

# West Devon Overview and Scrutiny (External) Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>										
<b>Date:</b>	<b>Tuesday, 2nd August, 2016</b>										
<b>Time:</b>	<b>2.00 pm</b>										
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>										
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Sellis <b>Vice Chairman</b> Cllr Cloke</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Ball</td> <td>Cllr Roberts</td> </tr> <tr> <td>Cllr Cheadle</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Jory</td> <td>Cllr Stephens</td> </tr> <tr> <td>Cllr Leech</td> <td>Cllr Watts</td> </tr> <tr> <td>Cllr Pearce</td> <td></td> </tr> </table>	Cllr Ball	Cllr Roberts	Cllr Cheadle	Cllr Sheldon	Cllr Jory	Cllr Stephens	Cllr Leech	Cllr Watts	Cllr Pearce	
Cllr Ball	Cllr Roberts										
Cllr Cheadle	Cllr Sheldon										
Cllr Jory	Cllr Stephens										
Cllr Leech	Cllr Watts										
Cllr Pearce											
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.										
<b>Committee administrator:</b>											

**1. Apologies for Absence**

**2. Confirmation of Minutes**

**1 - 4**

**3. Declarations of Interest**

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

**4. Items Requiring Urgent Attention**

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency

**5. Public Forum**

**5 - 6**

A period of up to 15 minutes is available to deal with issues raised by the public.

**6. Hub Committee Forward Plan**

**7 - 10**

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00 pm on Thursday, 28 July 2016** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

**7. NHS England Representative to attend (Rachael Crawley)**

**8. Joint Local Plan Update**

Verbal Report of Place and Strategy Lead Specialist and lead Hub Committee Member

**9. Task and Finish Group Updates**

**11 - 72**

(a) Partnership Review

**10. Committee Decisions Log**

**73 - 76**

**11. Annual Work Programme 2016/17**

**77 - 78**



**This page is intentionally left blank**

# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **14<sup>th</sup>** day of **JUNE 2016** at **2.00 pm**.

**Present:**

Cllr D K A Sellis – Chairman  
Cllr D W Cloke – Vice-Chairman  
Cllr R Cheadle                      Cllr N Jory  
Cllr A F Leech                      Cllr T G Pearce  
Cllr A Roberts                      Cllr J Sheldon  
Cllr B Stephens                      Cllr L Watts

Head of Paid Service  
Assets COP Lead  
Senior Specialist – Democratic Services

**Also in Attendance:**

Cllrs R E Baldwin, M J R Benson, D E Moyse,  
C R Musgrave, G Parker, P R Sanders and J  
Yelland

**\*O&S(E) 1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr K Ball.

**\*O&S(E) 2 CONFIRMATION OF MINUTES**

The minutes of the Meeting held on 15 March 2016 were confirmed and signed by the Chairman as a correct record.

At the discretion of the Chairman, a Member was permitted to express his disappointment that there had still been no retraction in the local press in respect of the misleading article that had wrongly stated that a Council meeting had been held with Mel Stride MP (Minute \*O&S(E) 36 refers). In response, it was agreed that this matter would be taken up with the Council's Communications Team.

**\*O&S(E) 3 DECLARATIONS OF INTEREST**

Members and officers were asked to declare any interests in the items of business to be considered during the course of this meeting, but there were none made.

**\*O&S(E) 4 PUBLIC FORUM**

The Chairman informed that there had been no issues raised for this meeting in accordance with the Public Forum.

**\*O&S(E) 5 HUB COMMITTEE FORWARD PLAN**

The most recent (published 9 June 2016) Hub Committee Forward Plan was presented for consideration and was duly noted without any issues being raised.

**\*O&S(E) 6 JOINT LOCAL PLAN UPDATE**

(Resolved that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting on the grounds that exempt information is likely to be disclosed as defined in Paragraph 3 of Schedule 12(A) to the Act).

The lead Hub Committee Member for the Local Plan provided an update to the Committee and, in so doing, made particular reference to:-

- Cllr Baldwin and him being the two Council representatives on the Plymouth and South West Devon Joint Local Plan Steering Group;
- the Plan being worked upon by a combination of officers across Plymouth City Council, South Hams District Council and West Devon Borough Council;
- the requirement for each partner authority to work together to ascertain actual housing need in the area. To supplement this requirement, a consultant had been appointed to undertake a Housing Market Need Assessment on behalf of the authorities. The Member confirmed that the draft Assessment had now been received and was being checked by officers to ensure that they were content with the facts and assumptions included;
- the focus of future development in West Devon and South Hams being on market towns and the local centres;
- Neighbourhood Plans. Members were advised that one of the principles of the Joint Local Plan was that decisions should be taken locally and that Neighbourhood Plans would be a vital instrument in this regard;
- a public consultation exercise that would commence on 1 July 2016;
- the current focus being on the site allocation and housing need policies. In the upcoming summer months, it was noted that other policies (including an Economy policy) would be developed. In reply to a question, the Member confirmed that it was hoped that the Plan would ultimately be adopted by June/July 2017;
- the main risks. The Committee was advised that the main identified risks at this stage were further changes being made to national policy and the responses received during the aforementioned public consultation exercise.

In the ensuing discussion, particular reference was made to:-

- (a) the involvement of the Dartmoor National Park. Whilst dialogue and co-operation was taking place with the National Park, it was confirmed that the organisation was not a member of the Local Plan Steering Group, mainly in light of its area of responsibility straddling two different housing market needs areas. Whilst some concerns were expressed at this lack of representation, assurances were given to the Committee that working relations with the National Park were very positive;
- (b) housing allocations. It was confirmed that the outcome of the Housing Needs Assessment would be that the Council would have a target number of houses that it would need to deliver across the West Devon borough;

- (c) the continued monitoring role of the Committee. In recognising the importance of the Joint Local Plan, the Committee requested that this matter be retained as a standing agenda item for the foreseeable future;
- (d) support for Neighbourhood Planning Groups. In light of neighbourhood plans being currently produced in a vacuum, a Member emphasised the importance of the Council re-convening meetings of the Neighbourhood Planning Groups Forum in order that they can receive some much needed support. In reply, Members stated that, whilst the importance of Neighbourhood Plans could not be under-estimated in this process, the loss of central government funding in this regard was not helpful.

In conclusion, the Chairman thanked the lead Member for his informative presentation and honest responses to the questions raised by the Committee and it was then **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that: 'the press and public be re-admitted to the meeting.'

**\*O&S(E) 7 HEALTH AND WELLBEING (LEISURE) PROCUREMENT UPDATE**

The Assets Community Of Practice Lead provided an update to the Committee on the Health and Wellbeing (Leisure) Procurement exercise. In so doing, the following points were raised:-

- It was noted that the tenders were currently being finalised before the deadline of 22 June 2016. Following this deadline, officers would then be evaluating the final submissions before recommending a preferred bidder to the Joint WD/SH Member Leisure Board;
- Once a preferred bidder had been selected, it was intended that they would attend and present their proposals to an all Member Briefing at Kilworthy Park on 18 July 2016 at 10.00am. It was also anticipated that this session would enable all Members the opportunity to ask pertinent questions. Whilst acknowledging that this Briefing had been fixed in consultation with the Member Leisure Board, some Members advised of their inability to attend this session and questioned whether this date and time could be revisited. In response, officers confirmed that they would see if it was possible for the proposed date and time to be changed;
- The Committee was advised that the recommendations on this procurement exercise would ultimately be presented to the Council meeting on 26 July 2016 and the South Hams District Council equivalent meeting on 28 July 2016.

**\*O&S(E) 8 TASK AND FINISH GROUP UPDATES**

**(a) DCH Review Proposal**

As an update, the Committee requested that it be in receipt of a concluding report on this matter at its next meeting on 2 August 2016.

**(b) Partnership Review**

The Deputy Leader introduced this update and highlighted that:

- meetings were currently being held with representatives from those partnerships that had been deemed as being 'significant';
- the Group hoped to be in a position to make its final recommendations to the next Committee meeting on 2 August 2016;
- a letter had been sent to all partners informing them that the outcome of the Review could be a funding reduction in the 2017/18 Budget; and
- it was already apparent that some partnerships provided better value for money to the Council than others.

**\*O&S(E) 9 COMMITTEE DECISIONS LOG**

The latest version of the Committee decisions log was presented to the meeting and, with no debate or discussion, it was:

**RESOLVED**

That the published Decisions Log be noted.

**\*O&S(E) 10 DRAFT ANNUAL WORK PROGRAMME**

The Committee considered its draft 2016/17 Work Programme and made reference to the following comments, additions and amendments:-

- (a) It was agreed that the joint WD/SH Economy Working Group findings would be presented to the Committee meeting on either 2 August 2016 or 11 October 2016;
- (b) The Chairman confirmed that she had made contact with the newly elected Police and Crime Commissioner and she had agreed to attend the Committee meeting on 11 October 2016;
- (c) It was noted that progress had been made with the NHS England agenda item and a representative from the organisation had now confirmed their ability to attend the next Committee meeting on 2 August 2016.

(The meeting terminated at 3.15 pm)

---

Chairman



## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, with any individual speaker having a maximum of three minutes to address the Committee.

### **(b) Notice of Questions**

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White ([darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)) by 5.00pm on the Thursday, prior to the relevant meeting.

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

**This page is intentionally left blank**

## WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting June 2016. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Hub Committee and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Committees in planning their contribution to policy development and holding the Hub Committee to account.

The Plan is published in hard copy and on the Council's website ([www.westdevon.gov.uk](http://www.westdevon.gov.uk))

**Members of the public are welcome to attend all meetings of the Hub Committee, which are normally held at Kilworthy Park, Tavistock, and normally start at 2.00 pm.**

**If advance notice has been given, questions can be put to the Hub Committee at the beginning of the meeting.**

The Hub Committee consists of nine Councillors. Each has responsibility for a particular area of the Council's work.

*Cllr Sanders – Leader*

*Cllr Baldwin – Deputy Leader*

*Cllr Sampson – Lead Member for Commercial Services and Contracts*

*Cllr Moody – Lead Member for Customer First*

*Cllr Oxborough – Lead Member for Economy*

*Cllr Benson – Lead Member for Environment*

*Cllr Samuel – Lead Member for Health and Wellbeing*

*Cllr Edmonds - Lead Member for Resources and Performance*

*Cllr Parker – Lead Member for Our Plan and Strategic Housing*

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01822 813662 or by e-mail to [member.services@westdevon.gov.uk](mailto:member.services@westdevon.gov.uk)

**All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated for the reasons shown**

### DECISIONS TO BE TAKEN BY THE HUB COMMITTEE

Service	Title of Report and summary	Lead Officer and Member	Relevant Scrutiny Cttee	Decision maker	Anticipated date of meeting
SLT	<b>Annual Report of the Council</b>	SJ/Cllr Sanders		Council	12 July 2016
SLT	<b>T18 Budget Monitoring</b> - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	12 July 2016
SLT	<b>Business case for Local Authority Controlled Company including decision re waste and recycling service provision</b>	SH & SJ/Cllr Sanders		Council	12 July 2016
SLT	<b>Devolution</b>	SJ/Cllr Sanders	External	Council	12 July 2016
SLT	<b>Business Development Opportunities – Riverside Commercial Development</b>	CB/Cllr Benson	Internal	Council	12 July 2016
Support Services	<b>Medium Term Financial Strategy 2017/18 to 2021/22</b>	LB/Cllr Edmonds	Internal	Council	20 September 2016
Customer First	<b>Homeless Strategy -</b>	IB/Cllr Samuel	Internal	Council	1 November 2016
Customer First	<b>Council Tax Reduction Scheme</b>	IB/Cllr Samuel	Internal	Council	1 November 2016
Support Services	<b>Revenue Budget Monitoring to Sept 2016 (six monthly position)</b>	LB/Cllr Edmonds	Internal	Hub Committee	1 November 2016
Support Services	<b>Capital Budget Monitoring to Sept 2016 (six monthly position)</b>	LB/Cllr Edmonds	Internal	Hub Committee	1 November 2016
Customer First	<b>Devon Home choice &amp; Allocations Policy</b>	IB/Cllr Samuel	External	Council	20 September 2016
Customer First	<b>Housing Benefit Risk Based Verification Policy</b>	IB/Cllr Samuel	Internal	Council	28 Feb 2017

**\* Exempt Item (This means information contained in the report is not available to members of the public)**

SJ – Steve Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

SH – Sophie Hosking – Executive Director Service Delivery and Commercial Development

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

CB – Chris Brook – COP Lead Assets

IB – Isabel Blake – COP Lead Housing, Revenues and Benefits

JS – Jane Savage – Lead Specialist Waste Strategy

LC – Lesley Crocker – COP Lead Communications

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team



**West Devon  
Borough  
Council**



Report to: **Overview and Scrutiny (External)**  
Date: **2nd August 2016**  
Title: **PARTNERSHIPS – REPORT OF TASK AND FINISH GROUP**  
Portfolio Area: **Cllr Baldwin**  
Wards Affected: **All**

Urgent Decision: **No** Approval and clearance obtained: **Yes**

Date next steps can be taken:  
(e.g. referral on of recommendation or implementation of substantive decision) **Hub**

Author: **Ross Kennerley** Role: **Lead Specialist**  
**Louisa Daley** **Specialist**

Contact: [Ross.kennerley@swdevon.gov.uk](mailto:Ross.kennerley@swdevon.gov.uk)  
[Louisa.daley@swdevon.gov.uk](mailto:Louisa.daley@swdevon.gov.uk)

---

## **RECOMMENDATIONS:**

**That Overview and Scrutiny (External) RECOMMEND to Hub to RECOMMEND to Council that:-**

- 1. The Partnership Policy (Appendix 1) and Guidance (Appendix 2) be adopted**
- 2. The Partnership register at Appendix 3 be adopted**
- 3. The review and recommendations of the Task and Finish Group at Appendix 4 be agreed.**
- 4. Partnerships be retained at current financial levels for 2017/18 subject to any financial modifications set out in Appendix 4 and /or any changes required pursuant to recommendation 5 below**
- 5. That those significant partners identified in para 3.7 (CAB and CVS) are invited to submit a business plan to the External O&S Committee by end of September setting out;**
  - What they would spend the funding on**

- **How it will benefit residents**
  - **Links to Councils Strategic Priorities**
  - **What value for money it will provide and**
  - **What success measures they would use**
- 6. New, or updated, partnership agreements be established for 17/18 onwards establishing clear outcomes relating to Our Plan themes and, where appropriate, the Locality work to ensure co-ordinated delivery for communities.**
  - 7. alongside this, a further financial and governance review be undertaken to identify the most appropriate delivery options aligned to financial and procurement procedures once a decision on the LACC is confirmed**

## **1. Executive summary**

- 1.1 The Councils have long recognised the benefits of partnership working and, in particular, the key role that the charitable and voluntary sector can play in supporting communities and individuals. Over the years the Councils have entered into a range of partnerships, at strategic and local level, to assist and support local communities. Both Councils have shared and adopted arrangements for the establishment and management of partnerships with a Partnership Policy and Guidance dating from October 2013
- 1.2 Both Overview and Scrutiny Groups agreed the need for a review and co-ordinated approach to partnerships (17th September 2015 in South Hams and 29th September 2015 in West Devon) and agreed to the establishment of a joint Task and Finish group. This group has met on a number of occasions and this report sets out the conclusions and recommendations of the T&F group.
- 1.3 This paper sets out recommendations relating to
  - Classification of Partnerships
  - Adoption of an updated Partnership Policy and Guidance
  - Adoption of, and arrangements for, the Register of Partnerships
  - Future management arrangements for Partnerships

## **2. Background**

- 2.1 This report sets out the summary outcomes from the work of the Task and Finish Group along with a series of outcomes and recommendations. The terms of reference for the Task and Finish group were



- Agree high level objectives for Partnership arrangements and a simplified means of classifying partnerships
- Consider any required changes to the existing Partnership Policy and Supplementary Guidance
- Identify the most proportionate and expedient manner of monitoring and reviewing partnerships
- Complete a full register of Partnerships
- Identify Significant Partnerships for review
- Report back to Overview and Scrutiny

### 3. Outcomes/outputs

3.1 **Classifying the partnerships.** The partnerships that the Councils are involved with vary greatly. Some are strategic and seeking to influence policy at regional level whilst others might provide fund to support local charitable and community work. Some have financial support others have officer input only. For the purposes of reviewing and managing partnerships it is helpful to group them. The following groupings have been used

- **What area of work do they cover? Our Plan Themes.**  
Our Plan establishes the comprehensive basis for the work of the Councils. Both Councils have the same 8 themes emerging through the Our Plan process and these have been used to group the Partnership Register (see Appendix 3). This assists in allocating partnerships to Lead Specialists (and Lead Members) who tend to have oversight of a particular professional area.
  - Economy
  - Homes
  - Infrastructure
  - Communities
  - Wellbeing
  - Environment
  - Heritage
  - Resources
- **How much monitoring do they need? Significant and Desirable Partnerships.** For resource management purposes the T & F group recommends that greater focus needs to be given to the monitoring and operation of those "Significant" partnerships that have the greatest resources devoted to them. The following definition of Significant and Desirable partnerships is proposed for adoption (as further set out in Appendix 1)
  - A resource threshold of £10,000 or more per Council per annum (including direct financial contributions and officer time) and /or
  - More than 4 days staff time per month and/or

- Potential for significant reputational, political, legal or operational risk taking into account whether the partnership has a
  - high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
  - high impact on service delivery;
  - high impact on strategic policy development;
  - significant role in meeting identified local needs and priorities;
  - potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
  - high public profile and is involved in significant strategic work that affects the public
  
- Statutory requirement

All partnerships will be subject to Annual Reporting but selected Significant Partnerships (particularly those with financial commitments) will be subject to Quarterly Performance Reporting.

- **What type of management do they require?**  
Partnerships vary greatly and different types of partnership require very different levels of officer and member management. To assist future management arrangements the following approaches will be used. The review to date has focussed on the most significant partnerships and those with greatest community or strategic profile. There is a need, as the management of partnerships progresses, to return to the Service Delivery Partnerships (where officers are involved in numerous technical working partnerships) and the Community Liaison arrangements where there may be opportunities to streamline and focus work with Town and Parish Councils.

Type	Purpose	Management	Examples
Strategic	Influencing policy, projects and financial programmes at county, regional or national level.	Usually a formal arrangement with “Terms of reference” or similar. Not always involving direct funding – rather a commitment of time and influence. Councils represented by Leader, Portfolio lead, SLT or ELT level representative.	LEP City Deal Growth Deal LAG/ LEAF

Service Improvement	Working with public sector or business partners to improve general scope and delivery of services.	May be formal or informal arrangement.  Not usually involving direct funding – rather a commitment of time and influence.  Councils represented by appropriate Specialist.	Devon Planning Officers Group.  Devon Waste Group.
Community Liaison	Supporting local organisations to work together to improve outcomes for communities and individuals  Usually community led	Usually a formal arrangement with Terms of reference or similar.  Usually covers a geographic area but could cover a theme (i.e. housing)  Not usually involving direct funding – rather a commitment of time and support.  Has an identified Specialist or Locality lead	WD Northern Cluster.  SH Town Mayors and Clerks.  South Hams Tree Wardens.
Community Delivery	Supporting a community organisation to deliver specific community outcomes	Usually a formal arrangement.  Usually involves direct funding where Council contribution levers in additional social benefits on a not for profit basis.  Has an identified Specialist lead.	CAB  CVS  Ring & Ride

**3.2 Partnership Policy and Guidance.** Joint partnership Policy and Guidance Notes were introduced in 2013. Under the steer of the Task and Finish Group these have been reviewed and are presented for adoption (as set out in Appendices 1 & 2). Despite a natural appetite to significantly reduce the amount of the guidance material the current documents do still retain key flowcharts and checklists to help guide the establishment, management and monitoring of partnerships.

**3.3 The Partnership Register.** The previous work on Partnerships had generated a schedule. These have now been consolidated into a register which groups the partnerships under separate tabs for the eight Our Plan themes (see Appendix 3). This spreadsheet will be a live document and includes details for

- Name
- Lead Member
- Lead Officer
- Significant/Desirable
- Area covered

- Purpose
- Partners
- Agreement dates
- Financial arrangements
- Type of Partnership (i.e Strategic, community delivery etc)
- Contact Details

**3.4 Management Arrangements.** The review has demonstrated not only how many partnerships are in place – but also the dispersed approach to management and monitoring. In accordance with existing powers and delegations the following operational approach is suggested through the Policy and Guidance. Management arrangements are suggested to be as follows

- Overall Policy, budget setting and entering Significant Partnerships. Strategy and Commissioning and Council decision.
- Entering partnerships within policy and budget. In accordance with delegated procedures.
- Monitoring. Overview and Scrutiny.
- Operational delivery. Customer First Community of Practice Lead Specialists supported by Partnership Specialist and Case Managers.
- Member appointments to partnerships are made at the Annual Council in May each year.

**3.5 Financial Arrangements.** The full scope of financial commitment is set out in the register. This is a combination of direct financial contributions and officer time (which in some cases still requires some refinement and detailed costing once officer costs are confirmed). Given the varying nature of the partnerships there isn't a "one size fits all" approach to establishing value for money – this needs to be assessed on a case by case basis through the initial partnership arrangement and thereon through any performance monitoring, Annual Reports (submitted by the partner) and Annual Review (undertaken by the CoP Lead).

Within the range of partnerships there are some financial uncertainties which will require further review. These are a combination of the following issues

- That partnerships may potentially, in some circumstances, constitute service contracts and thus fall within Financial and Contract Procedure Rules. In many cases local arrangements with groups started out as "grants" to support public benefit activities. Tightening of monitoring, and the increased imposition of outcomes over the years (in order to measure performance), may have tipped a number of these arrangements into the territory of contracts requiring open tendering.
- That cumulative contributions to charitable partners may constitute state aid and fall under restrictive measures.

- There is still a need to consider the potential efficiency of delivering some services in house once the LACC position is confirmed.

3.5.1 The response to these issues will be informed by the decision on the LACC option and will need full consideration once the LACC decision is taken. There will need to be a further consideration of whether the current partnership outcomes are suitable for in house delivery, or best suited to continue external commissioning. There will also need to be an assessment of the procurement position for existing and new partnerships once the future direction for commissioning is confirmed.

**3.6 Legal Arrangements.** The partnerships are governed by a wide variety of approaches. The more significant partnerships have Service Level Agreements and these, where they have up to date delivery outcomes included, provide the most robust approach. In moving forward new, standardised, agreements need to be put in place based on best practice. The Guidance at Appendix 2 sets out potential issues that may need to be addressed through the individual partnership agreements.

### **3.7 Outcomes of the Review and Recommendations**

During the review a number of the “Significant” partners were invited to present to officers and members. These took place as structured sessions with the aim of ascertaining the overall community benefits and value for money.

A further range of partnerships were reviewed by officers in order that a comprehensive understanding of the purpose, operation and outcomes are in place.

The review has demonstrated that in the vast majority of cases that the partnerships are delivering well and that significant added value is being delivered through the partnering approach. In many cases the council funding is more than matched by other contributors and for many community focussed partnerships the contribution is a catalyst to extensive volunteer action.

Nevertheless there is clear opportunity to work with some key partners, particularly those with direct day to day **community delivery** roles, to ensure strong and focussed delivery aligned to the Councils work. These partnerships include the CAB and CVS arrangements in both South Hams and West Devon. These partners will be forwarded a copy of this report and asked to provide a business plan, for the Council, on;

- What they would spend the funding on
- How it will benefit residents
- Links to Council strategic priorities and Locality delivery
- What value for money it will provide and

- What success measures they would use

The business plan should be submitted to External O&S by end of September so that it can be considered as part of the Councils budget setting for the 2017/18 financial year. This would enable a clear commissioning approach to our allocation of funding so that O&S can make recommendations to Hub and Council on any 2017/18 funding arrangements.

The outcomes of the review and recommendations for all partnerships are summarised in Appendix 4

#### 4. Options available, consideration of risk and proposed way forward

The purpose of the review was to take stock of the range of partnerships being operated by the councils and to assess their effectiveness. This has allowed a comprehensive stock take of the arrangements and the specific partnerships. The following options, risks and ways forward are proposed

Work Area	Actions	Risk
Overall Arrangements	Establish Policy, Guidance and register	Failure to manage effectively if not followed
Financial Management	Ensure arrangements meet Financial Regulations and Procurement rules	Potential Challenge to approach
Individual Governance	Ensure effective agreements are in place and up to date	Inability to manage partnership if not in place, with a potential risk of challenge
Monitoring	Establish regular monitoring, reporting and review	Ineffective delivery if not in place.
Delivery of outcomes	Consider alternative delivery options in light of whatever commissioning model follows the LACC decision.	Instability for partnerships whilst decisions are made

In terms of the **overall arrangements** the adoption of the updated policy, guidance and register establishes a sound position for the future management of partnerships. This does need to be kept under review as procurement and financial regulations are adapted

On **financial management** there is some current concern that alternative procurement arrangements might need to be considered to ensure compliance with the Financial and Contract regulations. It is recommended that this be best undertaken in the context of the overall commissioning approach to be implemented after a

decision on the LACC is made. It is suggested that interim arrangements be put in place for 2017/18 to allow this to take place.

For **individual governance** there is a need to ensure all partnerships have clear arrangements in place. There is currently some good practice – but a number of partnerships are operating on insufficient information. These should be updated as partnerships are renewed for 17/18 with the CoP Lead Specialist ensuring compliance.

**Monitoring** is already in place for many partnerships. The policy establishes the frequency and nature of required monitoring and this should be implemented. This includes reporting to Overview and Scrutiny.

**Delivery of Outcomes** does require some further work. Many of the partnerships have been in place for some years – and there are clear opportunities to investigate whether there are alternative providers or whether the councils (or future LACC) might provide the service direct. The trigger for undertaking this further work is the decision on the LACC – and the operating model – and it is suggested that any further consideration of alternative delivery run alongside LACC consideration. Interim governance and financial arrangements need to be put in place to secure delivery of outcomes in the meantime.

## 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>Localism Act 2011 (Section 1 – Powers of General Competence). Those partnerships required by statute have their own specific legislative requirements</p> <p>O&amp;S Partnerships Task and Finish group Terms of Reference included need to address legal basis for partnerships generally and specific agreements for individual partnerships.</p> <p>Updated partnership agreements will require individual legal input.</p> <p>Implementation of overall programme will require ongoing legal input to ensure compliance with regulations</p>

Financial		<p>Partnership working incurs the following costs</p> <ul style="list-style-type: none"> <li>• Revenue funding</li> <li>• Staff support costs</li> </ul> <p>These have been set out in the Partnership register</p> <p>Future financial arrangements will need to be subject to budget setting. It is proposed that current arrangements be carried through to 2017/18 other than where identified in Appendix 4 or through the Business Case review for CAB and CVS.</p>
Risk		<p>A failure to review partnership principles, partnership arrangements and partnership opportunities could lead to</p> <ul style="list-style-type: none"> <li>• Ineffective use of council funds</li> <li>• Poor quality service to those in need of support</li> <li>• Inequality of delivery across the council area</li> <li>• Knock on resource pressures direct to the council</li> </ul> <p>These risks are mitigated by</p> <ul style="list-style-type: none"> <li>• Review of Partnership Policy and Guidance</li> <li>• Review of individual partnership arrangements</li> <li>• Scope of opportunities for efficiencies through joint approach</li> <li>• Scope of opportunities for other work to be delivered efficiently through alternative arrangements</li> <li>• Implementation of monitoring and review procedures</li> </ul>
Comprehensive Impact Assessment Implications		
Equality and Diversity	y	The services provided by partnerships promote equal opportunities and help prevent discrimination in our communities.
Safeguarding	y	Partners are required to operate to adopted Child and Vulnerable Adult Safeguarding Policies where appropriate
Community Safety, Crime and Disorder		Partnerships should provide advice and volunteering opportunities which reduce the potential for anti-social behaviour.
Health, Safety and Wellbeing		Partnerships include consideration of health implications where appropriate
Other implications		None



## **Supporting Information**

### **Appendices:**

1. Policy
2. Guidance
3. Register
4. Summary and Recommendations

**This page is intentionally left blank**



## South Hams District Council and West Devon Borough Council

### Partnership Policy May 2016

#### Introduction

South Hams and West Devon Councils are committed to partnerships that deliver tangible benefits, offer value for money, have correct governance arrangements in place and where any risks and implications for the Councils are understood, monitored, reported and mitigated.

Effective partnerships will offer targeted high quality services that demonstrably support local communities, businesses or the environment. Working through partnerships the Councils are able to enhance the quality of life for local residents.

This policy will guide partnership working and is an updated version of the previous 2013 policy. It follows work undertaken by a Task and Finish Group consisting of Elected Members from South Hams District Council and West Devon Borough Council and a review at Overview and Scrutiny Committees in September 2015 at both Councils.

This policy establishes the basis and arrangements for Partnership working. Further *Partnership Guidance* and appendices follow the main body of the policy. A full list of partnerships is held in the *Partnership Register*.

#### Aim

To ensure that the Councils involvement in partnerships is outcome focussed, that partnerships are carefully assessed prior to being established and that progress, performance, risk and financial contribution is monitored and reported.

#### Definition and Scope

The Audit Commission defines a partnership as:

*"...an agreement between two or more independent bodies to work collectively to achieve an objective."*

South Hams and West Devon Councils will use this definition to underpin partnership arrangements, monitoring and review.

The Councils recognise that some partnerships carry greater commitment from the Councils than others. South Hams and West Devon Councils will identify those partnerships that carry greater risk and ensure that these “significant” partnerships are subject to enhanced assessment and monitoring.

“Significant” Partnerships are defined as those where there is:

- A resource threshold of £10,000 or more per Council per annum (including direct financial contributions and officer time) and /or
- More than 4 days staff time per month and/or
- Potential for significant reputational, political, legal or operational risk taking into account whether the partnership has a
  - high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
  - high impact on service delivery;
  - high impact on strategic policy development;
  - significant role in meeting identified local needs and priorities;
  - potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
  - high public profile and is involved in significant strategic work that affects the public
- Statutory requirement

Other Partnerships are described as “Desirable” and reflect the reduced financial, statutory or risk involved in the partnership.

## Key Partnership Outcomes

Each Council has adopted a version of *Our Plan* as the strategic plan to guide the work of the Councils. The visions within *Our Plan*, and the objectives that underpin delivery, are set out below. Delivery against these themes provide the basis on which the Council will enter partnerships and the theme(s) relevant to each partnership is/are noted in the Partnership Register.

*West Devon: Thriving Towns and Villages*

*South Hams: Vibrant Towns and villages whilst conserving the Natural Environment*

The themes and objectives that underpin these, and which will form the basis for partnership arrangements and review, are.

- Economy - Creating places for enterprise to thrive and business to grow
- Homes - Enabling homes that meet the needs of all
- Infrastructure - Securing the services and facilities that meet the needs of our communities

- Communities -Empowering residents to create strong communities
- Wellbeing - Supporting positive, safe and healthy lifestyles
- Environment - Protecting, conserving and enhancing our built and natural environment
- Heritage - Celebrating our past and protecting our heritage for the future
- Resources - Promoting energy efficiency and more effective use of our natural resources

## **Establishing, Monitoring and Reviewing Partnerships**

As identified by the Audit Commission the Councils recognise that local partnerships are essential to the delivery of improvements in public services and community quality of life.

Working in collaboration with partners who share common objectives can provide value for money and achieve greater economies of scale.

The Councils expect each partnership to have appropriate systems in place to manage performance, finance, risk, equalities and environmental sustainability in addition to protocols for sharing information and knowledge. It is the responsibility of the lead officer to request copies of the relevant documentation pertaining to this if required. Further details are set out in the Guidance that accompanies this policy.

The relevant Overview and Scrutiny Committee will review significant partnerships annually. Officers and Members representing the Councils on external partnerships have a duty to represent the Councils wide interests and report back progress to the relevant committee as required.

## **Types of Partnership**

It is recognised that Partnerships may support local communities in differing ways – in some examples the partnership may be at a strategic level attempting to secure regional funds – at the other extreme it may be by providing direct support to local community led meetings. In order to recognise the distinct nature of partnerships and the means of operating and monitoring them the following classifications are used.

Type	Purpose	Form	Examples	Monitoring
Strategic	Influencing policy, projects and financial programmes at county, regional or national level.	Usually a formal arrangement with "Terms of reference" or similar. Not always involving direct funding – rather a commitment of time and influence. Councils represented by Leader, Portfolio lead, SLT or ELT level representative.	LEP City Deal Growth Deal LAG LEAF	Informal by lead officers and/or members. Can be called to O&S. Annual feedback to O&S
Service Improvement	Working with public sector or business partners to improve general scope and delivery of services.	May be formal or informal arrangement. Not usually involving direct funding – rather a commitment of time and influence. Councils represented by appropriate Specialist.	Devon Planning Officers Group. Devon Landscape Policy Group.	Informal by lead officers. Can be called to O&S Annual feedback to O&S
Community Liaison	Supporting local organisations to work together to improve outcomes for communities and individuals  Usually community led	Usually a formal arrangement with Terms of reference or similar. Usually covers a geographic area but could cover a theme (i.e. housing) Not usually involving direct funding – rather a commitment of time and support. Has an identified Specialist or Locality lead	WD Northern Cluster. Okehampton Matters. SH Town Mayors and Clerks. South Hams Tree Wardens.	Informal by lead officers Can be called to O&S Annual feedback to O&S
Community Delivery	Supporting a community organisation to deliver specific community outcomes	Usually a formal arrangement.  Usually involves direct funding where Council contribution levers in additional social benefits on a not for profit basis.  Has an identified Specialist lead.	CAB CVS Ring & Ride	Quarterly feedback to Lead Officer Can be called to O&S Annual feedback to O&S



## **South Hams District Council and West Devon Borough Council**

### **Partnership Guidance May 2016**

#### **Introduction**

This Partnership Guidance supports the Partnership Policy (2016).

This document provides details about how partnerships will be established, monitored and evaluated and provides further detail and templates to support the application of the policy.

This guidance should be read in conjunction with the Partnership Register which details all partnerships.

#### **Contents:**

1. Considering New Partnerships	Page 2
2. Establishing A Partnership	Page 3
3. Information sharing	Page 3
4. Terms of Reference	Page 4
5. Evaluation and Review	Page 6
Appendix 1. Identifying Partnerships flowchart	Page 7
Appendix 2 Guidance Criteria	Page 8
Appendix 3 Significant Partnerships flowchart	Page 9
Appendix 4 Partnership Consideration Checklist	Page 10
Appendix 5 Desirable Partnerships flowchart	Page 12
Appendix 6 Partnership Establishment Checklist	Page 13
Appendix 7 Annual Partnership Report	Page 15
Appendix 8 Partnership Annual Review	Page 17

## 1. Considering New Partnerships

The Councils may identify the opportunity to establish a partnership to deliver, or enhance, a service. Equally the Council may be approached directly by an organisation seeking to establish a partnership.

The Lead Officer proposing the partnership will use the flow chart – *Identifying Partnerships* (Appendix 1) and the Partnership Consideration Checklist (Appendix 4), to identify if a proposed partnership could be established.

In considering establishment of a partnership the Contract Procedure Rules must be given full consideration not least requirements that

*8.2.1 Collaborative and partnership arrangements are subject to all UK and EU procurement legislation and must follow these contract procedure rules (Rule 3). If in doubt, Officers must seek the advice of the Monitoring Officer and the Corporate Procurement Officer.*

Application of the Guidance Criteria, set out in Appendix 2, will establish if the proposed partnership should be classified as a **significant** or a **desirable** partnership.

If the proposed partnership is identified as a **desirable partnership** by the Partnership Specialist through consultation with Lead Member/s, the proposing Lead Officer will refer to Appendix 5 – Desirable Partnerships flowchart. The checklist (Appendix 4) requires completion.

If the proposed partnership is to be classified as a **significant partnership** then the proposing Lead Officer will need to refer to Significant Partnerships flowchart, which can be found at Appendix 3. The Partnership Specialist (in conjunction with appropriate Lead Officer) should use the checklist at Appendix 4 to work with the prospective partner and prepare a summary report. The checklist should be used as the basis for the report with the issues in the checklist addressed in the report. The checklist should be submitted to Hub or Executive with the summary report. The report will include consideration of the following matters.

- Who the partners are
- Aims, objectives and outcomes (with specific reference to Our Plan themes)
- How value for money has been identified
- How long the partnership is expected to last
- What geographical area the partnership will cover
- The role(s) of its Members/officers (including duties expected)
- If the Council is expected to contribute any funding or other resources
- Financial accountability
- Potential risks (terms of reputation, finance etc) and means of managing these



The Partnership specialist will produce a recommendation (including a detailed assessment of financial implications). This shall be submitted to the Portfolio/ Hub lead for consideration prior to submission to Hub/Executive.

For **All Partnerships** a summary budget should also be prepared showing proposed total income and expenditure for the partnership – and, in particular, the role the Council funding will play in the long term delivery of the partnership. If the partnership is part of a wider funding arrangement these wider details should be shown.

Where there is a budget already established and the Partnership demonstrates good value for money then the partnership can be established under delegation.

Where a budget bid will be required, or other matters are considered to require wider analysis (as with Significant Partnerships), the matter will be referred to Hub or Executive for consideration (and potentially a recommendation to Council). Overview and Scrutiny would retain the ability to call such a proposal for review.

## **2. Establishing a Partnership**

Where any partnership arrangement has been approved this needs to be formalised and arrangements for the partnership need to be put in place. In some cases this might be relatively informal (for example a Strategic Partnership established by letter or concordat). In other cases, in particular where there is funding for service delivery, the arrangements may need to be more complex.

The Partnership Establishment Checklist at Appendix 6 should be used to guide the process of establishing the partnership. This should be led by the Partnership Specialist (in conjunction with Lead Specialist who manages the Partnership.)

At this stage the Partnership will

- Be entered onto the Partnership Register
- Have an agreed form of operation including Terms of Reference (see 4 below).
- Be identified as a “Significant” or “Desirable” partnership
- Have identified monitoring arrangements
- Have an identified Lead Specialist

## **3. Information Sharing**

Information is an asset of the Council and it is important that information sharing is appropriately controlled and monitored within partnership arrangements. Sharing information is however vital to the success of partnerships and there should be

maximum information exchange subject only to legal requirements.

It will be expected that partners will be willing to make their information public under the Freedom of Information Act where it relates to those areas covered by the Partnership regardless of whether or not they are a public body covered by the Act. All information and records should be stored in accordance with the Council's current records management and retention policies.

### **Information Sharing Protocols**

- It may be necessary to agree an information sharing protocol for the partnership, especially where information is likely to be shared relating to individuals;
- Working protocols will need to be specific to the operational requirements arising from the client group concerned and should be developed with the support of relevant professionals and representatives of the client group;
- The person or group responsible for developing the protocol should consult with all partners and stakeholders;
- A common format and common or integrated procedures should be adopted;
- Similar protocols developed elsewhere or by partners should be used where possible (don't reinvent the wheel) as long as they can be appropriately adapted to meet the requirements of the partnership;
- Issues to be addressed in any protocol include:
  - Purpose of and reasons for sharing data
  - Disclosure of data
  - Request for data
  - Responding to requests
  - Transfer of data
  - Receiving data
  - Storing data
  - Review procedures
  - Professional codes of conduct
  - Relevant applicable legislation

## **4. Terms of Reference**

In drawing up the Partnership agreement the following matters and format should be used as the default.

### **Introduction/Purpose**

- Who/what the partnership is
- Background
- Purpose

## **Vision and Objectives**

- Partnership vision
- Partnership objectives (ensure objectives are Specific Measureable, Achievable, Realistic and Time Specific (SMART). Focus on outcomes and results. Think about what the partnership is going to achieve not how it will achieve it. Identify clear links and outcomes to Our Plan themes and objectives.

## **Membership, Governance and Operation**

- Who are the group members/ representatives of which organisations and why
- Partnership structure
- Lead partner/organisation
- Accountability
- Partner roles, duties and responsibilities
- Role of elected Members
- Decision-making
- Chairing arrangements
- Secretariat functions
- Frequency of meetings
- Information/data sharing protocols
- Other protocols

## **Resources**

- Partners Financial commitment(revenue/capital)
- Officer/Partner time commitment
- Asset commitment and ownership of assets
- Other resource commitments

## **Evaluation and Monitoring**

- Reporting mechanisms - who, how often and on what. Default expectation that the “Annual Partnership Report” (appendix 7) will be submitted.
- Performance Management – how will outcomes against performance be assessed – what measures/indicators will be used (qualitative i.e. case studies, satisfaction, reputation, and quantitative i.e. numbers).
- How is the partnership achieving value for money for partners and the public

## **Special Circumstances (if appropriate)**

- Dealing with complaints
- Resolving disputes
- Dealing with media/communications issues
- Risk assessment
- Procedures for whistle-blowing/fraud
- Dealing with breaches of protocol

- Expelling a partner

### **Dissolution/ Termination**

- How and when the partnership can be terminated/ dissolved. Consider issues such as informing funders, stakeholders and clients
- Final reporting arrangements
- Exit strategy for partners wishing to leave the partnership

### **Review**

- How often the partnership and agreement will be reviewed and by whom
- How revisions to the partnership and agreement will be approved/ agreed

## **5. Evaluation and Review**

Monitoring of partnerships should be proportionate to their significance, and their governance. The following approach should be adopted

Type of Partnership	Performance reports	Annual Report from lead partner	Annual Review by lead specialist	Monitoring Report to Overview and Scrutiny	Budget or other recommendations to Council
Desirable	NA	By End July	By end August	Autumn	Autumn
Significant	Quarterly				

The submission of quarterly performance reports may not be applicable to all Significant Partnerships (i.e may be appropriate for CAB but not the LEP). This quarterly requirement will be established in the partnership agreement where needed)

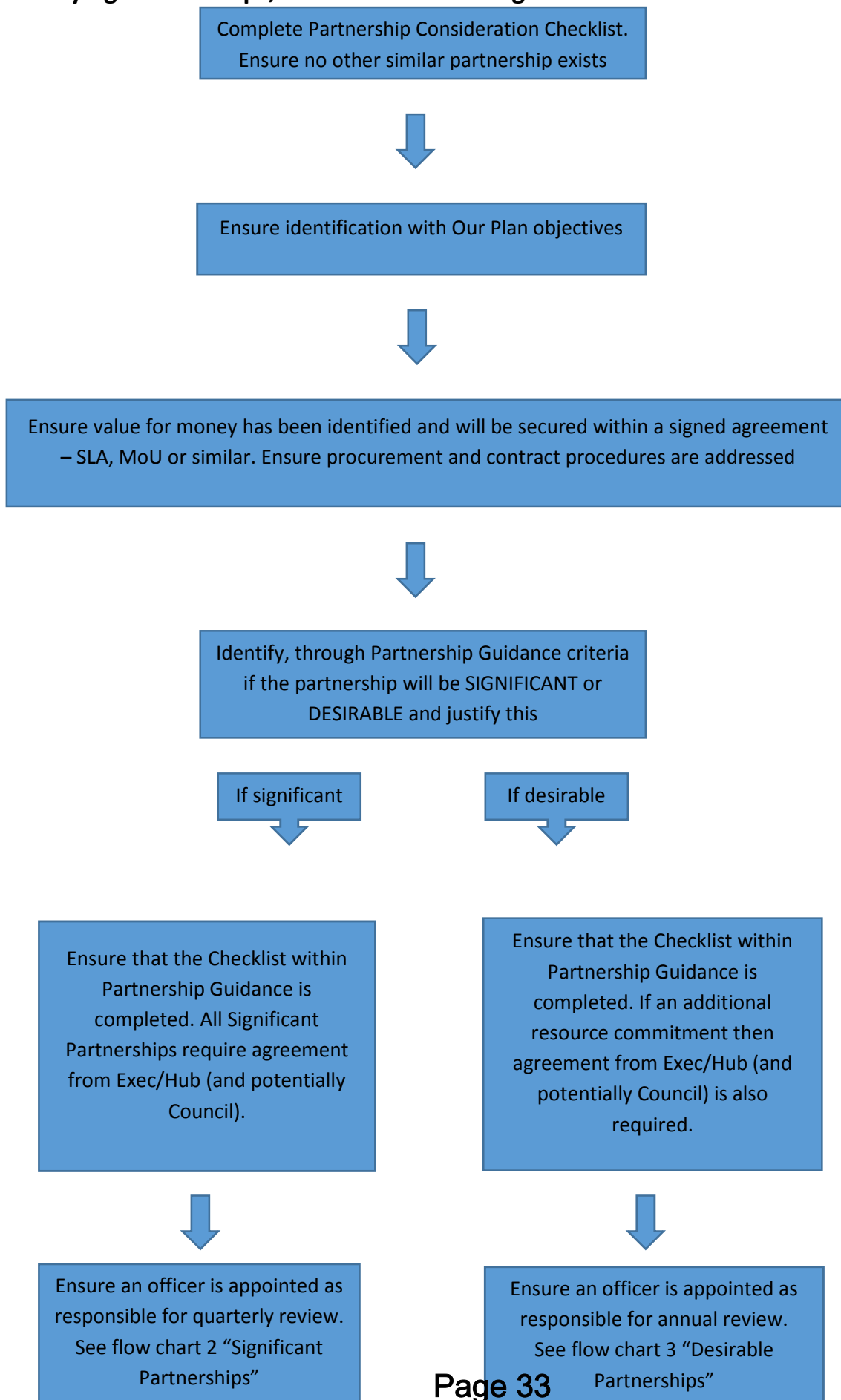
Each partnership will be reviewed on an annual basis as soon as possible after the end of the financial year. This responsibility will rest with the Council's lead officer for the partnership, who must as a minimum review:

- Whether the partnership has met its objectives and delivered agreed outcomes for the previous year and is likely to continue to do so;
- Whether the partnership still meets local needs and priorities;
- Any financial and resource commitment and that value for money is being achieved;
- Whether any changes are required to the terms of reference

To ensure adequate monitoring the Lead Specialist will be required to seek submission of an Annual Report (Appendix 7) and complete an Annual Review (Appendix 8) and then report to Overview and Scrutiny.

## Appendix 1

### Identifying Partnerships, flow chart for Managers



## Appendix 2

### Guidance Criteria

As identified in the Partnerships Policy document 2016, page 2.

#### Definition and scope

The Audit Commission defines a partnership as:

*“...an agreement between two or more independent bodies to work collectively to achieve an objective.”*

South Hams and West Devon Councils will use this definition to underpin partnership arrangements, monitoring and review.

The Councils recognise that some partnerships carry greater commitment from the Councils than others. South Hams and West Devon Councils will identify those partnerships that carry greater risk and ensure that these “significant” partnerships are subject to enhanced assessment and monitoring.

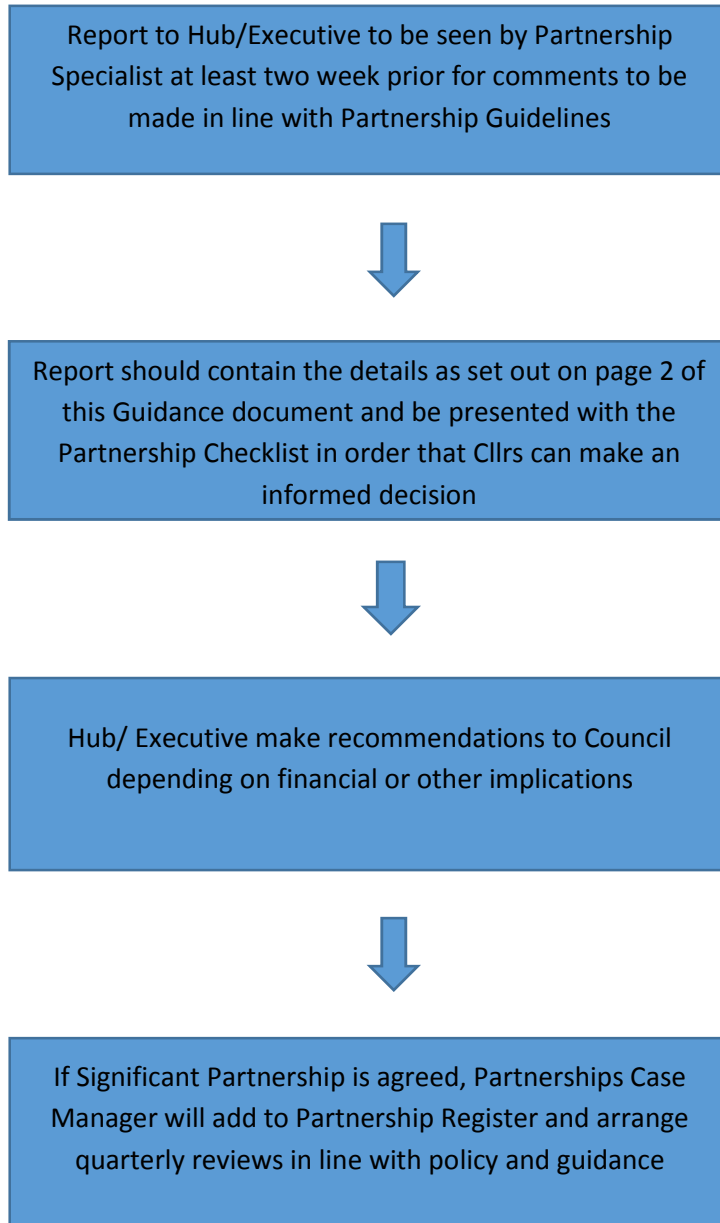
“Significant” Partnerships are defined as those where there is:

- A resource threshold of £10,000 or more per Council per annum (including direct financial contributions and officer time) and /or
- More than 4 days staff time per month and/or
- Potential for significant reputational, political, legal or operational risk taking into account whether the partnership has a
  - high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
  - high impact on service delivery;
  - high impact on strategic policy development;
  - significant role in meeting identified local needs and priorities;
  - potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
  - high public profile and is involved in significant strategic work that affects the public
- Statutory requirement

Other Partnerships are described as “Desirable” and reflect the reduced financial, statutory or risk involved in the partnership. .

## Appendix 3

### Establishing a Significant Partnership



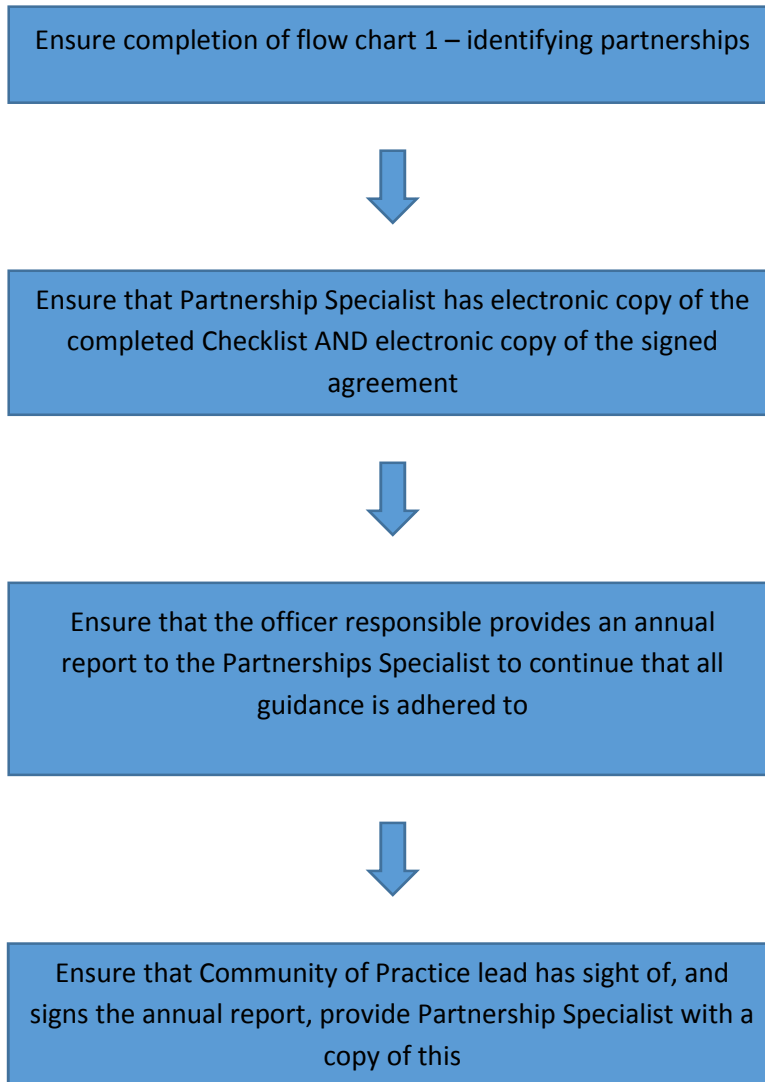
## Appendix 4 Partnership Consideration Checklist

<b>Name of Prospective Partnership:</b>		
<b>Prospective Partner</b>		
<b>Organisation Name :</b> <b>Contact Name:</b> <b>Contact Details:</b>		
<b>Details of supporting documents/Reports:</b>		
<b>Completed by (Partnership specialist):</b>		
<b>Supported by (Lead Specialist):</b>		
<b>Date</b>		
<b>Checklist Questions</b>	<b>Yes</b>	<b>No</b>
Is there a simple summary of the proposed purpose of the partnership with key objectives and outcomes related to Our Plan themes?		
Which of the Our Plan themes will be addressed through the partnership? <ul style="list-style-type: none"> <li>• Economy - Creating places for enterprise to thrive and business to grow</li> <li>• Homes - Enabling homes that meet the needs of all</li> <li>• Infrastructure - Securing the services and facilities that meet the needs of our communities</li> <li>• Communities - Empowering residents to create strong communities</li> <li>• Wellbeing - Supporting positive, safe and healthy lifestyles</li> <li>• Environment - Protecting, conserving and enhancing our built and natural environment</li> <li>• Heritage - Celebrating our past and protecting our heritage for the future</li> <li>• Resources - Promoting energy efficiency and more effective use of our natural resources</li> </ul>		



Is there a partnership already in place which has a similar remit and which could take on this work?		
Has the added value that the prospective partnership will bring been identified?		
Will the prospective partnership contribute to streamlining existing partnerships?		
Will the anticipated benefits outweigh the likely costs (direct and indirect) of a partnership?		
Could all the benefits be achieved in a simpler or more cost-effective way? Would in house delivery be effective?		
Are all the prospective partners willing to participate and commit resources needed to make the partnership succeed?		
Does the prospective partnership have clear, realistic and measurable objectives which are accepted by all prospective partners?		
Does the prospective partnership have agreed terms of reference?		
Does the prospective partnership require procurement in line with Contract Procedures?		
Are all partners clear about their roles and the resources they will need to commit?		
Is there a commitment to evaluating the performance of the partnership and clear identification of outcomes?		
Will the prospective partnership require a financial commitment from the Council and/or all partners?		
Are there clear procedures for making decisions and resolving conflict?		
Is the partnership time limited or set up on a task and finish basis?		
Is there a clear exit strategy?		
Would this be a "Significant" Partnership? (refer to details in Policy)		
What type of partnership would this be? (refer to details in Policy) <ul style="list-style-type: none"> <li>• Strategic</li> <li>• Service Improvement</li> <li>• Community Liaison</li> <li>• Community Delivery</li> </ul>		

## Appendix 5. Establishing a Desirable Partnership



## Appendix 6 Partnership Establishment Checklist

<b>Name of Partnership:</b>		
<b>Organisation Name :</b> <b>Contact Name:</b> <b>Contact Details:</b>		
<b>Details of supporting documents/Reports:</b>		
<b>Completed by (Partnership specialist):</b>		
<b>Supported by (Lead Specialist):</b>		
<b>Date</b>		
	<b>Yes/ NA</b>	<b>Comments</b>
Has the partnership been approved?		
Are the governance arrangements for the partnership set out?		
Have clear objectives and outcomes been identified against Our Plan themes?		
Is this a "Significant" or "Desirable" partnership?		
What type of Partnership is this?  <ul style="list-style-type: none"> <li>• Strategic</li> <li>• Service Improvement</li> <li>• Community Liaison</li> <li>• Community Delivery</li> </ul>		
Is there a partnership agreement in place?		
Does the partnership have a constitution?		
Are responsibilities and accountabilities clearly defined and allocated?		
Is there a lead partner or accountable body?		

Have partners nominated members of the governing body?		
Are nominees mandated to exercise their role for employers?		
Are governing body nominees sufficiently experienced for the role?		
Does the partnership have audit arrangements?		
Does the governance document provide an arbitration process?		
Are there escalation procedures within the arbitration process?		
Is there an exit strategy for all partners?		
Is there a formal process for withdrawal by partners?		
In the event of a partner withdrawing, is there a contingency plan?		
Is there an annual review of the partnership?		
Does the partnership have an approach to lessons learned?		
Does the partnership report financial matters?		
Does the partnership have arrangements to ensure legal compliance?		
Does the partnership have arrangements to meet obligations with respect to human resources?		
Does the partnership have asset management arrangements in place?		
Does the partnership have a code of conduct?		
Does the partnership have a training and development plan?		
Does the partnership have a communications plan?		
Is performance management monitored and reported in particular outcomes?		
Does the partnership have arrangements for reporting and assurance?		
Are responsibilities for insurance cover defined?		

To be completed for all Partnerships on an annual basis.

To be completed by partners and submitted by 31<sup>st</sup> July each year to the Partnership Specialist

**Annual Partnership Monitoring Report.**

This form should be completed on behalf of the Partner and returned to [louisa.daley@swdevon.gov.uk](mailto:louisa.daley@swdevon.gov.uk) by 31<sup>st</sup> July

**Name of Partnership:**

**Organisation Name :**

**Contact Name:**

**Contact Details:**

**Details of any supporting documents/Reports:**

**Date**

***Please review the aims and objectives of the partnership along an evaluation of how they align with the Council's Our Plan themes and objectives.***

Aims and objectives.

Which Our Plan Themes do these objectives support? Please tick.

- Economy - Creating places for enterprise to thrive and business to grow
- Homes - Enabling homes that meet the needs of all
- Infrastructure - Securing the services and facilities that meet the needs of our communities
- Communities - Empowering residents to create strong communities
- Wellbeing - Supporting positive, safe and healthy lifestyles
- Environment - Protecting, conserving and enhancing our built and natural environment
- Heritage - Celebrating our past and protecting our heritage for the future
- Resources - Promoting energy efficiency and more effective use of our natural resources

<b><i>Please restate the Key outputs identified for the partnership and report /achievements over the past twelve months</i></b>
<b><i>Key challenges over the past twelve months and how these were addressed</i></b>
<b><i>An appraisal of the financial commitment/resource input on an annual basis and whether you consider the partnership continues to provide value for money for the Council</i></b>
<b><i>Is there a signed partnership agreement in place? Does this need amending?</i></b>
<b><i>What are the risks presented by the partnership and how are these mitigated?</i></b>
<b><i>What are the opportunities/benefits of the partnership and how have these been maximised?</i></b>
<b><i>Overall Conclusion and summary of issues and opportunities for future development of the partnership</i></b>

To be completed by the Lead Specialist by 31<sup>st</sup> August to inform O&S, budget setting and future arrangements.

<b>Name of Partnership:</b>		
<b>Type of Partnership:</b>		
<b>Lead Specialist:</b>		
<b>1</b>	<b>Objectives and Outcomes</b>	
	<b>a</b>	<b>Has the partnership met its objectives and outcomes? State which have been met and how and which have not been met and why.</b>
	<b>b</b>	<b>What performance information is available to support the above? Summarise performance.</b>
	<b>c</b>	<b>Is the partnership still meeting local priorities and needs? Examples.</b>
	<b>d</b>	<b>Can outcomes and objectives be delivered in a better way? What can the partnership do to improve performance?</b>
<b>2</b>	<b>Finance and Resources</b>	
	<b>a</b>	<b>How has the partnership provided value for money in the previous year?</b>

	<b>b</b>	<b>How will the partnership continue to provide value for money going forward?</b>
	<b>c</b>	<b>How and to whom do you report on the value the partnership provides and how funds are spent?</b>
	<b>d</b>	<b>Should the Council continue or is it able to provide the same level of financial support and/or resources? Please explain.</b>
<b>3</b>	<b>Terms of Reference</b>	
	<b>a</b>	<b>Are any changes required to the terms of reference? What are these and why are they required.</b>
	<b>b</b>	<b>When will the changes be made and how will they be agreed?</b>
<b>4</b>	<b>Challenges, Risks and opportunities</b>	
	<b>a</b>	<b>What challenges were identified during the year and how were these resolved? If not resolved, why?</b>
	<b>b</b>	<b>Did any new risks emerge during the year? What were they and what action has been taken to mitigate?</b>
	<b>c</b>	<b>Were any new opportunities identified during the year? What were they and how have these been incorporated into the partnership?</b>
<b>5</b>	<b>Conclusion</b>	
	<b>a</b>	<b>Should the partnership continue and why?</b>
	<b>b</b>	<b>What monitoring measures and reporting are required?</b>



**Partnership Register - Communities**

Name of Partnership	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
<b>Community Safety Partnership</b>  Cllr S Wright Cllr R Musgrave  Louisa Daley  CoP - Ian Luscombe <i>Significant</i>	SHDC, WDBC and Teignbridge D.C.	Statutory requirement as part of Crime and Disorder Act	Communities and Wellbeing	TDC, Police, DSFRS, Probation, DCC, Public Health, CVS	No SLA or MoU - a statutory requirement as part of the 1998 Crime and Disorder Act.	6	0		All	Green - has presented to O&S at SH and WD within the last year and has no recommended conditions	Rebecca Hewitt, Chair of CSP	c/o Teignbridge District Council, Ford House, Newton Abbot TQ9 2XX
Multi Agency Risk Assessment  CoP - Isabel Blake <i>Desirable</i>	SHDC, WDBC and Teignbridge D.C.	Agency information sharing of high risk DVA victims to assess and create safety plans	Communities	Police, Housing Providers, Social Services, DVA agencies	No SLA or MoU	1	0		Service Improvement, Community Delivery	Amber - a desirable partnership which is monitored by the Police Public Protection Unit	Detective Inspector Edward Wright	<a href="mailto:edward.wright@devonandcornwall.pnn.police.uk">edward.wright@devonandcornwall.pnn.police.uk</a>
South Hams Community and Voluntary Sector  Louisa Daley  CoP - Ross Kennerley <i>Significant</i>	South Hams	Support and assistance to community and voluntary organisations.	Communities	SHDC as a funding stakeholder	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	42,616	42,616	Community Delivery, Community Liaison	Red - a significant partnership which has not been presented to O&S within the last year.	Jill Davies	Jill Davies - Chief Officer, South Hams CVS, The Cottage, Follaton House, Totnes TQ9 5NE
West Devon Community and Voluntary Sector (CVS)  Louisa Daley  CoP - Ross Kennerley <i>Desirable</i>	West Devon	Support and assistance to community and voluntary organisations.	Communities	WDBC as a funding stakeholder	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	8,500	8,500	Community Delivery, Community Liaison	Amber - a desirable partnership under the threshold criteria. Officer to monitor.	Karen Nolan - Chair	<a href="mailto:karen@westdevoncv.org.uk">karen@westdevoncv.org.uk</a>
North, West, Mid Devon and Torridge Citizens Advice Bureau (CAB)  Louisa Daley  CoP - Ross Kennerley	West Devon	Provision of advice and support to individuals in the borough	Communities and Wellbeing		Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	32,900	32,900	Community Liaison	Red - a significant partnership which has not been presented to O&S within the last year.	Nicki Rowe - Chair	c/o Georgia Ainsworth - Communications officer georgia@ruraldevoncab.org.uk

Desirable												
Ivybridge Ring and Ride												
Louisa Daley	South Hams	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	2,710	2,710	Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Alex Thom	<a href="mailto:jdcta@btconnect.com">jdcta@btconnect.com</a>
CoP - Ross Kennerley												
Desirable												
Totnes and Dartmouth Ring and Ride - may cease trading from April 16												
Louisa Daley	South Hams	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	8,740	8,740	Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Karen Rose - Community Transport, DCC	<a href="mailto:Karen.l.rose@devon.gov.uk">Karen.l.rose@devon.gov.uk</a>
CoP - Ross Kennerley												
Desirable												
Okehampton and District Ring and Ride												
Louisa Daley	West Devon	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	10,315	10,315	Community Delivery	Red - a significant partnership which has not been presented to O&S within the last year.	Sue Wonnacott	<a href="mailto:sue.odctg@btinternet.com">sue.odctg@btinternet.com</a>
CoP - Ross Kennerley												
Significant												
Tavistock and District Local Transport Partnership												
Louisa Daley	West Devon	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	10,315	10,315	Community Delivery	Red - a significant partnership which has not been presented to O&S within the last year	Hannah Humphries	<a href="mailto:coordinator@tdtp.co.uk">coordinator@tdtp.co.uk</a>
CoP - Ross Kennerley												
Significant												
Early Help (previously Troubled Families Agenda) South Hams												
John Ward/Housing	South Hams	To engage with identified families through the Central Govt. programme for positive community outcomes	Communities and Wellbeing	Project Management through DCC, funded by Central Govt. other agencies include Police, Housing Providers, Social Services, Youth Services Education, Job Centre Plus	Local Agreement with Senior Mangement of partner agencies to work together - no SLA	1	0		Service Improvement	Amber - project is managed by DCC who are also responsible for financial regulations. We have no monitoring responsibility.	Hailey Grey - South Hams Early Help Co-ordinator	<a href="mailto:hailey@communitylinks-sw.co.uk">hailey@communitylinks-sw.co.uk</a>
CoP - Isabel Blake												
Significant												
Early Help (previously Troubled Families Agenda) West Devon												
John Ward/Housing	West Devon	To engage with identified families through the Central Govt. programme for positive community outcomes	Communities and Wellbeing	Project Management through DCC, funded by Central Govt. other agencies include Police, Housing Providers, Social Services, Youth Services Education, Job Centre Plus	Local Agreement with Senior Mangement of partner agencies to work together - no SLA	1	0		Service Improvement	Amber - project is managed by DCC who are responsible for financial regulations. We have no monitoring responsibility.	Hailey Grey - West Devon Early Help Co-ordinator	<a href="mailto:hailey@communitylinks-sw.co.uk">hailey@communitylinks-sw.co.uk</a>
CoP - Isabel Blake												
Significant												
Devon Youth Games												
Jon Parkinson	South Hams and	Annual youth participation event	Communities and	Active Devon, OCRA, Tone Leisure, local	Local annual agreement,	0.5	6,000	SH 3,000	Community Delivery	Amber - desirable partnership under	Jon Parkinson	Jon Parkinson

CoP - Ross Kennerley <i>Desirable</i>	West Devon	participation event held countywide.	Wellbeing	schools, local sports clubs.	no binding commitment.	0.5	0,000	WD 3,000	Community Delivery	threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
Activity Network Partnership Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	Raising physical activity levels in the community by helping to sustain local activity	Communities and Wellbeing	Active Devon, OCRA, Tone Leisure, OneLife, Town and Parish Councils.	Local Agreement	1	0		Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
Active Devon Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	Part of DCC Active and Wellbeing Plan, supports district and partner projects	Communities and Wellbeing	Active Devon, Public Health England, Tone Leisure, One Life, OCRA, Education/schools rep	Local Agreement	1	0		Community Liaison and Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
Tavistock Community Sports Centre Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	West Devon	To monitor the use of our previous capital grant, for provision of sports at Tavistock College	Communities and Wellbeing	Tavistock College, Sport England, Youth sports clubs in Tavistock	Ongoing SLA for monitoring previously obtained funding. No known end date for this.	0.5	0		Community Delivery	Amber - a desirable partnership, under threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
South Hams and West Devon Active Network Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To co-ordinate and deliver activities across Devon	Communities and Wellbeing	Active Devon, Public Health England, Tone Leisure, One Life, OCRA, Education/schools rep	Local Agreement	1	0		Community Delivery	Amber - a desirable partnership, under threshold.	Jon Parkinson	Jon Parkinson
Okehampton Community Recreation Association (OCRA) Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	West Devon	OCRA deliver outreach work across West Devon including Devon Youth Games and Active Villages	Communities and Wellbeing	Work with differing partners depending on the project	Local agreement, no ongoing financial commitment.	1	2,000		Community Delivery	Amber - a desirable partnership, under threshold	Jon Parkinson	Jon Parkinson
Duty to Co-operate Partnership Ross Kennerley Cllrs Tucker and Sanders CoP - Ross Kennerley <i>Significant</i> - reputation	South Hams and West Devon	Partnership between local authorities and public sector particularly in the area of spatial planning	Communities and Homes	Strategic Planners from Devon and Plymouth					Strategic	Red - a significant partnership	Ross Kennerley	Ross Kennerley
South Hams Citizens Advice Bureau - CORF		Provision and										

Louisa Daley CoP - Ross Kennerley <i>Significant</i>	South Hams	Provision and delivery of advice and support services. Delivery to the areas of Kingsbridge, Ivybridge and Dartmouth.	Communities and Wellbeing	Stakeholders vary depending on project	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	41,867	41,867	Community Delivery	Red - a significant partnership which has not been presented to O&S within the last year	Janie Moor	<a href="mailto:janiemoor@southhamscab.org.uk">janiemoor@southhamscab.org.uk</a>
--	------------	---	---------------------------	--	---	---	--------	--------	--------------------	--	------------	--

**Parish/Cluster meetings/Partnerships attended by Members alone**

West Devon Northern Link

West Devon Eastern Link

West Devon Southern Link

West Devon Link Liaison Group (includes Super link meeting)

Tavistock Working Together

Okehampton Vision Steering Group

South Hams Super Cluster Meetings

South Hams Town Clerks and Mayors meetings

Sparse Rural Service Network

Langage Local Liaison Committee

DWP Forum (support DWP plan)

Devon Economic Partnership

**Partnership Register - Environment**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown			
Local Resilience Forum  James Kershaw  CoP - Ian Luscombe <i>Significant</i>	South Hams and West Devon	South Devon group formed to be able to plan and respond to civil emergencies	Environment	Police, Fire, all local councils in Devon and Cornwall area, all NHS trusts, PHE, EA, Ambulance Trust, Network Rail, SWW	Nationally recommended good practise, in order to comply with legal requirements under the Civil Contingencies Act	0.5	400		Strategic	Neil Hamlyn	<a href="mailto:Irf@devonandcornwall.pnn.police.uk">Irf@devonandcornwall.pnn.police.uk</a>
South Devon AONB  Cllrs Brown and Cane  Rob Sekula  CoP - Ross Kennerley <i>Significant</i>	South Hams	To conserve and enhance the natural beauty of the landscape, with two secondary aims: meeting the need for quiet enjoyment of the countryside and having regard for the interest of those who live there	Environment and Communities	WDBC, DCC, Cornwall Council, Natural England (on behalf of DEFRA), some independent members representing community/farming interests. The wider 'Partnership'	Memorandum of Understanding - currently researching end date, not known.	0.5	32,900		Service Improvement	Rob Sekula	Rob Sekula
Tamar Valley AONB  Cllr Benson  Rob Sekula  CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To conserve and enhance the natural beauty of the landscape, with two secondary aims: meeting the need for quiet enjoyment of the countryside and having regard for the interests of those who live and work there.	Environment and Communities	WDBC, DCC, Cornwall Council, Natural England (on behalf of DEFRA), some independent members representing community/farming interests. The wider 'Partnership' includes a full range of voluntary organisations, Parish Councils, farming sector, etc.	Memorandum of Understanding - currently researching end date, not known.	0.5	9,400		Service Improvement	Rob Sekula	Rob Sekula
South Devon Estuaries AONB  Roger Englsih  CoP - Ross Kennerley	SH	chasing email sent 6/4 for more info					10,200	10,200			
Wembury Marine Centre											

Roger English		chasing email sent 6/4 for more info										
CoP - Ross Kennerley	SH							6,525				
Slapton Line Partnership												
Roger English		chasing email sent 6/4 for more info										
CoP - Ross Kennerley	SH							0				
Tamar Estuaries Consultative Forum												
Cllrs Benson and Hitchins	South Hams and West Devon	The estuary management partnership that brings together stakeholders to promote the delivery of integrated management for the Tamar estuaries and nearby coastal areas in order to ensure long term sustainability.	Environment	WDBC, SHDC, PCC, Env Agency, Nat England, Marine Management Organisation, MoD, Plymouth University, Cornwall Council	Local Agreement	0.5	7,270		Service Improvement	Rob Sekula	Rob Sekula	
Rob Sekula												
CoP - Ross Kennerley												
<i>Desirable</i>												
South Hams Tree Warden Partnership	South Hams	National Scheme administered through the Tree Council, supported by SHDC	Environment	The Tree Council, Parish Councils, Town Councils	Local Agreement	0.5	0		Community Liaison	currently seeking new Chair, contact Alex Whish until resolved	currently seeking new Chair, contact Alex Whish until resolved	
Alex Whish												
CoP - Ross Kennerley?												
<i>Desirable</i>												
Plymouth Local Nature Partnership												
Ross Kennerley	SH							0				
South Devon Green Infrastructure Partnership												
Alexis Huggins	South Hams	The purpose is to secure delivery of high quality multi-functional green infrastructure and strengthen the green infrastructure network across the South Devon project area.	Environment and Community	Torbay Coast and Countryside Trust, South Hams District Council, Torbay Council, Natural England, South Devon AONB and National Trust	There are Terms of Reference and a Memorandum of Agreement. The MOA runs until 21 <sup>st</sup> July 2017 and we are currently seeking extension.	10	6,500	to be confirmed when salary info rec'd	Strategic	Alexis Huggins	Alex Huggins	
CoP?												
<i>Significant</i>												

<p>Slapton Nature Reserve Partnership</p> <p>Roger English</p> <p>CoP?</p> <p>SH</p>	<p>chasing email sent 6/4 for more info</p>			<p>roger.english@southams.gov.uk</p> <p>Roger English</p> <p>13,595    13,595</p>
<p>Devon Local Nature Partnership</p> <p>Roger English</p> <p>CoP?</p> <p>SH/WD</p>	<p>chasing email sent 6/4 for more info</p>		<p>Roger English</p>	<p><a href="mailto:roger.english@southams.gov.uk">roger.english@southams.gov.uk</a></p> <p>0</p>

**This page is intentionally left blank**



**Partnership Register - Homes**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Devon Strategic Housing Group  Cllr Bastone  Cassandra Harrison  CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To develop and deliver solutions to strategic housing issues across Devon	Homes	DCC, District Councils and Housing Associations	Local Agreement	0.5	0		Service Improvement	Amber - a desirable partnership which falls under threshold criteria. Officer to monitor and report as necessary.	Cassandra Harrison	Cassandra Harrison
Dartmoor National Park Joint Advisory Committee  Cassandra Harrison Alex Rehaag  CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To address affordable housing in the Dartmoor National Park area	Homes	Dartmoor National Park	Local Agreement	0.5	0		Service Improvement	Amber - a desirable partnership which falls under threshold criteria. Officer to monitor and report as necessary	Cassandra Harrison and Alex Rehaag	Cassandra Harrison and Alex Rehaag
Devon and Cornwall Housing Options Partnership  CoP - Isabel Blake <i>Significant</i>	South Hams and West Devon	Housing advice and homelessness in Devon, linked to the Strategic Group	Homes	DCC, District Councils and Housing Associations	Local Agreement	0.5	SH 6,000  WD 6,000		Service Improvement and Community Liaison	Red - a significant partnership with annual costing of over £10000.	Isabel Blake	Isabel Blake
Devon and Cornwall Rough Sleepers Group  CoP - Isabel Blake <i>Desirable</i>	South Hams and West Devon	Support for rough sleepers - infrequent meetings	Homes	Police, Probation, District Councils, Homeless Prevention agencies	Local Agreement	0.5	0		Service Improvement	Amber - a desirable partnership which falls under threshold criteria.	Isabel Blake	Isabel Blake
Young Devon (West Devon)  Louisa Daley  CoP - Ross Kennerley <i>Desirable</i>	West Devon	Provides supported housing advice and counselling for young people in West Devon	Homes and Wellbeing	Referrals rec'd from GP's, Police and schools		0	WD 7,500		Community Delivery and Community Liaison	Amber - a desirable partnership which falls under threshold criteria.	Katherine Weedall (Lead Practitioner)	<a href="mailto:katherine.weedal@youngdevon.org">katherine.weedal@youngdevon.org</a>
Young Devon (South Hams)  Louisa Daley	South Hams and West Devon	Provides supported housing advice for young people aged 18-25 years in the South Hams	Homes and Wellbeing	Referrals rec'd from GP's, Police and schools		0	0		Community Delivery and Community Liaison	Amber - a desirable partnership which falls under	Louisa Daley	Louisa Daley

Page 13

CoP - Ross Kennerley Desirable		South Hams								threshold criteria.		
Devon Building Control Partnership	South Hams and West Devon	A statutory function/business - should this be listed as a partnership?	Homes	South Hams, West Devon and Teignbridge					Strategic	Red - significant partnership	Helen Dobby	Helen Dobby
v Significant												



**This page is intentionally left blank**

**Partnership Register - Economy**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Better Business For All  Karen Procter CoP - Darren Arulvasagam  Desirable	South Hams and West Devon	partnership between businesses and regulators to promote local economic prosperity whilst maintaining public protection	Economy	Trading Standards, DSFRS, all Devon Councils, Economic Development	Local Agreement	2	0		Service Improvement	Amber - a desirable partnership, under threshold. For monitoring by officer.	Karen Procter	Karen Proctor
Local Action Group - South Devon Coastal LAG  Cllr Hicks Cllr Pearce  CoP -Darren Arulvasagam Significant	South Hams and West Devon	Invests in economic, environmental and community projects to encourage innovation and promote prosperity of the area between Plymouth and Exeter.	Economy, Environment and Community	Local Elected Members from South Hams and West Devon and volunteer members of the local community	Contract with Rural Payments Agency (RPA) until 2020	2	8,200	8,200	Strategic and Community Delivery	Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam	Darren Arulvasagam
Local Enterprise Action Fund (LEAF)  Cllr Hicks Cllr Pearce  CoP - Darren Arulvasagam Significant	South Hams and West Devon	Invests in economic, environmental and community projects to encourage innovation and promote prosperity of the area of Greater Dartmoor.	Economy, Environment and Community	Local Elected Members from South Hams and West Devon and volunteer members of the local community	Contract with Rural Payments Agency (RPA) until 2020	2	24,600	SH 8,200  WD 16,400	Strategic and Community Delivery	Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam	Darren Arulvasagam
Local Enterprise Partnership  Cllr Tucker Cllr Baldwin  Darren Arulvasagam Steve Jorden Significant	South Hams and West Devon	Supporting the growth of the local and rural economy at a strategic level	Economy	Somerset County Council, Devon County Council and other local district/unitary councils. A peninsula wide partnership.					Strategic	Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam Steve Jorden	Darren Arulvasagam Steve Jorden
Plymouth City Deal	South Hams and West Devon	Supporting the growth of the local and rural economy at a strategic level	Economy and Environment	Plymouth CC, Devon C C, relevant district councils	Memorandum of Understanding					Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam	Darren Arulvasagam

Steve Jorden <i>Significant</i>	South Hams and West Devon	economy around Plymouth and local districts.	Economy and Infrastructure	relevant district councils, Universities of Exeter and Plymouth	Memorandum of Understanding	0.5	0		Strategic	Red - a significant partnership.	Darren Arulvasagam Steve Jorden	Darren Arulvasagam Steve Jorden
Okehampton Business Information Point Darren Arulvasagam <i>Significant</i>	West Devon	Providing business advice for new businesses	Economy	WDBC and members of the local business community	Contract until 31/3/17	0.5	8,340		Community Delivery	Red - a significant partnership.	Darren Arulvasagam	Darren Arulvasagam

**Partnership Register - Heritage**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Tavistock Heritage Group  Cllr Sanders  Graham Lawrence  CoP - Pat Whymer <i>Desirable</i>	West Devon	To assist with the management of the townscape initiative funded by the Heritage Lottery Fund, in an advisory role.	Heritage	Community members, Chamber of Trade, Tavistock Forward, local schools, Tavistock Town Council	Supports the Guildhall and World Heritage Site Partnerships - is the a partnership in its own right or part other/s?	0.5	0		Community Liaison	Amber - a desirable partnership which falls under threshold criteria. Officer to monitor.	Vice Chair - Cllr Sanders  Officer - Graham Lawrence	Graham Lawrence
World Heritage Site  Cllr Mike Benson  Graham Lawrence  CoP - Pat Whymer <i>Significant?</i>	West Devon	To protect one of England's 10 areas in the Historic England Group - project run by CornwallCounty Council	Heritage	Cornwall County Council, Devon County Council, West Devon Borough Council		1	WD 4,000		Service Delivery	Red? Significant due to reputation?	Graham Lawrence	Graham Lawrence
Tavistock Townscape Heritage Initiative  Cllr Jeff Moad  Graham Lawrence  CoP - Pat Whymer <i>Desirable</i>	West Devon	A significant partnership built into the Heritage Lottery Fund for ??	Heritage	Tavistock Town Council, West Devon Borough Council	The partnership will cease at the end of the Heritage Lottery Fund initiative 2020 (?)	1	£10,000	As part of 5 year arrangement		Significant partnerships because we are contractually bound	Graham Lawrence	Graham Lawrence
Tavistock Guildhall Partnership  Graham Lawrence  CoP - Pat Whymer <i>Significant/Desirable</i>	West Devon	The group was set up to co-ordinate stage 2 of the bid to create the Guildhall into a community hub	Heritage	Tavistock Town Council, Devon County Council, World Heritage Site		tbc - awaiting info from GL	0		Community Delivery?	Awaiting information on Officer Time spent from GL 14/7/2016	Graham Lawrence	Graham Lawrence

**This page is intentionally left blank**





**This page is intentionally left blank**

**Appendix 4. Partnership Review. Summary table and Recommendations for further actions. August 2016**

This table presents a summary of the overall Partnership Register to support consideration of future recommendations. The table gives details of

1. The relevant “Our Plan” theme. The register is grouped against these themes and gives an indication of the spread of partnerships across the themes
2. The name of the Partnership.
3. Location (South Hams, West Devon or Both).
4. The type of partnership. Strategic, Service Improvement, Community Liaison or Community Delivery
5. The Significance of the Partnership.
6. Recommendation.

<b>Our Plan Theme</b>	<b>Name of Partnership</b>	<b>Location/Area</b>	<b>Type of Partnership</b>	<b>Significant or Desirable: £ and Officer time (days pcm)</b>	<b>Recommendations</b>
Communities and Wellbeing	Community Safety Partnership	South Hams, West Devon	Strategic, Service Improvement, Community Delivery/Liaison	Significant: £0 6 days	West Devon Recommendation: -Evidential that the CSP resources in time and money spent have been reduced, particularly over the last 12 months. Due to the level and type of work undertaken it would be unwise to reduce any resource further. -Maintain current funding.  South Hams Recommendation: -Continue to support the CSP in its current format and provide resources at the current level. -Councillors consider the CSP to be a highly valued service. -CSP to provide a light-touch report and short presentation at the next O & S committee. -Maintain current funding
Communities	Multi Agency Risk Assessment	South Hams, West Devon	Service Improvement, Community Delivery	Desirable: £0 1 day	Recommendation: Continue to attend in line with our safeguarding partnerships.

Communities	South Hams Community and Voluntary Services (CVS)	South Hams	Service Improvement, Community Delivery	Significant: £42,616 0 days	Recommendation: -Renewal of CVS' SLA is required. -CVS should look to charging organisations for services; in a bid to self-fund and should continue to seek alternative funding, particularly from active members. -Core management costs should be part-covered in all future bids for project funding. -More evidence and justification of project work undertaken should be supplied to support review. -Seek further Business Plan to underpin future delivery
Communities	West Devon Community and Voluntary Services (CVS)	West Devon	Community Delivery, Community Liaison	Significant: Reputation £8,500 0 days	-Where there are areas of work that overlap the CVS can be more involved with helping to promote partnership between the organisations. -There is a need to raise the profile of the CVS with new officers in light of the recent changes at the council -CVS will need to be challenged in future over their approach to charging for their services to scrutinise whether they could be a self-sufficient service. -There should be more contact by WDBC with Devon County Council with regard to aligning funding outcomes. -Seek further Business Plan to underpin future delivery
Communities and Wellbeing	North, West, Mid Devon and Torridge Citizens Advice Bureau (CAB)	West Devon	Community Liaison	Significant: £32,900 0 days	Recommendation: - helpful for CAB to collect information on why clients go to CAB rather than their Local Authority, this would inform internal practice and accessibility. -Improve preventative measures through shared community infrastructure; -Suggestion that CAB use facilities/resources already available (e.g. GP surgery or Leisure centres) for cost effectiveness and efficiency of outreach. -The benefits of a co-location between CAB and the Local Authority (e.g. outreach, service, assets etc.) were discussed and co-location at Kilworthy Park is being explored.

					<p>-Should have procedures in place for the councils Locality Officers to use triggers and clues to outreach and ensure volunteers/workers are properly informed about appropriate signposting.</p> <p>-Seek further Business Plan to underpin future delivery</p>
Communities	Ivybridge Ring and Ride	South Hams	Community Delivery	Desirable: £2,710 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Equalise funding across South Hams</p>
Communities	Totnes and Dartmouth Ring and Ride	South Hams	Community Delivery	Desirable: £8,740 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Equalise funding across South Hams</p>
Communities	Okehampton and District Ring and Ride	West Devon	Community Delivery	Significant: £10,315 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Maintain equalised funding across West Devon</p>
Communities	Tavistock and District Local Transport Partnership	West Devon	Community Delivery	Significant: £10,315 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Maintain equalised funding across West Devon</p>
Communities and Wellbeing	Early Help (previously Troubled Families Agenda) South Hams	South Hams	Service Improvement	Desirable: £0 1 day	<p>Recommendation:</p> <p>Continue to support where appropriate at officer level.</p>
Communities and Wellbeing	Early Help (previously Troubled Families Agenda) West Devon	West Devon	Service Improvement	Desirable: £0 1 day	<p>Recommendation:</p> <p>Continue to support where appropriate at Officer level.</p>

Communities and Wellbeing	Devon Youth Games	South Hams and West Devon	Community Delivery	Desirable: £6,000 (split between SH & WD) 0.5 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Activity Network Partnership	South Hams and West Devon	Community Delivery	Desirable: £0 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Active Devon	South Hams and West Devon	Community Liaison and Community Delivery	Desirable: £0 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Tavistock Community Sports Centre	West Devon	Community Delivery	Desirable: £0 0.5 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	South Hams and West Devon Active Network	South Hams and West Devon	Community Delivery	Desirable: £0 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Okehampton Community Recreation Association (OCRA)	West Devon	Community Delivery	Desirable: £2,000 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Homes	Duty to Co-operate Partnership	South Hams and West Devon	Strategic	Significant: Reputation	Recommendation: Maintain current arrangements
Communities and Wellbeing	South Hams Citizens Advice Bureau	South Hams	Community Delivery	Significant: £41,867 (+ £10,000 for outsource) 0 days	Recommendation: -The renewal SLA and scoping of services is required, this is to be led by discussion between Janie Moor and Ian Luscombe; potentially for the end of July in preparation for the 4 <sup>th</sup> Aug O&S. Issues to consider: -Improved intelligence and information sharing. -Review of services to find out if there are duplications between CAB and Council.

					<ul style="list-style-type: none"> <li>-CAB to provide a clear breakdown of funding and services for both core and outreach, so that the former 3 year contract for an extra £10k, towards outreach, can be re-evaluated.</li> <li>-CAB to provide clarification on the resolution of past border issues identified in Plymouth and other peripheral areas.</li> <li>-CAB to communicate new local projects with councils ward members.</li> <li>-Councillors particularly welcome the new 'Social Prescribing' initiatives in Woolwell and Chillington.</li> <li>-Seek further Business Plan to underpin future delivery</li> </ul>
Economy	Better Business For All	South Hams and West Devon	Service Improvement	Desirable: £0 2 days	Recommendation To be confirmed.
Economy, Environment and Community	Local Action Group - South Devon Coastal LAG	South Hams and West Devon	Strategic and Community Delivery	Significant: Reputation £8,200 2 days	Recommendation: Maintain current arrangements (support and as responsible body). Keep under review.
Economy, Environment and Community	Local Enterprise Action Fund (LEAF)	South Hams and West Devon	Strategic and Community Delivery	Significant: Reputation £24,600 (£8,200-SH & £16,400 – WD) 2 days	Recommendation: Maintain current arrangements (support and as responsible body). Keep under review.
Economy	Local Enterprise Partnership	South Hams and West Devon	Strategic	Significant: Reputation	Recommendation: Maintain current arrangements
Economy and Infrastructure	Plymouth City Deal	South Hams and West Devon	Strategic	Significant: Reputation £0 0.5 days	Recommendation: Maintain current arrangements
Economy	Okehampton Business Information Point	West Devon	Strategic	Significant: £8,340 0.5 days	Recommendation: Maintain newly negotiated partnership

Environment	Local Resilience Forum	South Hams and West Devon	Strategic	Desirable: £400 0.5 days	Recommendation: Maintain current arrangements.
Environment and Communities/ Economy	South Devon AONB	South Hams	Strategic Partnership which holds a statutory function	Significant: £32,749 0.5 days	Recommendation: Maintain current arrangements  Progress Income generation proposals
Environment and Communities	Tamar Valley AONB	South Hams and West Devon	Strategic Partnership which holds a statutory function	Significant: £9,400 0.5 days	Recommendation: Maintain current arrangements  Progress Income generation proposals
Environment	South Devon Estuaries AONB	South Hams	Strategic partnership	Significant: £10,200 0 days	Recommendation: Maintain current level of funding.  An SLA is required with outcome focussed measurements and an agreed funding stream commitment from other partners
Environment and Communities	Wembury Marine Centre	South Hams	Community Delivery	Desirable: £8,700 0 days (but attendance at funding meetings & AONB manager 8 days p/y)	Recommendation: Maintain current arrangements
Environment, Communities and Infrastructure	Slapton Line Partnership	South Hams (specifically Slapton Sands)	Service Improvement	Significant: £15,000 1 day (representatives on the steering group & AONB manager 10 days p/y)	Recommendation: Maintain current arrangements
Environment	Tamar Estuaries Consultative Forum	South Hams and West Devon	Strategic Partnership	Desirable: £7,270 0.5 days	Recommendation: Maintain current arrangements



Environment	South Hams Tree Warden Partnership	South Hams	Community Liaison	Desirable: £0 0.5 days	Recommendation: Maintain current arrangements
Environment	Plymouth Local Nature Partnership	South Hams	Strategic Partnership	Desirable £0	Recommendation: Maintain current arrangements
Environment and Community	South Devon Green Infrastructure Partnership	South Hams	Strategic	Significant: £6,500	Recommendation: Seek renewed SLA based on self funded s.106 contributions supported by existing Countryside Projects revenue budget.  Target community project outcomes
Environment	Slapton Nature Reserve Partnership	South Hams	Strategic Partnership	Desirable: £0 0.5 days	Recommendation: Maintain current arrangements
Environment	Devon Local Nature Partnership	South Hams and West Devon	Strategic Partnership	Desirable £0 (AONB manager attends)	Recommendation: Maintain current arrangements
Heritage	Tavistock Heritage Group	West Devon	Community Liaison	Desirable: £0 0.5 days	Recommendation: Maintain current arrangements
Heritage	World Heritage Site	West Devon	Service Delivery	Significant: Reputation £4,000 1 day	Recommendation: Maintain current arrangements
Heritage	Tavistock Townscape Heritage Initiative	West Devon	Service deliver and Service Improvement	Desirable: £10,000 1 day	Recommendation: -Currently within time limited agreement. Maintain current arrangements
Heritage	Tavistock Guildhall Partnership	West Devon	Service delivery and Service improvement	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements
Homes	Devon Strategic Housing Group	South Hams and West Devon	Service Improvement	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements

Homes	Dartmoor National Park Joint Advisory Committee	South Hams and West Devon	Service Improvement	Desirable: £12,000 (£6000-SH & £6000-WD) 0.5 days	Recommendation: For CoP lead to review the contribution of £12,000 spent versus value for money before commitment for 2017/18 is made.
Homes	Devon and Cornwall Housing Options Partnership	South Hams and West Devon	Service Improvement and Community Liaison	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements
Homes	Devon and Cornwall Rough Sleepers Group	South Hams and West Devon	Service Improvement	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements
Homes and Wellbeing	Young Devon (West Devon)	West Devon	Community Delivery and Community Liaison	Desirable: £7,500 0 days	Recommendation – Maintain current arrangements
Homes and Wellbeing	Young Devon (South Hams)	South Hams	Community Delivery and Community Liaison	Desirable: £0 0 days	Recommendation – Maintain current arrangements subject to CoP lead assessment of outcomes
Homes	Devon Building Control Partnership	South Hams and West Devon	Strategic	Significant: Discussion as to whether it is a commissioning or business arrangement	Recommendation – Maintain current management and review arrangements
Infrastructure	Devon and Cornwall Rail Partnership	West Devon	Strategic	Significant: Reputation £2,500	Recommendation – Maintain current arrangements
Resources	South West Community Energy Partnership	South Hams and West Devon	Service Improvement	Desirable: £0 1 day	Recommendation – Maintain current arrangements
Wellbeing	Safety Advisory Group - West Devon	West Devon	Service Improvement and Community Liaison	Desirable: £0 1 day	Recommendation – Maintain current arrangements
Wellbeing	Safety Advisory Group - South Hams	South Hams	Service Improvement and Community Liaison	Desirable: £0 1 day	Recommendation – Maintain current arrangements



**This page is intentionally left blank**



West Devon  
Borough  
Council

## OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE – DECISIONS LOG

Meeting Date	Report Title and Minute Ref.	Decision / Action	Officer / Member	Officer comments
14 June 2016	Confirmation of Minutes <b>O&amp;S(E) 2</b>	At the discretion of the Chairman, a Member was permitted to express his disappointment that there had still been no retraction in the local press in respect of the misleading article that had wrongly stated that a Council meeting had been held with Mel Stride MP (Minute *O&S(E) 36 refers). In response, it was agreed that this matter would be taken up with the Council's Communications Team.	Lesley Crocker	Contact been made with Mel Stride's Office and a response awaited.
14 June 2016	Joint Local Plan Update <b>O&amp;S(E) 6</b>	<p>In light of the importance of this issue, the Committee requested that this matter be a standing agenda item for the Committee for the foreseeable future.</p> <p>In light of neighbourhood plans being currently produced in a vacuum, a Member emphasised the importance of the Council re-convening meetings of the Neighbourhood Planning Groups Forum in order that they can receive some much needed support.</p>	<p>Darryl White / Ross Kennerley</p> <p>Ross Kennerley</p>	Work programme updated accordingly.
14 June 2016	Health and Wellbeing (Leisure) Procurement Update	Once a preferred bidder had been selected, it was intended that they would attend and present their proposals to an all Member Briefing at Kilworthy Park on 18 July 2016 at	Chris Brook	Efforts were made to try and change the date and time but these proved to be unsuccessful.

	<b>O&amp;S(E) 7</b>	10.00am. It was also anticipated that this session would enable all Members the opportunity to ask pertinent questions. Whilst acknowledging that this Briefing had been fixed in consultation with the Member Leisure Board, some Members advised of their inability to attend this session and questioned whether this date and time could be revisited. In response, officers confirmed that they would see if it was possible for the proposed date and time to be changed;		
14 June 2016	Task and Finish Group Updates: DCH Review Proposal <b>O&amp;S(E) 8(a)</b>	As an update, the Committee requested that it be in receipt of a concluding report on this matter at its next meeting on 2 August 2016.	Issy Blake / Cllr Watts	In light of Cllr Watts sending her apologies for the meeting on 2 August 2016, this item has been scheduled for 11 October 2016 meeting.
14 June 2016	Task and Finish Group Updates: Partnership Review <b>O&amp;S(E) 8(b)</b>	The Group hoped to be in a position to make its final recommendations to the next Committee meeting on 2 August 2016.	Ross Kennerley	Work programme updated accordingly.
14 June 2016	Draft Annual Work Programme <b>O&amp;S(E) 10</b>	It was agreed that the joint WD/SH Economy Working Group findings would be presented to the Committee meeting on either 2 August 2016 or 11 October 2016;  The Chairman confirmed that she had made contact with the newly elected Police and Crime Commissioner and she had agreed to attend the Committee meeting on 11 October 2016;  It was noted that progress had been made with the NHS England agenda item and a representative	Darren Arulvasagam  Darryl White  Darryl White	Update scheduled for 11 October 2016 meeting.  Work Programme updated accordingly.  Work programme updated accordingly.

		from the organisation had now confirmed their ability to attend the next Committee meeting on 2 August 2016.		
--	--	--	--	--

**This page is intentionally left blank**



## OVERVIEW AND SCRUTINY (EXTERNAL) COMMITTEE

### DRAFT ANNUAL WORK PROGRAMME – 2016-17

Date of Meeting	Report	Lead Officer
11 October 2016	Hub Committee Forward Plan	Kathy Trant
	Task and Finish Group Updates: DCH Review: Concluding Report	Isabel Blake
	Police and Crime Commissioner to attend	Alison Hernandez
	Crime and Disorder Safety Partnership	Ian Luscombe
	Joint Local Plan Update	Ross Kennerley
	Draft O+S Annual Report	Darryl White
	Joint SH/WD Economy Working Group findings	Darren Arulvasagam
January 2017	Hub Committee Forward Plan	Kathy Trant
	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle
7 March 2017	Hub Committee Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Joint Local Plan Update	Ross Kennerley
9 May 2017	Hub Committee Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Joint Local Plan Update	Ross Kennerley
	Draft O+S Annual Report	Darryl White

**This page is intentionally left blank**