SUMMARY	MTFP - OCTOBER 2022				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
- Resources - Grants, Council Tax & Business Rates	179,090	191,845	194,618	199,380	206,330
- Current Budget - base spending position	171,317	179,090	191,845	194,618	199,380
- Budget pressures, increased spending and investment plans	16,396	28,949	13,552	13,982	14,221
- Remove Covid & other one-off impacts	-4,466	-1,553	0	0	0
- Savings proposals and increased income	-4,157	-10,640	-3,378	-822	-440
- Revised Spending Base	179,090	195,846	202,019	207,779	213,161
- Budget Gap	0	-4,001	-7,401	-8,399	-6,831
			-26,632		
Core Assumptions for Council Tax Increase:	2.99%	2.99%	2.99%	2.99%	2.99%
- North Somerset Council Services	1.99%	1.99%	1.99%	1.99%	1.99%
- Adult Social Care Precept	1.00%	1.00%	1.00%	1.00%	1.00%



Pressures – containing growth and inflation

Top 10 budget pressures

- Adults social care demand
- Adults Social care reform – care cap
- Social care reform – market sustainability
- Special Educational Needs provision
- Home to school transport
- Energy prices
- Supplier pricing/ general inflation
- Pay inflation – national and market pressures
- Children’s social care placements
- Capital programme – cost and delivery pressures



Forward Plan

The formal and informal milestones associated with the MTFP process are as follows;

- ~~Report to Council, November 2022~~ – (The Executive considered but determined emergency budget for 2022/23 – not required)
- Report to Executive, December 2022 – updated financial summary incorporating draft savings proposals;
- Scrutiny – Budget working group 21 October, PCOM 10 November, All Member session 17th November
- Taxbase, December 2022 – Executive Member decision on the forward plan
- Provisional local governance finance settlement, December 2022 (?)
- Other engagement – December and January, including staff, equalities forum
- Report to Executive, February 2023 – recommended balanced revenue and capital budgets for 2023/24 to Council; detailed Equality Impact Assessments; consideration of alternative budgets;
- Report to Council, February 2023 – approval of the 2023/24 revenue and capital budgets along with council tax levels and bandings



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North Somerset Council

Report to the PCOM Policy and Scrutiny Panel

Date of Meeting: 10 November 2022

Subject of Report: Accommodation Strategy

Town or Parish: All

Officer/Member Presenting: Amy Webb, Director of Corporate Services

Key Decision: N/A

Reason: N/A

Recommendations

The report is provided for Members' information and feedback.

1. Summary of Report

The report provides the PCOM Policy and Scrutiny Panel with an update on delivering the Accommodation Strategy, which was approved by Council on 23 February 2021 and an update in relation to the Accommodation Strategy Programme, the work to date and the key milestones.

2. Policy

This project supports the aims and objective within the Council's Corporate Plan, Economic Plan, Climate Emergency Plan, Medium Term Financial Plan and Capital Strategy.

3. Background

Council decisions

In February 2021, the Council agreed to:

- The adoption of the following corporate strategies:
 - Strategic Asset Management & Property Plan (SAMPP)
 - Accommodation Strategy (AS)
 - Development Strategy (DS)
- Feasibility and Business Cases proceed, in relation to the recommendations arising from these strategies
- The allocation of capital funding to progress these strategies
- To deliver in accordance with the key timelines of June 21, October 21 and March 22 and utilise the findings of the business cases to inform the Council's 5-year Capital Programme

Accommodation Strategy overview

- NSC undertook an organisation-wide Office Amalgamation Programme and an ICT Transformation Programme between 2007 – 2012
- This programme improved desk ratios from 1:1 to 7:10 (based on 1200 staff = 840 workstations)
- Since this programme, overall staff numbers across NSC have reduced from c.1800 to c.1400 and this will have impacted on office space requirements
- COVID-19 has increased the amount of flexible working and there is a clear acceptance from managers and staff to maintain a flexible working model into the future

In February 2021, the Council agreed to the progression with the accommodation strategy in order to find the optimum flexible working model which takes in to account the following drivers:

- Reduced staff travel linked to our climate change ambition
- Improved work: life balance due to reduced commutes
- Improved productivity
- Opportunity to reduce our asset base in line with our Medium Term Financial Planning (MTFP)

The Council acknowledged that this work could lead to the closure of Castlewood, but this was not a primary driver.

4. Update / Progress to date

PCOM Policy and Scrutiny Panel

An update was provided to the Accommodation Strategy Scrutiny Steering Group meeting on 20 September 2022.

Programme

Reimagine ways of working

The Ways of Working Group continue to progress the agreed deliverables. Summary of key activity:

- **Operation Womble:** The declutter campaign at the Town Hall and Castlewood has been completed
- **Storage strategy work:** The planned audits for the Town Hall and Castlewood have been completed
- **Hybrid Working Policy, Manager's Guide and FAQs:** These have been developed and shared with CLT and noted by Exec Member. There is a slight delay to launching the policy and supporting documents until early November 2022 (originally this was planned for 31 October 2022)
- **Hybrid working training:** The Learning & Development proposal, plan and rollout approach for leaders and colleagues is being progressed, including and delivery via an e learning module and face to face / hybrid approach. The proposed delivery of this is December 2022
- **Workstyles within iTrent:** Work has continued to record workstyles within iTrent; workstyle matching exercise across roles to be completed
- **Engagement** has continued with colleagues, tenants and partners and key stakeholders; including with DLT's, Liberata and Agilisys to progress specific space and storage requirements within areas

IT needs to underpin our ways of working. A paper has been drafted to define the requirements and projected costs based on a standard offer aligned to workstyles, spaces, meeting rooms and booking system (to support this and the Town Hall works) and is expected to be submitted to the Project Board in November 2022.

Other work being progressed includes:

- Hybrid meeting support
- Wireless projection
- ICT survey
- Model meeting room to be set up (January 2023)

Invest in the Town Hall

The team are using the Royal Institute of British Architect (RIBA) plan of work, which is considered the definitive modern guide for the design and construction process of building, which includes the design and fit out of workplace interiors.

RIBA Stage 3 – sign off for Town Hall design: The Accommodation Strategy Programme Board (CLT) considered the outline designs for the reconfiguration and approved these to be taken forward to detailed plans (6 July 2022); a strategic review period was agreed to ensure the works could be delivered in an efficient way, within budget and in light of funding constraints and make any final decisions before the commencement of RIBA Stage 4: Technical Design; as from this point onwards any changes to brief and scope become more difficult to manage and result in abortive work and therefore additional cost.

Programme Board (24 August 2022) approved progression of the Town Hall works with agreement to explore value engineering opportunities due to budget constraints.

RIBA Stage 4 – Technical Design: This stage is the final design stage. The Design Team (One Creative) have continued with development of RIBA 4 design and preparation of the tender pack for release to the market in November 2022; subject to Member approval.

Procurement

A Commissioning and Procurement plan that sets out the proposed strategy for appointment of a main contractor to carry out the works to the Town Hall in accordance with the approved design and specification has been produced.

The Procurement strategy has been approved by the Council's procurement team and the decision notice for approval of the Commissioning and Procurement is with the Executive Member. The Forward Plan date confirmed the paper is not to be signed before 1 November 2022, further consultation is being undertaken and it anticipated this not being signed not before 11 November 2022. Executive Member briefings have been undertaken. The contract award report will be a Key Decision approved by the Director with advice from S151 Officer and Head of Strategic Procurement, within the Council's contract standing orders.

Programme and key milestones: Town Hall - reconfiguration works

The indicative programme and key milestones were defined further with the design team and to reflect the strategic review period. These were provided to the Steering Group in September 2022. Since then, the programme has been updated and the dates have been revised to reflect the current position and to reflect the approval route for the contractor appointment and the estimated contract value.

The revised (indicative) milestones dates are shown; these remain subject to change. The

Procurement and lead in times are currently estimated and will not be confirmed until the tender returns are received and a contractor identified.

Key Milestones	Timescale (original)	Timescale (Provided to the Steering Group – 20 September 2022)	Revised timescale
Contractor appointment	October 2022	December 2022	January 2022
Furniture procurement	October 2022 – February 2023	December 2022 – March 2023	January 2022 – April 2023
*Phase 1 works (4 weeks)	*15 February – 14 March 2023	*20 March – 14 April 2023	*18 April – 15 May 2023
*Phase 2 works (4 weeks)	*15 March – 11 April 2023	*17 April – 12 May 2023	*16 May – 12 June 2023
*Phase 3 works (4 weeks)	*12 April – 9 May 2023	*15 May – 9 June 2023	*13 June – 10 July 2023
*Castlewood-based staff move in (Group 1)	*10 May – 16 May 2023	*19 June – 30 June 2023	*11 July – 31 July 2023

* The approach for these phases / moves to be agreed once a contractor has been appointed and the contractor's work programme agreed.

Repairs and Maintenance (R&M) backlog works

Following the appointment of Kier (AA Projects Ltd) the Town Hall complex was surveyed, including fabric and mechanical and electrical installations. A report has been provided with a detailed condition schedule comprising the individual components of the Town Hall complex commenting on condition, life expectancy and cost to repair / replace.

In summary the findings are that the Town Hall extension (New Town Hall) is reported to be in reasonable condition although a number of issues were identified in the original building, primarily relating to the M&E installations.

With regards to the original project brief identified for the remodelling of the upper floors on the Town Hall extension from the initial review, no serious issues have been identified which would prevent progression of the scheme which are not already known and reported (i.e., lighting, fire, toilets, lifts etc); the impact of which will be dependent on the approach taken.

Given this, the recommendation for this to be handed over to the Asset Strategy Steering Group (ASSG) was approved. A Planned Preventative Maintenance (PPM) schedule being prepared by Property Assets and Projects team based on the previous plan paused at the onset of the COVID-19 pandemic and incorporating data from the new condition schedule commissioned in 2022. This element of work will be fed into the wider asset strategy for consideration alongside the Capital programme.

Castlewood

The oversight and governance will be provided by the Accommodation Strategy Programme Board (CLT).

Redevelopment project

In May 2022, Full Council agreed to progress a preferred way forward for the redevelopment of the Castlewood site to establish a recommended type of development

informed through pre-application discussions with the Local Planning Authority, soft market testing with developers and occupiers and modelling of whole-life carbon emissions.

A January 2023 Full Council Meeting report informed by this work will present an Outline Business Case comprising of an expected form of development and delivery route and recommend next steps. It is anticipated that the council will have delivered vacant possession of the site in 2025 to enable its development. A programme setting out the activities leading up to this will be reported to the January Full Council meeting.

Transition of staff, tenants and partners and assets from Castlewood

The transition of staff, tenants and partners and their assets is key to achieving vacant possession (2025). It was previously reported that there were a number of teams (approximately 300 colleagues) who could not be accommodated in the Town Hall, due to the nature of their work and their specific requirements (service/space/storage) – e.g., access to vehicles, equipment, storage and that these teams will remain in Castlewood until either appropriate space/storage can be made available at Town Hall or alternative accommodation is agreed. The numbers, teams and requirements have been gathered and validated; these have been categorised into 5 groups.

Groups: Castlewood staff, tenants and partners

	Group 1: Moving to the Town Hall	Group 2: Moving to the Town Hall	Group 3: Moving to the Town Hall	Group 4: Moving to other location	Group 5: Moving to other location
Proposed move date	2023	Date to be agreed	Date to be agreed	Date to be agreed	Date to be agreed
Total number of colleagues, tenants and partners	368	55	49	126*	162*

* The final number is subject to change.

Colleagues, partners and tenants (as identified and agreed) will move from Castlewood and will be accommodated in the Town Hall, following the completion of the works.

Commercial discussions with partners and tenants are still underway and the results of these will inform the development strategy and the council's approach to securing vacant possession of the Castlewood site.

An action plan is being progressed by the Property Working Group (Castlewood) to develop and agree locations and solutions for staff, tenants and partners including assets that will not be based or accommodated in the Town Hall, to achieve vacant possession for 2025. There are dependencies between this exercise and other workstreams that need to be carefully managed to ensure that services can continue to operate effectively and efficiently from appropriate premises. Additional resources are having to be identified to progress this complex work.

Consultation: HR colleagues have mapped out the steps and indicative timescales for consultation for colleagues in Group 1. It is recognised these dates are dependent on the Town Hall works programme and delivery; these will be reviewed and agreed for work to commence. Work in relation to the other groups will follow once dates are known.

Energy reduction: Managing the use of energy in Castlewood

It was previously reported that a project underway to understand measures that could be implemented to reduce the usage of energy in the building since it is so underutilised.

A feasibility study was commissioned to include a cost benefit analysis of the measures identified to achieve a reduction in energy consumption and associated savings to the Council. The report has been received (October 2022) and is presented in two sections:

- (1) Low capital cost works to existing infrastructure (less than £100k)
- (2) Decommissioning areas of the building as occupancy decreases

It is proposed that the low capital cost works are managed through the Property and Assets projects team. The viability of decommissioning areas of the building is dependent on the end date for vacation of the building and further works is required in this area.

Work is underway to agree the plan and approach to look at maximising any opportunities for the use of the building and efficiencies and to promote and adopt new ways of working and behaviours until vacant possession is realised.

Touchdown Locations

The scope has been defined as the identification and delivery of touch-down locations for council staff beyond the Town Hall. It is recognised there are links to the Customer Service Strategy (approved April 2022) and the Castlewood redevelopment project.

Work to understand the 'as is' position and current provision has been undertaken. A survey will be shared with colleagues to establish requirements which will shape the offer for touchdown locations and the solutions needed.

Travel and Parking

A Working Group has been established, with HR colleagues engaged. An action plan is being progressed to identify and deliver short, medium, and long-term plan for travel and parking requirements and delivery, this includes the Corporate Travel Plan, redevelopment of Castlewood and Locking Road car park timelines and key milestones.

There are a number of decisions (immediate and longer term) that have been identified that need to be considered. These will be progressed by the Travel and Parking Working Group to ensure a clear steer and any decisions needed are agreed and approved.

5. Consultation / Comms and Engagement

Colleagues, tenants and partners and key stakeholders have continued to be engaged, as part of the programme's ongoing activity and governance process. The programme sponsors have been engaged in the process and updates will continue to be provided to the Project and Programme Board.

6. Financial Implications

A budget of £2m has been identified and approved (capital expenditure) for the Town Hall works.

Progressing the move from Castlewood will release savings of up to £1m a year from 2025, so investment needs to be made in the Town Hall building to support the plans for our new

ways of working (hybrid working), to fully adopt and embed the workstyles and to unlock the value from releasing the Castlewood site.

Given the budget challenges facing the Council during 2022-23 and the need to review all expenditure, options have been considered to see if savings could be made or the programme deferred.

During September 2022, this approach has been re-validated informally with the Executive member for Corporate Services, the Executive, Corporate Leadership Team and the PCOM scrutiny working group and established that there is no appetite for stopping the project, but that opportunities to reduce, recycle and repurpose should be taken wherever possible and a value engineering approach taken.

The current forecast is for the project to be delivered within the £2m budget. The team will continue to review and seek to identify any cost saving areas which will not adversely impact on design values and concept.

The approval of the Commissioning and Procurement plan of £993,300 is to facilitate a procurement exercise to appoint a contractor to provide the works detailed in the schedule below.

A cost plan has been developed; the total estimated project cost is £594,500 excluding VAT. The cost plan will be updated with a Pre-Tender Estimate.

The cost of carrying out the works to provide a fully functional office space in accordance with the new design and layout is scheduled in the attached cost plan, along with the additional works set out in the table:

Works	Estimated Cost
Delivery of specification/scope of works (incl. provision of furniture): This is made up of:	£903,000
<ul style="list-style-type: none"> • <i>Items within the cost plan</i> 	£594,500
<ul style="list-style-type: none"> • <i>Toilets</i> 	£50,000
<ul style="list-style-type: none"> • <i>Lighting</i> 	£200,000
<ul style="list-style-type: none"> • <i>Creation of specialist equipment rooms including an infant feeding room and multifaith room.</i> 	£58,500
Contingency at 10%	£90,300
TOTAL	£993,300

Spending profile: Weston Town Hall investment works (budget £2m)

These are currently high level budget costs and will be updated with confirmed costs as the programme progresses and tender action is closed out.

Item	TOTAL BUDGET
Construction Delivery	
Construction Package (incl. furniture). Note: this also includes works to the access control systems (circa £50k) and lifts (circa £100k) which will be procured separately from the main contractor's package utilising existing NSC contracts – the main would need to subcontract these works to the incumbent at an additional cost – procuring directly is likely to provide a more cost efficient solution.	£ 1,144,224
Construction Retention	£ 30,000

ICT Costs	£	250,000
Miscellaneous FF&E	£	50,000
Consultancy Fees		
Space Planning	£	44,427
Budget Monitoring & Cost Consultancy	£	-
Miscellaneous Costs		
Internal Fees	£	87,500
Internal Fees	£	-
Surveys	£	15,000
Miscellaneous Costs	£	20,000
Legal	£	25,000
Building Regulations	£	10,000
Planning	£	15,000
Waymarking	£	20,000
Client Contingency		
Contingency	£	288,849
	TOTAL	£ 2,000,000

7. Legal Powers and Implications

N/A

8. Climate Change and Environmental Implications

Engagement with the council's Climate Emergency Project Manager in the delivery of the Accommodation Strategy, including the development of the business cases and new ways of working continues to ensure the programme aligns with the Climate Emergency Action Plan.

The programme team will continue to work closely with colleagues to make sure we are joined up to support the Council's ambition to be a net zero carbon council by 2030 and are working with the Waste Team and the Sustainable Travel teams to ensure:

- The principle of repair, reuse, reduce and recycle will be used for any future, fittings and equipment (FFE)
- Any surplus furniture can be re-purposed in a way that benefits the local community.
- The energy efficiency of the Town Hall is assessed and for any changes needed to be considered as part of the design and investment works
- The Green Travel Plan objectives are considered and are reflected within the programme

9. Risk Management

The register continues to be reviewed and updated, with key risks being managed and reported to the Programme Board.

10. Equality Implications

Equality Impact Assessment (EIA) circulated to chairs of staff forums and unions and feedback has been received. An accessibility audit will be undertaken (December 2022).

11. Corporate Implications

The Accommodation Strategy has been developed within the overarching priorities contained within the Corporate Plan and the emerging priorities from 2038 Local Plan.

12. Options Considered

N/A

Author:

Amy Webb, Director of Corporate Services

Appendices:

None

Background Papers:

Accommodation Strategy – COU 168 Council 23rd February 2021

Accommodation Strategy Update – Strategic Outline Business Case: The future of Castlewood – COU 15th February 2022

Accommodation Strategy Update – Castlewood - 10th May 2022

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North Somerset Council

Report to the Partnerships and Corporate Organisation Management Overview Policy and Scrutiny Panel

Date of Meeting: 10th November 2022

**Subject of Report: North Somerset Council District and Parish Elections
4th May 2023**

Town or Parish: All

**Officer/Member Presenting: Philippa Penney, Head of Democratic and
Electoral Services**

Key Decision: No

Reason:

No decision being taken.

Recommendations

That the Panel notes the arrangements for the forthcoming North Somerset District and Parish elections scheduled to take place on Thursday 4th May 2023 and offers any observations for consideration by the Returning Officer.

1. Summary of Report

This report summarises the planning and actions undertaken to ensure the effective and efficient delivery of the forthcoming North Somerset District and Parish elections. It also notes the provisions of the Elections Act 2022 and the impact this will have for these elections.

2. Policy

The delivery of the election aligns with the North Somerset Council Corporate Plan vision of openness and fairness and is reflected in the priority to achieve a council which empowers and cares about people.

3. Details

- 3.1 As members will be aware, the next scheduled elections for North Somerset Council and the town and parish councils throughout the North Somerset area will take place on Thursday 4th May 2023.
- 3.2 To give an idea of the scale of the operation, at the last set of local elections in 2019 the eligible electorate was over 165,000. Approximately 28,000 voters chose to use a postal vote, whilst the remainder voted via the ballot boxes located across 128 polling stations. Nearly 600 nominations were received from candidates contesting the district and parish seats. 350 polling staff were deployed with a total staff count of 950 including the verification and counting of the votes, transport, IT and contact centre colleagues etc.

- 3.3 Preparations for the May elections are progressing with premises confirmed for the postal vote issue and opening, polling and count venues. Staff appointments are currently underway along with completion of those processes that can be undertaken ahead of the notice of election and nominations period. These include preparing briefings to parish councils and prospective candidates, updating staffing lists, liaising with printers, our software provider, and other third-party suppliers.
- 3.4 The council's website is being updated with comprehensive and accessible pages dedicated to the various aspects of the election and will be the key communication tool throughout the electoral process.
- 3.5 A draft timetable is attached showing the key dates that any potential candidates along with prospective agents will wish to be aware of:

Publication of Notice of Election	20/03/2023	
Start of Nominations	21/03/2023	
Close of Receipt of Nominations	04/04/2023	4.00pm
Delivery of Notice of Withdrawal of Candidature	04/04/2023	4.00pm
Appointment of Election Agents (District only)	04/04/2023	4.00pm
Publication of Statements of Persons Nominated	05/04/2023	4.00pm
Bulk issue of postal votes	15/04/2023	(Saturday)
Deadline for Registration applications	17/04/2023	Midnight
Deadline for Postal Vote & Postal Proxy applications	18/04/2023	5.00pm
Deadline for Voter Authority Certificate applications	25/04/2023	5.00pm
Deadline for ordinary Proxy Vote applications	25/04/2023	5.00pm
Deadline for appointing Poll and Count Agents	26/04/2023	
Day of Poll (7.00am to 10.00pm)	04/05/2023	
Verification of the votes (following close of poll)	04/05/2023	
Counting of the votes	05/05/2023	

- 3.6 The verification of the votes will start following the close of poll as ballot boxes are delivered to the count venue.
- 3.7 The counting of the votes will take place on Friday 5 May and will start with the district papers. It will then move on to the parish count as the day progresses. Only 20 of these counts will be for a single vacancy i.e., the single member district wards. All other counts will have more than one vacancy and therefore papers will be counted using kangaroo board style counting sheets.
- 3.8 Declaration of results will be made following completion of each electoral area count.

Elections Act 2022

- 3.9 The Elections Act 2022 was passed through Parliament on 23 April 2022 and makes changes to the UK electoral system. The Act seeks to improve the security, accessibility and transparency of elections and campaigning, and contains measures that effect elections and the way we vote. Whilst the timetable for implementing

some of the measures has been delayed, two of them will be in place for the elections in May 2023.

3.10 Voter identification

Electors will have to show an approved form of photographic identification to be allowed to vote at a polling station. If they cannot provide one of the required forms of identification as set out in the legislation (e.g., driving licence, passport) they will be able to apply for a free Voter Authority Certificate from their Electoral Registration Officer.

3.11 Accessibility

Returning Officers (RO) will have a general responsibility to take all reasonable steps to support voters with disabilities. The Electoral Commission will be providing guidance on what measures ROs can look to put in place for their area. The provision for voters to be assisted by a companion will be extended to allow anyone over the age of 18 to assist.

3.12 Future changes

Although not in place for the elections next May, additional measures will come into force at various subsequent points. These include:

- A ban on political parties and campaigners from handling postal votes
- A limit on the number of postal votes a person can hand in at polling stations
- Changes to the process for applying for postal votes
- EU citizens will no longer automatically be able to register to vote, vote and stand for election
- Removal of the 15-year limit on voting rights for British citizens living overseas
- Introduction of the First Past The Post voting system for Police and Crime Commissioner elections.

4. Consultation

The process for the conduct of elections is prescribed by legislation and thus not subject to consultation. The legislation is supplemented by guidance from the Electoral Commission.

5. Financial Implications

Election costs at combined local elections are split between the district council and the parish councils. North Somerset Council costs will be met from the elections reserve and the parish councils will be recharged following the elections.

The additional costs being incurred as a consequence of the Elections Act will be the subject of new burdens funding provided by the Department for Levelling Up Housing and Communities, in a hybrid mix of grant funding and justification-led bids. Whether sufficient new burdens funding is provided to cover actual costs incurred remains to be seen.

6. Legal Powers and Implications

The conduct of the election including the polling and count rules are governed by the Representation of the Peoples Act 1983 and subordinate regulations.

It is a legal requirement to comply with the Elections Act 2022 and subsequent secondary legislation in the form of Regulations and to ensure that the Council meets its obligation (under section 54 of the Representation of the People Act 1983) to provide sufficient resources to the Electoral Registration Officer.

7. Climate Change and Environmental Implications

None

8. Risk Management

The risks are that legal action may result if the legislative requirements are not met, which would result in additional costs and a loss of reputation for the Council. These risks can be mitigated by ensuring that appropriate planning and resources are put in place, in good time.

9. Equality Implications

All polling stations and electoral service venues remain compliant with the relevant disability legislation. Under the Equality Act's Public Sector Equalities Duty, decision makers are required to consider the need to advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs.

10. Corporate Implications

The Council is legally required to provide the Returning Officer with sufficient resource to ensure that the election is administered effectively.

11. Options Considered

There are no other options, the legislation must be complied with.

Author:

Philippa Penney, Head of Democratic and Electoral Services

Email: philippa.penney@n-somerset.gov.uk

Telephone: 01275 884010

Appendices:

None

Background Papers:

Electoral Commission Risk Register – local elections 2023

Electoral Commission website – local elections in England

<https://www.electoralcommission.org.uk/i-am-a/candidate-or-agent/local-elections-england>

NSC website pages – *relevant pages currently in development*

Elections Act 2022 <https://www.legislation.gov.uk/ukpga/2022/37/contents/enacted>

North Somerset Council

Report to the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

Date of Meeting: 10 November 2022

Subject of Report: Sky Lantern, Balloon Release and Firework Policy

Town or Parish: All

Officer/Member Presenting: Dee Mawn

Key Decision: No

Reason:

This is not a key decision because it will not result in the authority incurring expenditure or making savings in excess of £500,000 and will not be significant in terms of its effect on communities living or working in more than one ward in the area

Recommendations

That the panel considers amendments to the Sky Lantern and Balloon Release Policy to include restrictions on firework displays so that displays taking place on council owned land are limited to the low noise variety only.

1. Summary of Report

The Sky Lantern and Balloon Release Policy was adopted by the council in 2020, this report seeks amendments to the policy to limit the use of fireworks at displays on council owned land to the low noise variety only. This is due to the growing concern of the impacts that noisy fireworks are having on people, livestock and pets.

2. Policy

The Council's policy already discourages and where possible prevents the intentional outdoor release of balloons and sky lanterns from Council owned land and premises. This report recommends that the existing policy is extended so that it also limits the use of fireworks on council land to the low noise variety only.

3. Details

Whilst it is not possible to alter or change the law around the use of fireworks, it is possible to introduce into local policy restrictions on the types of fireworks that the council will allow at events and displays taking place on its own land and property.

4. Consultation

Consultation has been undertaken with internal stakeholders including the Seafront and Events Team and the Food and Commercial Safety team.

5. Financial Implications

Costs

There are no specific financial implications arising directly from this report

Funding

N/A

6. Legal Powers and Implications

The report does not seek to change the law around fireworks. It only seeks to amend existing council policy to limit the use of fireworks on council owned land to the low noise variety.

It remains legal in the UK for consumers to purchase fireworks at any time of the year but you must be aged 18 or older to buy most types of firework.

Fireworks can be purchased in person at a shop or ordered online for delivery. Fireworks can only be shipped using a specialist explosives courier or by the retailer's own vehicles; it is illegal to send fireworks through the normal postal system.

Anyone selling or storing fireworks must apply for and pay for a licence, these licences are issued by the Food and Commercial Safety team. Most supermarkets only sell fireworks in the run-up to Bonfire Night and New Year's Eve.

The public can only purchase fireworks intended for use by the general public. These will be classified as Category F2 or Category F3 Firework. All fireworks on sale to the public must also conform to rigorous safety standards and be marked as UKCA compliant. Fireworks marked as Category F4 are for use by professionals only.

It remains legal in the UK for consumers to let fireworks off at any time of the year, including away from the seasonal Bonfire Night selling periods and on any day of the week.

However, a person must not let fireworks off after 11pm at night. There are four exceptions to the 11pm curfew:

- Bonfire Night itself (November 5th): Not after midnight.
- New Year's Eve (December 31st): Not after 1am.
- Diwali (date varies): Not after 1am.
- Chinese New Year (date varies): Not after 1am.

It is also illegal for anyone under the age of 18 to possess fireworks in a public place.

7. Climate Change and Environmental Implications

There is increasing concern on the possible impacts of noise from fireworks on people, livestock and pets. The risk could be decreased by introducing a limit on the use of fireworks on council land to the low noise variety only

8. Risk Management

Continuing to allow the use of traditional loud, noisy fireworks on Council owned land increases the risk of people, livestock and pets being affected by noise. The risk could be decreased by introducing a limit on the use of fireworks on council land and property to the low noise variety only

9. Equality Implications

Have you undertaken an Equality Impact Assessment? No

The policy and issues considered in this report are primarily focused on reducing the noise impact of firework displays on council owned land and therefore the impact of any changes to groups with protected characteristics is expected to be neutral.

10. Corporate Implications

There may already be events scheduled to take place which involve the use of traditional style noisy fireworks. Therefore, any amendments made to local policy will need to factor in a considerable lead in time before implementation takes effect. This is to allow for event organisers to prepare for the change in policy.

11. Options Considered

A number of options for consideration are set out below.

Option 1: To amend the Sky Lantern and Balloon Release Policy so that firework displays taking place on council owned land are limited to the low noise variety only.

Option 2: To not amend the policy and continue to allow the use of traditional style, noisy fireworks on council land and property

Author:

Dee Mawn
Environmental Protection Service Leader
Public Health and Regulatory Services
North Somerset Council

Tel: 01275 884162

E-Mail: Dee.Mawn@n-somerset.gov.uk

Post: Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ

Web: www.n-somerset.gov.uk

Appendices

N/A

Background Papers:

Report to the Community and Corporate Organisation Policy and Scrutiny Panel
5 November 2019

<https://n->

[somerset.moderngov.co.uk/Data/Community%20and%20Corporate%20Organisation%20Policy%20and%20Scrutiny%20Panel/201911051430/Agenda/05.1.1%20Sky%20Lanterns%20and%20Balloon%20Release%20Policy.pdf](https://n-somerset.moderngov.co.uk/Data/Community%20and%20Corporate%20Organisation%20Policy%20and%20Scrutiny%20Panel/201911051430/Agenda/05.1.1%20Sky%20Lanterns%20and%20Balloon%20Release%20Policy.pdf)

North Somerset Council

Report to the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

Date of Meeting: 10 November 2022

Subject of Report: Q1 performance and risk update for 2022/23

Town or Parish: ALL

Officer/Member Presenting: Emma Diakou, Head of Business Insight, Policy and Partnerships

Key Decision: NO

Reason:

This is an information item.

Recommendations

- That the panel note the Q1 updates to the 2022/23 performance management framework and strategic risk register included in this report.
- That the panel note the additional published data available via the interactive dashboards on the council's website.

1. Summary of Report

Our Business Planning and Performance Management Framework is designed to monitor progress against our Corporate Plan priorities and against our vision for an *open, fairer, greener* North Somerset.

We do this on an annual basis by developing and implementing Annual Directorate Statements. These are the business plans for the five council directorates (Adults, Children's Services, Corporate Services, Place, and Public Health and Regulatory Services) and give the key strategic commitments for the year ahead. These commitments are directorate specific or organisational wide. Progress against these commitments is monitored by key projects and their milestones. We also monitor a number of Key Corporate Performance Indicators (KCPIs) which give an overview of activity, pace and outcomes.

Alongside these commitments, directorate risk registers are developed, these include any risks which might challenge achievement of our priorities. These risk registers are reviewed to develop an over-arching Strategic Risk Register, where high level risks are escalated and held.

This paper gives an update on progress against the organisational-wide commitments, the KCPIs that are reported to our Scrutiny Panels, and the Strategic Risk Register as of end Q1. This paper also provides links to published data sets which give additional context and/or oversight against our performance.

The panel is asked to note this Q1 performance update using the following framework:

Annual Directorate Statement commitments:

Fig 1.1: commitment RAG rating framework

GREEN	Successful delivery of this commitment is highly likely. There are no major outstanding issues that at this stage appear to threaten delivery
GREEN/AMBER	Successful delivery of this commitment is likely but there are some minor outstanding issues that need to be resolved to ensure delivery.
AMBER	Successful delivery of this commitment appears feasible, but issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly should not present further problems.
AMBER/RED	Successful delivery of this commitment may be unachievable. Issues already exist requiring immediate management attention to ensure delivery.
RED	Successful delivery of this commitment appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable.

Key Corporate Performance Indicators:

- GREEN: On track.
- AMBER: Not on track but likely to be brought back on track by end year.
- RED: Not on track and unlikely to be so by end year.

Strategic Risk Register:

The panel is asked to note the Q1 risk register status using the following risk scoring matrix:

Fig 1.2: risk scoring matrix

		← Likelihood →				
		Rare	Unlikely	Possible	Likely	Almost certain
Impact	Critical	LOW/MED	MEDIUM	HIGH	HIGH	HIGH
	High	LOW	MEDIUM	MED/HIGH	HIGH	HIGH
	Medium	LOW	LOW/MED	MEDIUM	MED/HIGH	HIGH
	Low	LOW	LOW/MED	LOW/MED	MEDIUM	MEDIUM
	Negligible	LOW	LOW	LOW	LOW/MED	LOW/MED

2. Policy

The Corporate Plan is the council's overarching strategic document. It is the only plan which covers the full range of the council's responsibilities and is an important tool to help focus our effort and resources on the right things. By prioritising a clear set of commitments, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve.

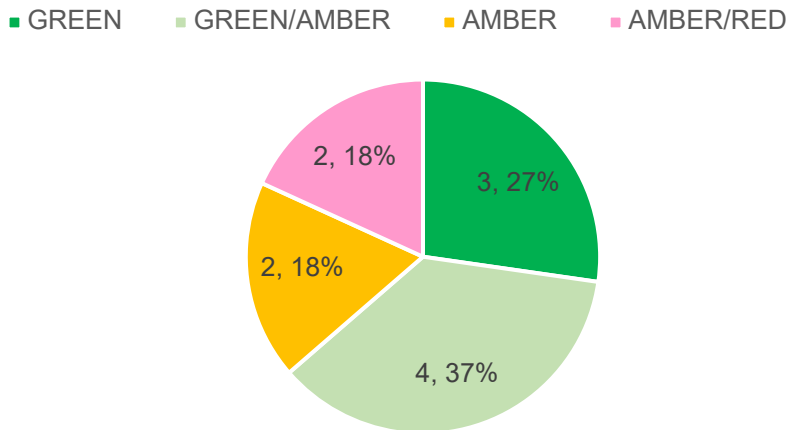
The risk registers detail the risks faced by North Somerset Council in relation to achieving our aims and priorities as defined in the Corporate Plan. The risk registers also note mitigating actions being taken where possible to control those risks.

3. Details

Annual Directorate Statement commitments:

There are 11 organisational wide commitments which all council directorates help to contribute towards. As of end Q1, 3 commitments were GREEN, 4 were GREEN/AMBER, 2 were AMBER, 2 were AMBER/RED, and none were RED.

Fig 1.3 ADS commitments as of end Q1



AMBER/RED commitments requiring immediate management attention were:

- Ensure effective financial management across the directorates including a balanced budget at year end and delivery of Medium-term Financial Plan savings.
- Implement the Digital Strategy and deliver on any in year actions in the action plan.

For the full list of organisational wide commitments per the framework in fig 1.1, please see appendix 1. For the full list of all directorate commitments please see the published interactive [Corporate Plan performance dashboard](#). Please note, this dashboard is updated quarterly and includes an overview of all transformational commitments agreed by the directorates for 2022/23, a number of key measures for the area (some of which are KCPIs), all strategic risks, and a number of links to other data sources as follows.

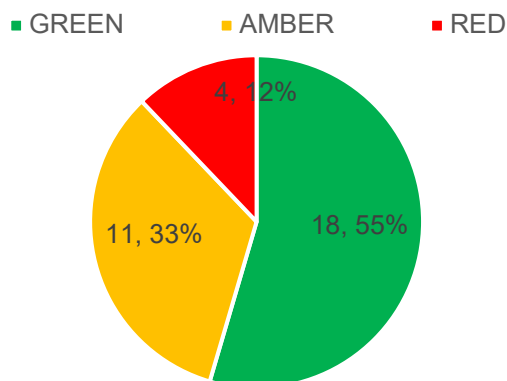
- The interactive [data dashboard](#) for the Health and Wellbeing Strategy: this gives an overview of progress against the Health and Wellbeing Strategy action plan.
- The interactive data dashboard for the Climate Emergency Strategy (in development): this gives an overview of progress against the Climate Emergency Strategy action plan.
- [The North Somerset profile](#): this interactive dashboard includes data on our population, demographics, deprivation, the economy, transport, and crime and anti-social behaviour.
- [North Somerset ward profiles](#): this interactive dashboard includes data at ward level across a number of themes similar to those in the North Somerset profile.
- The North Somerset [Joint Strategic Needs Assessment](#) data dashboard: this interactive dashboard gives North Somerset level data across health and social care.
- The [Customer Services data dashboard](#): this interactive dashboard gives an overview of activity in the North Somerset contact centre and across the North Somerset Council website.

All interactive dashboards can be found on the '[North Somerset Insight: data and statistics](#)' section of the council's website and by publishing this data we contribute towards our Corporate Plan commitment to be open and enabling.

Key Corporate Performance Indicators:

There were 39 reportable KCPIs as of end Q1, 6 were contextual (not targeted), 18 were GREEN, 11 were AMBER, 4 were RED.

Fig 1.4 KCPIs as of end Q1



RED KCPIs requiring immediate management attention were:

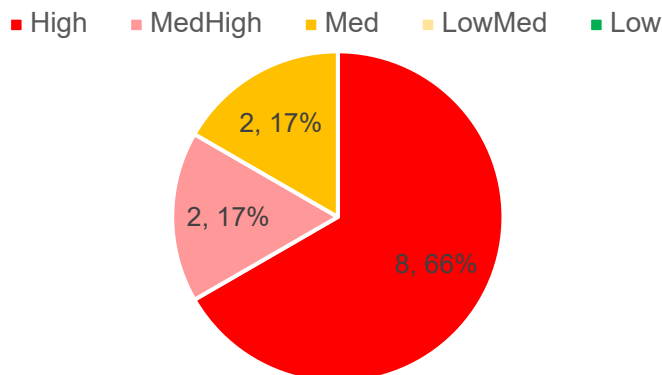
- The percentage of municipal waste sent to landfill.
- The percentage of adults in contact with secondary mental health services living independently or without support.
- The number of households living in temporary accommodation.
- The percentage of care leavers (19-21 year olds) in education, employment and/or training.

For the full list of KCPIs please see appendix 2.

Strategic Risk Register:

There are 12 risks in the strategic risk register. After mitigating actions were applied in Q1, 8 risks remained HIGH:

Fig 1.5 strategic risk register: residual risk score as of end Q1



High scoring risks were:

- Risk that we are unable to deliver the priorities of the council by not planning to meet the Medium-term Financial challenge and delivering a balanced budget.
- Risk that we are unable to reduce or mitigate inflationary pressures (such as energy prices), resulting in impacts on our services.
- Risks of ineffective recruitment across the organisation leading to capacity issues in key areas.

- Risk that we do not deliver sustainable change in children's services at the right pace of the improvement journey.
- Risk that we do not manage the demand for children's social care and special educational needs and disabilities (SEND) placements within available resources.
- Risk that despite protecting the council's systems and essential data from cyber-attacks, malicious attempts to damage critical services within the council could be disruptive.
- Risks aligned to any delay to the Local Plan process exposing council to risk of speculative development and unplanned growth through appeal.
- Risks to achieving a net zero position by 2030 given current resources and sphere of influence.

For the full list of strategic risks including their inherent and residual risk rating as per the matrix in fig 1.2, please see appendix 3.

4. Consultation

As part of the Business Planning and Performance Management Framework all tier three managers and above contribute to their Annual Directorate Statement. These are then agreed by Directorate Leadership teams and Corporate Leadership Team.

The views of residents, staff and other stakeholders all helped to shape the development of the Corporate Plan on which the Annual Directorate Statements are based.

5. Financial Implications

The Annual Directorate Statements are developed alongside the Medium-term Financial Plan to ensure that the commitments made are within the resource envelope for the year ahead.

Monitoring the effectiveness of our financial management is then embedded within the Annual Directorate Statements. All statements include a commitment as follows: *Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings*. Risks are then aligned to that commitment as needed and reported quarterly.

There are no specific financial implications to this report.

Costs

N/A

Funding

N/A

6. Legal Powers and Implications

N/A

7. Climate Change and Environmental Implications

The Business Planning and Performance Management Framework contributes to the council's vision to be open, fair and green. As part of this, all Annual Directorate Statements for 2022/23 include the following commitment for all directorates: *Deliver the directorate climate emergency action plan and deliver to timescales*. A commitment is also included to

refresh the over-arching Climate Emergency Strategy and action plan. Progress against this is monitored quarterly.

8. Risk Management

Risk management is embedded within the Business Planning and Performance Management Framework. Once the commitments have been identified for the year ahead, directorate-wide risk registers are developed. These seek to ensure we are aware of any challenges to achievement of the commitments. They are updated and reported quarterly alongside performance data. A quarterly review is also undertaken of any AMBER/RED and RED commitments to ensure they are captured within the risk registers and if not, included for the following quarter. This ensures there is a clear link between the Corporate Plan and our risk management framework. These directorate risks then feed into the Strategic Risk Register which is also updated and reported quarterly.

9. Equality Implications

The Business Planning and Performance Management Framework identifies which commitments are 'equality commitments' and these are updated and reported quarterly. All statements also include a commitment as follows: *Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.*

10. Corporate Implications

It is a requirement as part of the Business Planning and Performance Management Framework for all directorates to set their business plan annually and to develop an aligned risk register. These must then be considered at least quarterly by their Directorate Leadership Team, by Corporate Leadership Team, by Executive members, by Scrutiny Panels and by Audit Committee.

11. Options Considered

Business planning and performance reporting are part of the good governance of the council.

Authors:

Emma Diakou, Head of Business Insight, Policy and Partnerships
Corporate Services
North Somerset Council
emma.diakou@n-somerset.gov.uk

Jo Belbin, Senior Business Intelligence Analyst
Corporate Services
North Somerset Council
jo.belbin@n-somerset.gov.uk

Appendices:

- Appendix one: Annual Directorate Statement commitments (organisational wide only).
- Appendix two: Q1 Key Corporate Performance Indicators.
- Appendix two: Strategic Risk Register.

Background Papers:

- North Somerset Corporate Plan: [North Somerset Corporate Plan 2020-2024 \(n-somerset.gov.uk\)](https://www.n-somerset.gov.uk)
- Corporate Plan action plan and strategic risk register: [Microsoft Power BI](#)
- Health and Wellbeing Strategy: [Health and wellbeing strategy 2021-24 | North Somerset Council \(n-somerset.gov.uk\)](#)
- North Somerset Insight: data and statistics: [North Somerset Insight: data and statistics | North Somerset Council \(n-somerset.gov.uk\)](#)
- The North Somerset profile: [North Somerset profiles | North Somerset Council \(n-somerset.gov.uk\)](#)
- North Somerset ward profiles: [North Somerset profiles | North Somerset Council \(n-somerset.gov.uk\)](#)
- Joint Strategic Needs Assessment: [Joint strategic needs assessment \(JSNA\) for health and social care | North Somerset Council \(n-somerset.gov.uk\)](#)
- Customer Services data dashboard: [Customer services dashboard | North Somerset Council \(n-somerset.gov.uk\)](#)
- Adults Annual Directorate Statement 2022/23
- Corporate Services Annual Directorate Statement 2022/23
- Children's Annual Directorate Statement 2022/23
- Place Annual Directorate Statement 2022/23
- Public Health and Regulatory Services Annual Directorate Statement 2022/23

Appendix one

Organisational wide Annual Directorate Statement commitments (as of end Q1 2022/23)

ADS commitment	Commitment type	Q1 progress
Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.	Organisational wide commitment wide	GREEN
Improve the customer journey across all channels by ensuring we have the right tools in place and that residents are well informed and engaged.	Organisational wide commitment wide	GREEN
Respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper.	Organisational wide commitment wide	GREEN
Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.	Organisational wide commitment wide	GREEN/AMBER
Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.	Organisational wide commitment wide	GREEN/AMBER
Deliver the People Strategy action plan for 2022/23.	Organisational wide commitment wide	GREEN/AMBER
Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.	Organisational wide commitment wide	GREEN/AMBER
Deliver the Climate Emergency Strategy and contribute via directorate action plans.	Organisational wide commitment wide	AMBER
Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.	Organisational wide commitment wide	AMBER
Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.	Organisational wide commitment wide	AMBER/RED
Deliver the Digital Strategy delivery plan for 2022/23.	Organisational wide commitment wide	AMBER/RED

Appendix two

Key Corporate Performance Indicators (as of end Q1 2022/23)

National benchmarking data is intended to provide a comparison of local data against the latest national data wherever possible. Where the data has not yet been published the latest available data has been given. Contextual measures do not have a target.

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
A thriving and sustainable place														
✓					The number of homes where a significant hazard was removed / repaired through local authority intervention	107	14				100 <i>Higher is better</i>	AMBER	n/a	Local measure
✓			✓		The number of affordable houses through working in partnership	189	146				200 <i>Higher is better</i>	GREEN	n/a	Local measure
			✓		The number of jobs created at the J21 Enterprise Area	-	53				100 <i>Higher is better</i>	GREEN	n/a	Local measure
			✓		The number of business start-ups in North Somerset	-	352				1,000 <i>Higher is better</i>	GREEN	n/a	Local measure
			✓		The percentage of vacant retail premises in WsM town centre (including the Sovereign Centre)	20.7%	19.87%				Contextual (not targeted)	n/a	125 / 629	Local measure

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking <i>England (Eng)</i> <i>South West (SW)</i>
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
			✓		The percentage of vacant retail premises in Clevedon town centre	10.6%	7.95%				Contextual (not targeted)	n/a	12 / 151	Local measure
			✓		The percentage of vacant retail premises in Nailsea town centre	13.3%	13.33%				Contextual (not targeted)	n/a	22 / 165	Local measure
			✓		The percentage of vacant retail premises in Portishead town centre	6.7%	6.67%				Contextual (not targeted)	n/a	9 / 135	Local measure
			✓		The percentage of municipal waste sent to landfill	11.48%	11.09%				10% <i>Lower is better</i>	RED	2,906.4kg / 26,218.9kg	Eng 6.13% SW 5.68% (2020/21)
			✓		Residual household waste sent to landfill (per household) (kgs)	404.86kg	98.92kgs				<400kg <i>Lower is better</i>	GREEN	9722.32kg / 98,280 households	Eng 513.09kgs SW 449.27kgs (2020/21)
			✓		The percentage of household waste sent for reuse, recycling or composting	59.5%	61.77%				60% <i>Higher is better</i>	GREEN	15,711.06kg / 25,433.38kg	Eng 41.71% SW 49.23% (2020/21)

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking <i>England (Eng)</i> <i>South West (SW)</i>
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
		✓	✓		The number of crimes overall in North Somerset	13,600 crimes	3,592 crimes			<13,642 <i>Lower is better</i>	AMBER	n/a	Local measure	
		✓	✓		The number of anti-social behaviour incidents overall in North Somerset	2,663 crimes	688 crimes			<2691 <i>Lower is better</i>	GREEN	n/a	Local measure	
A council which empowers and cares about people														
✓					The proportion of adults with a learning disability who live at home or with family	66.4%	63.0%			68% <i>Higher is better</i>	AMBER	318 / 501	Eng 78.3% SW 77.7% (2020/21)	
✓					The percentage of adults in contact with secondary mental health services living independently or without support	50.0%	47.3%			65% <i>Higher is better</i>	RED	TBC	Eng 58.0% SW 53.0% (2020/21)	
✓					The number of households living in temporary accommodation	88 households	83 households			<70 households <i>Lower is better</i>	RED	n/a	Total number of households in temporary accommodation per (000s) households NSC 0.89 Eng 2.66 SW 1.16 (Q3 2021/22)	

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking England (Eng) South West (SW)
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
✓					More homeless, (or threatened with homeless) households prevented from being homeless	51.8%	54.9%			60.0% <i>Higher is better</i>	AMBER	79 / 144	Local measure	
✓					The number of people in permanent care home placements age 65+	738 placements	750 placements			Decreasing trend against long term avg. (5 years) <i>Lower is better</i>	TBC	n/a	Local measure	
✓					The number of people in permanent care home placements age 18 - 64	181 placements	186 placements			Decreasing trend <i>Lower is better</i>	AMBER	n/a	Local measure	
			✓		Claimant count for those on out of work benefits in North Somerset (aged 16-64 yrs)	2.8%	2.4%			<3% <i>Lower is better</i>	GREEN	2,940	Eng 3.8% SW 2.6%	
			✓		Claimant count for those on out of work benefits in North Somerset (aged 18-24 yrs)	4.7%	3.9%			<5% <i>Lower is better</i>	GREEN	525	Eng 4.4% SW 2.8%	
	✓				The percentage of 16-17 year olds who are not in education, employment and/or training	2.7%	2.9%			Decreasing trend <i>Lower is better</i>	AMBER	TBC	Eng 3.8% SW 2.6%	

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking <i>England (Eng)</i> <i>South West (SW)</i>
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
	✓				The percentage of assessment of completing within 45 working days (children social care only)	93.0%	84.9%				Increasing trend <i>Higher is better</i>	AMBER	n/a	Eng 87.6% SW, 86.8%
	✓				The percentage of re-referrals to children social care within 12 months of the previous referral	17.7%	13.2%				Decreasing trend <i>Lower is better</i>	GREEN	n/a	Eng 22.7% SW 22.7%
	✓				Rate of children on a child protection plan (rate per 10k)	21.2 per 10,000	23.05 per 10,000				Contextual (not targeted)	n/a	n/a	Eng 40.7 per 10,000 SW 41.4 per 10,000
	✓				The percentage of child protection plans started that were a second or subsequent plan	35.3%	30.4%				Decreasing trend <i>Lower is better</i>	AMBER	n/a	Eng 25.2% SW 22.1%
	✓				Rate of children in care (per 10k)	45 per 10,000	51.9 per 10,000				Contextual (not targeted)	n/a	n/a	Eng 59.2 per 10,000 SW 67 per 10,000
	✓				The percentage of children in care with three or more placement moves - rolling 12 month period	13.0%	13.6%				Decreasing trend <i>Lower is better</i>	AMBER	n/a	Eng 9.0% SW 10.7%

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking <i>England (Eng)</i> <i>South West (SW)</i>
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
	✓				The percentage of children in care in long-term placement stability	71.0%	70.1%			Increasing trend <i>Higher is better</i>	AMBER	n/a	Eng 70.0% SW 70.0%	
	✓				The percentage of care leavers (19-21 year olds) in suitable accommodation	94.8%	88.2%			Increasing trend <i>Higher is better</i>	AMBER	n/a	Eng 88% SW 89%	
	✓				The percentage of care leavers (19-21 year olds) in education, employment and/or training	58.2%	45.1%			Increasing trend <i>Higher is better</i>	RED	n/a	Eng 52% SW 52%	
	✓				The percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	83.5%	87.0%			Increasing trend <i>Higher is better</i>	GREEN	n/a	Data not yet available	
An open and enabling organisation														
		✓			The percentage of customer satisfaction via telephone	99.0%	99.0%			90.0% <i>Higher is better</i>	GREEN	1,594 / 1,606	Local measure	
		✓			The percentage of staff satisfied working for the council remains high (staff survey)	80.0%	79.0%			Above 5 year average <i>Higher is better</i>	GREEN	n/a	Local measure	

Scrutiny Panel					Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Number	National benchmarking <i>England (Eng)</i> <i>South West (SW)</i>
ASH	CYPS	PCOM	PLACE	Health			Q1	Q2	Q3	Q4				
		✓			The percentage of staff satisfied with the way the council is run remains high (staff survey)	76.0%	71.0%			Above 5 year average <i>Higher is better</i>	GREEN	n/a	Local measure	
		✓			The number of employed Apprentices and Apprenticeship funded training	N/A	49			Increasing trend <i>Higher is better</i>	GREEN	n/a	Local measure	
		✓			The net business rates physically received within North Somerset	£52,723 m	£22,927m			£54,303m <i>Higher is better</i>	GREEN	n/a	Local measure	
		✓			The net council tax physically received within North Somerset	£148,394 m	£48,634m			£148,076m <i>Higher is better</i>	GREEN	n/a	Local measure	
		✓			The overall % rate of in-year sundry debt collection	87.59%	92.4%			80.0% <i>Higher is better</i>	GREEN	9,0738,844 / 9,825,4699	Local measure	
			✓		The percentage of employees who are accredited as carbon literate	16.0%	16.0%			25.0% <i>Higher is better</i>	GREEN	TBC	Local measure	

Appendix three
Strategic Risk Register (as of end Q1 2022/23)

Risk	Inherent score	Mitigating actions	Residual score
Risk that we are unable to deliver the priorities of the council by not planning to meet the Medium Term Financial Challenge and delivering a balanced budget.	HIGH	Monthly oversight of detailed workplans by Corporate Leadership Team and development of financial strategy required to close the budget gap for future years.	HIGH
Risk that we are unable to reduce or mitigate inflationary pressures (such as energy prices), resulting in impacts on our services.	HIGH	It should be noted that whilst mitigations are in place and progress is being made to close the budget gap, other issues and pressures continue to materialise which means that the council must update its plans.	HIGH
Risks of ineffective recruitment across the organisation leading to capacity issues in key areas.	HIGH	Recruitment is challenging across all sectors. Mitigations being put in place to strengthen our recruitment offer centrally.	HIGH
Risk that we do not deliver sustainable change in Children's Services at the right pace of the improvement journey.	HIGH	Our strategic plan sets out the improvement actions and action plan for the year ahead. Six clear improvement areas are identified, and work continues against these to take all actions forward with leadership from the Assistant Director supported by Heads of Service. Focused meetings are scheduled where progress is monitored, barriers to success identified and working groups with leads set to drive the goals and progress.	HIGH
Risk that we do not manage the demand for children's social care and SEND placements within available resources.	HIGH	Working with Department for Education on 'Safety Valve' project, and through this, have developed a proposal to reduce expenditure over coming years until we have a balanced book. New post created for Education Commissioning to create a dedicated resource to manage SEND Commissioning.	HIGH
Risk that despite protecting the council's systems and essential data from cyber-attacks, malicious attempts to damage critical services within the council could be disruptive.	HIGH	Ongoing area of risk which has increased given the Ukraine situation.	HIGH

Risk	Inherent score	Mitigating actions	Residual score
Risks aligned to any delay to the Local Plan process exposing council to risk of speculative development and unplanned growth through appeal	HIGH	The council continues to progress the preparation of the local plan with the intention to submit to the Secretary of State for Examination during Q4. A new local plan will reset the council's five year housing land supply.	HIGH
Risks to achieving a net zero position by 2030 given current resources and sphere of influence.	HIGH	There is a broad programme of activity across workstreams of our property, retrofitting, communications, transport decarbonisation and renewable energy. These activities will help to reduce the Scope 1 and 2 emissions of the organisation, but Scope 3 emissions will continue to be challenging. Emissions for North Somerset as an area are reducing, but significant transport decarbonisation is required. Making the step change of progress required will require massive levels of investment (including public funding) and mass behavioural change even to meet the government's stated aim of zero carbon by 2050.	HIGH
Risk that we are unable to deliver capital projects within the approved resource envelope either due to lack of governance or unmanageable cost increases.	HIGH	Monthly oversight of detailed financial analysis and forecasting by Corporate Leadership Team, along with strategic planning measures and decision making.	MEDHIGH
Risk that we do not manage the increased demands on social care or market demands within available financial or staffing resources for adult social care.	HIGH	Recruitment to the hospital discharge assessment team and Single Point of Access has taken place. Financial support for domiciliary care providers agreed to mitigate the increase in fuel charges being experienced by care staff and funds set aside to provide some financial mitigation to the residential and nursing sector.	MEDHIGH
Risks to our overall organisational operational effectiveness due to the impacts of COVID-19.	HIGH	Following government guidance. No evidence of significant staff absence related to covid-19 despite high case rates.	MED
Risks aligned to the deteriorating condition of some of our assets	HIGH	New systems and process are being implemented and a revised structure for property resources developed. Funding has been identified to develop investment plans for key priority assets within leisure, libraries, and depots.	MED

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Partnerships, Corporate Organisation and Overview/Management Policy and Scrutiny Panel Work programme November 2022

(to be updated following each Panel meeting)

The Panel will consider issues of significant public concern, areas of poor performance and areas where Members think the Council could provide better value for money. This is a “live” document and is subject to change as priorities or circumstances change.

Section One – Active & Scheduled panel projects as identified in the overarching Strategic Work Plan. Projects are ranked in priority order. Scheduled projects will commence as active projects are completed or if reprioritised as circumstances require

Topic	Reason for scrutiny	Method of scrutiny and reporting process	Timeline	Progress	Contact
ICT (including Members' ICT)	<p>Heightened importance given the current pandemic and increased reliance on ICT in supporting flexible and remote working</p> <p>Modern Gov implementation</p> <p>Consultation and Engagement Strategy</p> <p>Current contract coming to an end</p>	<p>Steering Group</p> <p>To lead on related strategy development</p> <p>To identify improvements to use of Modern.Gov to maximise its functionality</p> <p>Current focus: Members' IT requirement from May 2023</p>	<p>Cyber/data security review meeting held 14 March 2022</p> <p>Mtgs: 14/07, 21/09 and 31/10.</p> <p>Next meeting TBA early December</p>	<p>Regular steering group meetings</p> <p>Topics covered:</p> <ul style="list-style-type: none"> - Members IT - calendars - microphones - livestreaming - strategy tracking 	Mike Riggall
Financial planning and Medium-Term Financial Plan	<p>Review of budget development plans for 2022/2023 and beyond to 2023/24 Budget</p> <p>Budget engagement plan</p>	<p>Steering Group to develop forward looking engagement with financial pressures and the budget setting process</p>	<p>Meetings held on: 20/09 and 21/10</p> <p>All-Councillor scrutiny session on 2023/24 budget to be held in late November see S.3 below</p>	<p>Regular steering group meetings as required</p>	Amy Webb / Mel Watts

Accommodation Strategy	<p>Strategic Asset Management & Property Plan (SAMPP): a strategic framework setting core principles for the future use and management of the council's assets to enable the successful delivery of council services.</p> <p>Accommodation Strategy (AS): a specific piece of work focused on the council's ways of working and use of office accommodation.</p> <p>Strategic Development Programme (SDP): the preparation of a programme of investment, divestment or disposal for our potential development sites, including legal and financial advice on delivery mechanisms</p>	<p>All member engagement sessions</p> <p>Focused working group meetings as required</p>	<p>Programme of work throughout the longer-term development of the strategies</p> <p>Regular review of Accommodation Strategy</p> <p>07/07:workstream reviews</p> <p>20/09:workstreams and topic deep dive</p> <p>Next meeting in w/c December 5</p>	<p>Regular steering group meetings scheduled every 2 months to align with the Programme Board.</p> <p>POAP circulated monthly</p>	Nicola Crabtree
Major Projects / Capital Projects	<p>Strategic approach to programme management</p> <p>Engagement with Metro West. Awaiting grant of DCO. Scrutiny engagement prior to implementation</p> <p>N.B. It is likely this work will be picked up by a proposed PCOM Major Projects working group</p>	<p>Engagement with Project Management Office and approach to managing major projects</p> <p>Referred from Council in July 2021 as appropriate to involve PCOM to scrutinise the financial aspects of this project</p>	<p>DCO that was due to be granted in October has been delayed (6 months).</p>	<p>Joint session with Place being held 22/07</p> <p>All Councillor briefing (PCOM-led) 06/07 prior to Council 12/07</p>	Alex Fear / Alastair Shankland
Community Safety	<p>To engage with the promotion and delivery of Community Safety Projects undertaken across North Somerset</p>	<p>Steering Group – Regular bi-monthly steering group meetings to be arranged (subject to business requirement)</p>	<p>12/09/21: updates on remit of the Safer Stronger Communities service and Safer Streets project</p>	<p>Terms of Reference to be finalised at the next meeting in Dec/Jan.</p>	Howard Potheary

Section Two – proposed projects (listed in priority order). These must be agreed by the Panel and will be referred for discussion with Chairs and Vice Chairs as part of PCOM’s overview remit (for inclusion in the Strategic Work Plan):

Topic	Reason for scrutiny	Proposed method of scrutiny and reporting process	Timeline	Contact
Domestic Abuse – Next Link contract	Considered by CCO in November 2020, PCOM in 2021 and for further review in March 2023	Agreement for feedback on the service provided by Next Link to be considered one year on	To be reviewed by PCOM (see S.4 below)	Howard Pothecary/Hannah Gray

Section Three – briefings, workshops, and informal panel meetings. Outcomes may, with Chairman’s agreement, generate panel agenda items (for inclusion in S4 below) or, with panel agreement, be escalated to S2 above:

Topic	Reason for scrutiny	Date	Outcome	Progress	Contact
PMO	PCOM-led all-Councillor briefing – to update and engage with Members on the development of the PMO service	22/07/22	Further meeting to be arranged when the system had had an opportunity to further bed in.	Meeting to be arranged in the new year.	Alastair Shankland/ Emma Diakou
Kewstoke Primary Roofing Project	PCOM-led all Councillor meeting to engage with members in respect of the proposed Executive decision around maintenance proposals at the site	06/09/22	Recommendation that officers brief the Executive prior to decision on issues raised at this	Briefing arranged	Sally Varley/ Jonothan Hughes
Customer Services Strategy (CCS)	Briefing to update and receive feedback from PCOM on the CCS	22/09/22	Further progress update meeting to be arranged with the Panel	Progress meeting to arranged in January 2023	Simone Woolley
Development Sites Action Plan	PCOM/Place panel briefing to update and receive feedback from Members on the Development Sites Action Plan prior to report to 8 th November Council	04/10/22	Members feedback to be taken into consideration.	N/A	Jenny Ford
Climate Emergency Action Plan	PCOM-led all Councillor briefing on the Draft Climate Emergency Action Plan prior to report to 8 th November Council	28/10/22	Members feedback to be taken into consideration.	N/A	Jenny Ford
Budget 2023/24 Scrutiny session	To scrutinise proposals for 2023/24 Budget.	17/11/22			Mel Watts

Section Four - agenda reports to the Panel meetings as agreed by the Chairman. This section primarily provides for the rolling forward planning of agendas and a useful record of panel meeting activity. When considering reports at meetings, outcomes may include proposing a workstream, escalating it to S2 above for potential inclusion on the Strategic Forward Plan.

PCOM 21 July 2022

Report Title	Purpose of Report	Outcome (actions)	Progress	Contact
Annual Directorate Statement (ADS)	For review and comment	Progress/Monitoring meeting to be arranged	Meeting to be arranged	Amy Webb
Accommodation Strategy	Standing item – for review and comment	Members' feedback on was received and the report noted.	N/A	Amy Webb
Equality Diversity and Inclusion	Update for review and comment	Members' feedback on was received and the report noted.	N/A	Louise Roberts / Bridget Petty
Corporate Services Finance update	For Panel review: overview of the annual revenue budgets for the Corporate Services Directorate for 2022/23 including a high-level summary of notable financial risks	Report to be considered further by the Panel's Financial Planning Working group	Report considered at the 20/09/22 Working Group Meeting	Mel Watts
Castlewood Redevelopment update	Update on the options analysis and associated strategy for the Castlewood site	Agreed further report to come to Panel picking up further progress.	Meeting TBA	
Crime and Disorder (Community safety)	Review and comment	Members' feedback on was received and the report noted.	N/A	Howard Potheary

PCOM 10 November 2022

Report Title	Purpose of Report	Outcome (actions)	Progress	Contact
Anti-social behaviour	To review and comment on performance			Howard Potheary
Executive Member Report – MTFP and Budget Monitoring	To report to the Panel on key priorities and messages for Panel comment/feedback			Cllr Cartman
Accommodation Strategy	Standing item providing update on informal PCOM working group activity			Nicola Crabtree

North Somerset District and Parish Council Elections 4 th May 2023	Update on the arrangements for the forthcoming elections. consideration by the Returning Officer			
Review of Sky Lanterns Policy	To consider and feedback on proposed policy changes			Dee Mawn
Update on performance monitoring and risk register dashboards	For review and feedback			Emma Diakou

PCOM 2 March 2023

Report Title	Purpose of Report	Outcome (actions)	Progress	Contact
Next Link (Domestic Abuse)	Annual update for review and feedback			Hannah Gray
Winter Gardens annual report – N.B. now within the remit of Place P&S Panel				Lorraine Bush

Section Five - Recommendations - Response from Executive Member

Area for investigation/ Recommendations	When were the recommendations to the Executive agreed?	Expect answer by (first panel meeting after recommendations were submitted)

Section Six - Progress and follow-up on implementing Panel recommendations

Panel Recommendation	Date of response	Actions – implementation progress

Regular matters:

Avon and Somerset Police – scheduled briefing for all members with the Chief Constable and the Area Commander to provide insight and reassurance in response to current pressures [to be considered in line with crime and disorder responsibilities]
 Agreed at the last meeting that members would submit specific topics as this event would need to have a clear agenda and objective before an approach could be made to the police

North Somerset Environment Company (NSEC) [governance] – PCOM Chairman is a member of the Shareholder Advisory Board. New scrutiny arrangements to be agreed. Awaiting update

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