

# South Hams Overview and Scrutiny Panel



<b>Title:</b>	<b>Agenda</b>												
<b>Date:</b>	<b>Thursday, 13th June, 2019</b>												
<b>Time:</b>	<b>10.00 am</b>												
<b>Venue:</b>	<b>Cary Room - Follaton House</b>												
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Birch</p> <p style="text-align: center;"><b>Vice Chairman</b> Cllr Smerdon</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Pennington</td> <td>Cllr Reeve</td> </tr> <tr> <td>Cllr Austen</td> <td>Cllr Rose</td> </tr> <tr> <td>Cllr Chown</td> <td>Cllr Spencer</td> </tr> <tr> <td>Cllr Jackson</td> <td>Cllr Sweett</td> </tr> <tr> <td>Cllr McKay</td> <td>Cllr Thomas</td> </tr> <tr> <td>Cllr O'Callaghan</td> <td></td> </tr> </table>	Cllr Pennington	Cllr Reeve	Cllr Austen	Cllr Rose	Cllr Chown	Cllr Spencer	Cllr Jackson	Cllr Sweett	Cllr McKay	Cllr Thomas	Cllr O'Callaghan	
Cllr Pennington	Cllr Reeve												
Cllr Austen	Cllr Rose												
Cllr Chown	Cllr Spencer												
Cllr Jackson	Cllr Sweett												
Cllr McKay	Cllr Thomas												
Cllr O'Callaghan													
<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>	Member.Services@swdevon.gov.uk												

<b>1. Apologies for Absence</b>	
<b>2. Minutes</b>	<b>1 - 8</b>
to approve as a correct record and authorise the Chairman to sign the minutes of the Panel held on 28 March 2019	
<b>3. Urgent Business</b>	
brought forward at the discretion of the Chairman;	
<b>4. Division of Agenda</b>	
to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;	
<b>5. Declarations of Interest</b>	
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;	
<b>6. Public Forum</b>	<b>9 - 10</b>
A period of up to 15 minutes is available to deal with issues raised by the public;	
<b>7. Government Overview &amp; Scrutiny Guidance</b>	<b>11 - 46</b>
<b>8. Executive Forward Plan</b>	<b>47 - 52</b>
<b>Note:</b> If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before <b>5.00pm</b> on <b>Monday 10 June 2019</b> to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.	
<b>9. IT System Update</b>	<b>53 - 66</b>
<b>10. Food Safety Service Plan</b>	<b>67 - 104</b>
<b>11. O&amp;S Work Programme</b>	<b>105 - 106</b>

**MINUTES OF THE MEETING OF THE  
OVERVIEW & SCRUTINY PANEL  
HELD AT FOLLATON HOUSE, TOTNES ON  
THURSDAY, 28 MARCH 2019**

<b>Panel Members in attendance:</b>			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr K J Baldry	∅	Cllr M J Hicks
*	Cllr J P Birch	*	Cllr D W May
∅	Cllr J I G Blackler	∅	Cllr J T Pennington
*	Cllr B F Cane	*	Cllr K Pringle
∅	Cllr J P Green	*	Cllr M F Saltern (Chairman)
*	Cllr J D Hawkins	*	Cllr P C Smerdon (Vice Chairman)

<b>Other Members also in attendance:</b>
Cllrs H D Bastone, I Bramble, D Brown, J M Hodgson, T R Holway, N A Hopwood, R Rowe, R C Steer, R J Tucker, R J Vint and S A E Wright

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Group Manager – Commercial Services; and Senior Specialist – Democratic Services
8	O&S.91/18	Fusion Representatives and Specialist (Assets)
9	O&S.92/18	Support Services Specialist Manager
10	O&S.93/18	Group Manager – Business Development; and Head of Place Making

**O&S.87/18 MINUTES**

The minutes of the meeting of the Overview and Scrutiny Panel held on 24 January 2019 were confirmed as a correct record and signed by the Chairman.

**O&S.88/18 DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of the meeting. These were declared as follows:

Cllr D W May declared a personal interest in agenda item 10: 'Langage Energy Park – Update' (Minute O&S.93/18 below refers) by virtue of knowing of one of the senior representatives of the Marketing Agents (Vickery Holman) and he remained in the meeting and took part in the debate and vote thereon; and

Cllr J D Hawkins declared a personal interest in agenda item 11: 'General Dispensations to Members and Appointment of Independent Persons' (Minute O&S.94/18 below refers) by virtue of being a multi-hatted Member and he remained in the meeting and took part in the debate and abstained from the vote thereon.

#### O&S.89/18 **PUBLIC FORUM**

In accordance with the Public Forum Procedure Rules, the Chairman informed that there were no questions that had been received for consideration during this agenda item.

#### O&S.90/18 **EXECUTIVE FORWARD PLAN**

The Panel was presented with the most recently published Executive Forward Plan and duly noted its content without any comment.

#### O&S.91/18 **LEISURE CONTRACT – FUSION ANNUAL REPORT 2018**

A report was considered that provided a performance review summary for 2018 from Fusion Lifestyle in the management of all six Leisure Centres across the South Hams and West Devon.

As part of the presentation that was delivered to the Panel, reference was made to the following future priorities:

- An improved GP referral service (to work together with the Council on a district wide solution);
- An improved relationship with local stakeholders (to include schools, colleges and existing organisations in our towns);
- A skills based provision for the needs of local clubs (e.g. to work with Totnes Rugby Football Club on their pre-season training needs); and
- In accordance with their Key Performance Indicators:
  - o To increase total participation, membership and swim school figures by 10-15%;
  - o To increase target group participation by 10-15% for: Under 16s, those aged over 60, disabled users and females;
  - o To increase the customer satisfaction score by 3-5%; and
  - o To maintain the Quest Accreditation at each Leisure Centre.

During the ensuing discussion, the following points were raised:-

- (a) Given the level of disruption at the Leisure Centres during 2018, the representatives informed that they were pleasantly surprised at the performance of the contract during this period;
- (b) The Panel was informed that the youth nights at Dartmouth and Totnes were proving to be successful and the next focus for Fusion was to attempt to launch equivalent sessions at Ivybridge;

- (c) In response to a question, the representatives advised that they were committed to taking forward the 'Dementia Friendly' initiative within the South Hams. In welcoming this assurance, the Panel asked that Fusion liaise directly with the 'Dementia Friendly Parishes Around the Yealm' Community Group;
- (d) In line with the Business Plan, the representatives advised that, to date, Fusion had been heavily focused on making improvements to the Leisure Centres. Moving forward, it was now the intention of the organisations to give added emphasis to improving relationships with local schools and clubs and developing the community outreach provision. In reply, some Members stressed the importance of community outreach and the need for residents who lived in rural areas to be in receipt of a better outreach service;
- (e) With regard to parking charges and leisure permits, the Panel was informed that these should be reviewed as part of the normal fees and charges budget setting process. In accepting the point, a Member urged the Council to give greater consideration at the appropriate time to the Health and Wellbeing implications of increasing car parking charges;
- (f) The representatives confirmed that the working relationships between the Council, Fusion and Tadpool were very positive;
- (g) A local Ward Member asked that Fusion give consideration to improving the advertising and promotion of the Dartmouth Leisure Centre within the local area;
- (h) For future monitoring reports, a Member requested that performance information relating to sustainability and environmental improvements be expanded upon. In response, the Fusion representatives stated that they were fully supportive of this request and highlighted that factors such as utilities usage were reported to Council officers on a monthly basis. To generate improvements in this regard, Members were asked to provide the contact details of any local contacts who would be interested in working in partnership with Fusion.

It was then:

**RESOLVED**

That the Panel:

1. greatly value the Fusion Annual Report for 2018 and welcomes the proposals going forward for 2019;
2. ask that Fusion give an increased focus and emphasis to outreach service provision in the rural parishes; and

3. acknowledge the willingness of Fusion to adopt more energy efficient working practices and work with relevant partners in the South Hams to meet this objective.

## O&S.92/18 PEER CHALLENGE ACTION PLAN

Consideration was given to a report that provided Members with a copy of the Peer Challenge Action Plan.

During the ensuing discussion, the following points were raised:-

- (a) Some Members commended the effectiveness and progress made by the Joint Working Group in such a relatively short space of time. In taking the point a step further, these Members hoped that this example of joint Member working with West Devon Borough Council could be expanded upon following the May 2019 local elections;
- (b) For clarity, it was noted that some of the specific Peer Challenge recommendations were solely for the further consideration of West Devon Borough Council Members;
- (c) With regard to the Accommodation Strategy, a Member advised that a previous Executive agenda report on this matter had been classified as being exempt and that this had resulted in a great deal of speculation in Totnes. As a result, the Member requested that any future reports on the Accommodation Strategy be available in the public domain. In reply, the Leader stated that, if the legal advice remained that a report should be exempt because it was commercially sensitive, then such matters would continue to be unavailable to the public;
- (d) In light of Member frustration at being asked to 'note' reports, an alternative recommendation was **PROPOSED** and **SECONDED** whereby the Panel should formally accept the Action Plan. When put to the vote, this proposal was declared **CARRIED**.

It was then:

### **RESOLVED**

1. That the Peer Challenge Action Plan (as agreed by the Executive) be accepted; and
2. That a progress update be brought to the Panel for consideration early in the 2019/20 Municipal Year.

## O&S.93/18 LANGAGE ENERGY PARK - UPDATE

The Panel considered a report that provided Members with an update with respect to Langage Energy Park.

In discussion, reference was made to:-

- (a) closer dialogue with Devon County Council (DCC). In citing the example of Baltic Wharf, Totnes, a Member asked that regular dialogue be held between officers and their DCC colleagues to ensure that DCC see through their obligations for the Energy Park;
- (b) the success of the project to date. Some Members felt that the project had not been a great success story to date. However, the assurances that had been outlined in the presented agenda report whereby the project would now be given added focus and emphasis were welcomed;
- (c) the need to refresh the marketing for the site. Whilst the Council had no powers to force the owners to do anything with the site, it was noted that officers had nonetheless requested that the Agents refresh their marketing strategy for the Energy Park;
- (d) anaerobic digestion on site. A Member felt that there could be scope to develop more anaerobic digestion processes on site and requested that this opportunity be explored further by lead officers;
- (e) an alternative proposal. An alternative motion was **PROPOSED** and **SECONDED** to read as follows:-

'That the Panel:

- 1. welcomes and acknowledges the work that had been undertaken so far, but requests that significant emphasis be placed on encouraging the enhancement of the timescale for bringing forward much needed employment opportunities; and
- 2. recognises that, whilst outside the control of the Council, it still wishes to express its disappointment at the lack of progress being made on the project.'

When put to the vote, this motion was declared **CARRIED**.

It was then:

### **RESOLVED**

That the Panel:

- 1. welcomes and acknowledges the work that had been undertaken so far, but requests that significant emphasis be placed on encouraging the enhancement of the timescale for bringing forward much needed employment opportunities; and
- 2. recognises that, whilst outside the control of the Council, it still wishes to express its disappointment at the lack of progress being made on the project.

O&S.94/18 **GENERAL DISPENSATIONS TO MEMBERS AND APPOINTMENT OF INDEPENDENT PERSONS**

The Panel considered a report that:

- sought approval to grant the General Dispensations that were set out in the presented agenda report; and
- recommended appointing two additional Independent Persons.

In the ensuing discussion, reference was made to:-

(a) dual-hatted Members. Some Members expressed their concerns over the potential for conflicts of interest to arise for those Members who were both Devon County and South Hams District Councillors. In particular, these Members felt it was wholly inappropriate for dual-hatted Members to be appointed to serve on the Executive. Such was the strength of feeling amongst these Members that an amendment was **PROPOSED** and **SECONDED** whereby the General Dispensation should only be granted until the Annual Meeting in May 2020, before then being reviewed again.

When put to the vote, this amendment was declared **CARRIED**;

- (b) the recommended Independent Persons. A Member welcomed the recommendation to appoint a female Independent Person;
- (c) the performance of the Independent Persons. The Panel was of the view that, when considering the intention to appoint the Independent Persons for a four year term, assurances were required whereby the individuals should all be subject to regular performance reviews;
- (d) the work undertaken by the Panel Chairman. In recognition of the amount of work that he had put into supporting the Standards regime, the Panel wished to record its gratitude to the Chairman of the Panel.

It was then:

**RESOLVED**

That the Panel:

1. grant the General Dispensations (as set out in paragraphs 2.4 and 2.5 of the presented agenda report) from the Annual Council meeting in May 2019 to the Annual Council meeting in May 2020 so that:
  - a. A General Dispensation is granted to all multi or dual-hatted Members of South Hams District Council to speak and vote on matters where they are Members of another local authority and in receipt of a Members' Allowance; and



b. A General Dispensation is granted to all Members as set out in paragraphs 2.4.1 to 2.4.5 of the presented agenda report; and

2. **RECOMMEND** to Council that Mrs Victoria Spense and Mr Martin Glead (West Devon Borough Council Independent Persons) be also appointed to South Hams District Council from the Annual Meeting in May 2019 until the Annual Meeting in May 2023 and that all appointed Independent Persons be in receipt of regular performance reviews.

#### O&S.95/18 **TASK AND FINISH GROUP UPDATES**

Since there were no active Task and Finish Groups at this time, there were no updates given to this Panel meeting.

#### O&S.96/18 **ACTIONS ARISING / DECISIONS LOG**

The contents of the latest version of the Log was presented for consideration and were subsequently noted without any further comment or amendment.

#### O&S.97/18 **CONCLUDING REMARKS**

As this was anticipated to be the last Panel meeting of the 2018/19 Municipal Year, the Chairman thanked all Members and the lead officers for their commitment and diligence during the last four years of his chairmanship. In particular, the Chairman felt that the Panel had acted in an open and independent manner and it was his hope that this trend would continue beyond the May 2019 local elections.

In reply, other Members wished to thank the Chairman for his tireless work that had been so instrumental in driving through significant improvements to the Council's Overview and Scrutiny function.

Finally, Members recognised that this was also to be the last Panel meeting for the Group Manager – Commercial Services (who had also acted as the Scrutiny lead officer for the past twelve months) and the Group Manager – Business Development before they left the employ of the Council. Members thanked both officers for their respective contributions to the function and both were wished every success and happiness in the future.

(Meeting started at 10.00 am and concluded at 11.25 am)

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Chairman

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## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Panel in relation to agenda items (and in accordance with the O&S rules in Part 4). This session will last for up to fifteen minutes at the beginning of each meeting.

### **(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 the Democratic Services Lead Specialist by 5.00pm on the Monday, 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 Development Management 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.

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Report to: **Overview and Scrutiny Panel**

Date: **13 June 2019**

Title: **Government Overview & Scrutiny Guidance**

Portfolio Area: **Council**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Immediately**

Author: **Steve Mullineaux** Role: **Director of Customer Service Delivery**

Contact: **steve.mullineaux@swdevon.gov.uk**

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## **Recommendations:**

1. To brief the new Overview and Scrutiny Panel on the guidance produced by the Ministry of Housing, Communities and Local Government (MHCLG) dated May 2019 (attached as Appendix 1); and
2. To agree the proposed actions in section 3 of this report.

## **1. Executive summary**

- 1.1 Following the local elections in May 2019, the Overview and Scrutiny Panel consists of 13 members of which 10 are newly elected members. The Chairman is also new to the role.
- 1.2 The purpose of this report is to;
  - i. Provide members with clarity on the vital role that the Council's Overview and Scrutiny Panel has in ensuring that the Council has good governance and is accountable to the public that has elected it.
  - ii. Ensure that Members understand the key Overview and Scrutiny principles.

## **2. Background**

- 2.1 Overview and scrutiny committees have statutory powers to scrutinise decisions the Executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are

implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

- 2.2 The MHCLG guidance states that effective overview and scrutiny should;
  - a. Provide constructive 'critical friend' challenge;
  - b. Amplify the voices and concerns of the public;
  - c. Be led by independent people who take responsibility for their role; and
  - d. Drive improvement in public services.
- 2.3 These principles are fundamental to ensuring that Overview and Scrutiny adds value to the Council.
- 2.4 **Provide constructive 'critical friend' challenge.** The MHCLG guidance states that 'the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'.
- 2.5 It is important that the Panel approaches a scrutiny topic with an open frame of mind and with a view to providing constructive challenge. If the Panel identifies a problem or an issue then it is important that the Panel tries to identify the root causes and also identify possible solutions.
- 2.6 **Amplify the voices and concerns of the public.** When the Panel scrutinises a topic, they should always consider the outcomes on the public and scrutinise the whole topic, for example; Consultation of the public / key stakeholders in making policy, implementation of said policy and whether the impact has met the key outcomes that the policy was formulated for in the first place.
- 2.7 It is key that the panel also understands the whole picture when it comes to the concerns of the public. For example; 40 complaints from members of the public regarding missed bins should be considered in the context of the fact that the council carries out over 80,000 collections per week. So whilst any complaint should be a cause for concern, the service delivered as a whole should be considered by the panel when formulating its recommendations.
- 2.8 **Be led by independent people who take responsibility for their role.** The MHCLG guidance states that 'Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively'. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

2.9 The guidance also states that 'Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.'

2.10 **Drive improvement in public service.** The guidance states that 'Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.'

### 3. Proposed Way Forward

3.1 Whilst this report briefly sets the scene, it is recommended that;

- a. A detailed training session is arranged for all O&S Panel members to review the MHCLG guidance in detail.
- b. An opportunity is arranged for Members to view Overview and Scrutiny working in another authority.

### 4. Implications

Implications	Relevant to proposals Y/N	
Legal/Governance	Y	Local Government Act 2000
Financial implications to include reference to value for money	N	None
Risk	N	None
Supporting Corporate Strategy	N	Council
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None
Safeguarding	N	None

Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications	N	None

### **Supporting Information**

Appendix 1 – MHCLG Overview and Scrutiny Guidance May 2019

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed/sign off	<b>Yes</b>
SLT Rep briefed/sign off	<b>Yes</b>
Relevant Heads of Practice sign off (draft)	<b>Yes</b>
Data protection issues considered	<b>Yes</b>
Accessibility checked	<b>Yes</b>





Ministry of Housing,  
Communities &  
Local Government

# Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



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If you have any enquiries regarding this document/publication, complete the form at <http://forms.communities.gov.uk/> or write to us at:

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For all our latest news and updates follow us on Twitter: <https://twitter.com/mhclg>

May 2019

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# Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.



A handwritten signature in blue ink, appearing to read 'Rishi Sunak'.

**Rishi Sunak MP**  
**Minister for Local Government**

# About this Guidance

## Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

## Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

## Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

## Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.<sup>1</sup>

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

## Expiry or review date

This guidance will be kept under review and updated as necessary.

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<sup>1</sup> A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.

# 1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers<sup>2</sup> to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

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<sup>2</sup> Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

## 2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

### How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.



While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf).

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

### Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
  - rights of access to documents by the press, public and councillors;
  - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
  - delegated decisions by the Mayor;
  - whistleblowing protections for both staff and councillors; and
  - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

## 3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

### Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,<sup>3</sup> someone whose role is to:
  - promote the role of the authority's scrutiny committee;
  - provide support to the scrutiny committee and its members; and
  - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

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<sup>3</sup> Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

#### Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:

- Committee – officers are drawn from specific policy or service areas;
- Integrated – officers are drawn from the corporate centre and also service the executive; and
- Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.

## 4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,<sup>4</sup> the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny<sup>5</sup>.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.<sup>6</sup> Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.<sup>7</sup> This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

### Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

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<sup>4</sup> See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>5</sup> See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

<sup>6</sup> Section 9FA(3) of the Local Government Act 2000.

<sup>7</sup> 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

### Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives<sup>8</sup>. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person<sup>9</sup>.

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair<sup>10</sup>.

### Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

### Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

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<sup>8</sup> A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

<sup>9</sup> See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>10</sup> Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.



36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation<sup>11</sup>. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

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<sup>11</sup> Section 9FA(4) Local Government Act 2000

## 5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information<sup>12</sup>. In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision<sup>13</sup>. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

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<sup>12</sup> Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>13</sup> Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member<sup>14</sup>. When agreeing to such requests, authorities should:

- consider whether seeking clarification from the information requester could help better target the request; and
- Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions<sup>15</sup>. It is the duty of members and officers to comply with such requests.<sup>16</sup>

#### Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

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<sup>14</sup> Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>15</sup> Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

<sup>16</sup> Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

**Following ‘the Council Pound’**

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

## 6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

### Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

### Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
  - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
  - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
  - Voluntary sector partners;
  - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
  - In parished areas, town, community and parish councils;
  - Neighbouring principal councils (both in two-tier and unitary areas);
  - Cross-authority bodies and organisations, such as Local Enterprise Partnerships<sup>17</sup>; and
  - Others with a stake and interest in the local area – large local employers, for example.
- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

#### Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

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<sup>17</sup> Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*':

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/343182/140812\\_Openness\\_Guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf)).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

### Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

### Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.



## 7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal ‘task and finish’ groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

### How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short ‘wash-up’ meeting to review whether their objectives were met and lessons could be learned for future sessions.

### Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.

66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
- ii. the development of those findings, which will set out some areas on which recommendations might be made; and
- iii. the drafting of the full report.

67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.

68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

# Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

## Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

# Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in

advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

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## **SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN**

This is the Leader of Council's provisional forward plan for the four months starting June 2019. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive 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 Executive and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Panel in planning their contribution to policy development and holding the Executive to account.

Local authorities are required to publish updated forward plans on a monthly basis. The Plan is published in hard copy and on the Council's website ([www.southhams.gov.uk](http://www.southhams.gov.uk))

**Members of the public are welcome to attend all meetings of the Executive, which are normally held at Follaton House, Totnes, and normally start at 10.00 am. If advance notice has been given, questions can be put to the Executive at the beginning of the meeting.**

*The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.*

*Leader of the Council*

*Deputy Leader*

*lead Executive Member for Business Development*

*lead Executive Member for Commercial Services*

*lead Executive Member for Customer First*

*lead Executive Member for Customer First and Support Services*

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01803 861185 or by e-mail to [democratic.services@southhams.gov.uk](mailto:democratic.services@southhams.gov.uk)

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

**KEY DECISIONS TO BE TAKEN BY THE EXECUTIVE**

<b>Portfolio Area</b>	<b>Report Title and Summary</b>	<b>Lead Officer/ Member</b>	<b>Documents to be considered in making decision</b>	<b>Date of Decision</b>	<b>Consultees and means of Consultation</b>
<b>OTHER DECISIONS</b>					
Customer First	<b>Title:</b> Coastal Concordat <b>Purpose of report:</b> To consider the Concordat agreed between SHDC and Marine Management Organisation in respect of planning matters below the mean low tide	TJ/	Report of the Head of Place Making Practice  Coastal Concordat	Date tbc	
Leader  Page 48	<b>Title:</b> Draft Corporate Strategy Delivery Plans <b>Purpose of report:</b> To consider the draft delivery plans for each of the Corporate Strategy Themes (Homes, Communities, Enterprise, Environment, Wellbeing & Council) - This report will detail a clear framework for Members to engage with their communities on the Corporate Strategy.	NT/	Report of the Commissioning Manager	6 June 2019	

Customer First	<b>Title:</b> Customer Satisfaction <b>Purpose of report:</b> To provide regular update on Customer Satisfaction Action Plan	NT/	Report of the Commissioning Manager	Monthly	
Customer First	<b>Title:</b> Review of the Housing Assistance Policy <b>Purpose of report:</b> To recommend to Council to any necessary changes following a review of the Housing Assistance Policy	DS/	Report of the Senior Specialist Environmental Health	6 June 2019	
Leader - Assets	<b>Title:</b> Grant of long lease <b>Purpose of report:</b> To seek authority to grant a long lease in two situations, for more than 15 years	C Brook	Report of the Head of Assets	6 June 2019	

SLT	<b>Title:</b> Climate Change Programme <b>Purpose:</b> To consider a report that explores and highlights our environmental commitments and contributions towards addressing Climate Change	SH/	Report of Chief Executive	6 June 2019	
Leader - Assets	<b>Title:</b> Dartmouth Health Hub Update Report <b>Purpose of Report:</b> To report on progress and seek approval for next steps, including any finance requirements	CBrook/	Report of Head of Assets	July 2019	
Leader – Assets	<b>Title:</b> Kingsbridge Commercial proposals <b>Purpose of report:</b> To seek approval for the business case for a commercial opportunity for a hotel in Kingsbridge, to include the granting of a long lease.	C Brook /	Report of HOP Lead Assets	July 2019	
Leader – Assets	<b>Title:</b> Ivybridge Commercial Development Opportunity <b>Purpose of report:</b> To report on progress and seek approval for next steps, including any finance requirements	CBrook/	Report of Head of Assets	July 2019	
Council Page 49	<b>Title:</b> IT Procurement Update <b>Purpose of the report:</b> Proposal for the approach for the ICT Procurement, including proposals for joint arrangements with South Hams District Council	MW	Report of Head of IT  IT Evaluation Report Appendix	July 2019	Lead Member Support Services
Council	<b>Title:</b> Write Off Report for Quarter 4 2018/2019 <b>Purpose of report:</b> The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	LB	Report of Strategic Lead Finance	July 2019	
Council	<b>Title:</b> Annual Treasury Management Report 2018/2019 <b>Purpose of report:</b> To report on treasury management activity for the 2018/19 financial year	PH	Report of Head of Finance	July 2019	

Leader - Assets	<b>Title:</b> Formation of a wholly owned company <b>Purpose of Report:</b> To consider the formation of a wholly owned company to facilitate commercial activity	C Brook /	Report of Head of Assets	September 2019	
Leader - Assets	<b>Title:</b> Accommodation Strategy <b>Purpose of report:</b> To make recommendations for a future accommodation strategy	C Brook/	Report of Head of Assets	September 2019	
Leader	<b>Title:</b> Draft Corporate Strategy Delivery Plans <b>Purpose of report:</b> To consider the feedback gathered by Members from their community engagement	NT/	Report of the Commissioning Manager	September 2019	
Environment	<b>Title:</b> Grounds maintenance service <b>Purpose of report:</b> To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area	SM & CA/	Report of the Group Manager Commercial Services and Head of Environment Services Practice	September 2019	
Homes	<b>Title:</b> Homeless Strategy Year 3 <b>Purpose of the report:</b> To set out Year 3 of the Strategy	IB	Report of the Head of Housing, Revenues and Benefits	September 2019	
Council	<b>Title:</b> Write Off Report for Quarter 1 <b>Purpose of report:</b> The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	LB	Report of Strategic Lead of Finance	September 2019	
Council	<b>Title:</b> Revenue Budget Monitoring Quarter 1 <b>Purpose of report:</b> A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2019/20, and to provide a forecast of the year end position	PH	Report of Head of Finance	September 2019	

Council	<p><b>Title:</b> Capital Budget Monitoring Quarter 1</p> <p><b>Purpose of report:</b> The report advises Members of the progress on individual schemes within the approved capital programme for 2019/20, including an assessment of their financial position</p>	PH	Report of Head of Finance	September 2019	
Council	<p><b>Title:</b> Medium Term Financial Strategy for the five years 2020/21 to 2024/25</p> <p><b>Purpose of the report:</b> To set the strategic intention for all of the different strands of funding available to the Council. This brings together all known factors affecting the Council's financial position and its financial sustainability, to provide a long term financial forecast.</p>	LB	Report of Strategic Lead of Finance	September 2019	
Communities/ Wellbeing	<p><b>Title:</b> Partnership Funding Levels 2020/21</p> <p><b>Purpose of the report:</b> To review Partnership Funding Levels for 2020/21 onwards</p>	NT		September 2019	
Communities/ Wellbeing	<p><b>Title:</b> Council Tax Reduction Scheme 2020/21</p> <p><b>Purpose of the report:</b> It is an annual requirement for the Council to revisit its existing council tax support scheme</p>	IB		September 2019	



Report to: **Overview and Scrutiny**  
Date: **13 June 2019**  
Title: **IT System Update**  
Portfolio Area: **Support Services**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

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

Author: Mike Ward Role: **Head of IT Practice**

Contact: [Mike.Ward@swdevon.gov.uk](mailto:Mike.Ward@swdevon.gov.uk)

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## **Recommendations:**

1. That Overview and Scrutiny support the approach as set out in this report

## **1. Executive summary**

- 1.1 Following appointment to Council in May 2019, all South Hams District Council Members have been issued with Microsoft Surface Go's to enable them to connect to the council network, access emails and to enable paperless committee meetings in a safe and secure way
- 1.2 The chosen devices were purchased following an options appraisal which identified a number of options and a trial of the preferred device (Microsoft Surface Go)
- 1.3 An overview induction of the devices was delivered to all Members as part of the initial week of Induction, followed by the availability of tailored training sessions for Members
- 1.4 While feedback on the devices themselves has been largely positive, throughout May, Members have experienced a number of issues connecting to the Council network through the devices.
- 1.5 This report provides an update on the issues and an outline plan for reducing the impact of future issues

## **2. Background**

- 2.1 During the previous Council term, the decision was taken to implement paperless agendas and as such, all Members were provided with iPads
- 2.2 While the iPads enabled us to implement a largely paperless committee process, there were issues with supporting the devices
  - 2.2.1 Remote support to resolve iPads was not possible – which meant that there was a requirement for Members to always come in to get any issues resolved.
  - 2.2.2 The technology used for iPads to connect to our network was not as reliable as was expected and offered reduced functionality compared to devices running Windows
- 2.3 As a result of these issues, in January 2019 we considered replacing iPads alongside two alternative options- laptops or Microsoft Surface Go devices
- 2.4 An options paper was developed and considered by officers in consultation with a number of members. The options paper can be seen in Appendix 1 to this report. The preferred option to proceed to trial was for Microsoft Surface Go devices. We did not consider a trial necessary for laptops given that some Members had already been using them and the Surface Go's lent themselves particularly well to reading and annotating Committee papers and agendas
- 2.5 In January we agreed to proceed to order some trial devices. In all, 10 trial devices were tested across South Hams District Council and West Devon Borough Council over a 6 week period by both Members and Officers. This meant we could test the devices on heavy duty software processes to really test the resilience of them
- 2.6 The feedback received was positive and highlighted no significant issues with the ability to access the full versions of Microsoft Skype and Office being particularly positive points as well as their light weight and portability
- 2.7 As a result, Microsoft Surface Go devices were ordered and provided to all Members in their first week of induction
- 2.8 An issue first came to light on 8<sup>th</sup> May when we received reports of members encountering problems connecting
- 2.9 This issue was quickly identified as relating to a change to Members email addresses causing the authentication tool to no longer recognise the devices, and therefore not connect to the network. This initial error required Members to physically come in to the office for an updated certificate to be applied
- 2.10 While the team were resolving this issue, an unrelated problem occurred with the Pulse technology itself on 13<sup>th</sup> May



- 2.11 Members of the team worked into the evening investigating the issue but no conclusions could be drawn at the time as there seemed to be no pattern or commonality between those connecting and those failing
- 2.12 Investigations continued and by Friday 17<sup>th</sup> it became apparent that the only course of action was to apply the latest software to the Pulse devices and upgrade the Pulse clients on all Council machines
- 2.13 It is important to state that the recent issues that have been experienced affects both Surface Go devices and all council laptops accessing the network remotely
- 2.14 Applying new software to the Pulse devices requires the removal of the remote access facility which can be very disruptive given the number of remote workers we have and activities requiring out of hours working during this time
- 2.15 The preparation for the EU elections on the 23<sup>rd</sup> May and the statutory requirement to close the Councils Accounts by 31<sup>st</sup> May meant that officers were working through the evenings and weekends to meet these critical deadlines during this two week period.
- 2.16 Balancing the contention between these business requirements, resources, risk and workarounds for those experiencing difficulty connecting. The IT Head of Practice considered the optimal path would be to delay the software upgrade and potential disruption until Monday 3<sup>rd</sup> of June
- 2.17 The IT team work commenced to upgrade the software on the evening of the 3<sup>rd</sup> of June but encountered a problem part way through relating to the deployment of the new Pulse client software to all devices
- 2.18 This issue was investigated and resolved on Tuesday 4<sup>th</sup> June and work successfully completed late in the evening on the same day in order to minimise further disruption
- 2.19 The root cause of the issue has been identified as a conflict between the latest Windows10 updates and the version of the Pulse client software we were using. Usually if Windows patches cause software conflicts, the supplier will highlight the incompatibility in their support knowledgebase. No such notice was provided in this case.

### **3. Outcomes/outputs**

- 3.1 Members of the IT Community of Practice have been liaising with the software provider in addition to conducting their own investigations to ensure that the current issue is resolved and staff have been kept informed. Where staff members have not been able to connect, they have been asked to come in to the office
- 3.2 It is acknowledged that the communication with Members about the system outage and anticipated resolution timescales has not been as frequent as it could have been and this will be addressed for any future issues
- 3.3 Steps will be taken to ensure that additional methods of communication are available to Members in notifying of system outages. Currently Members can provide a mobile phone number to the service desk and we can send a text message. Over the next few weeks we will be asking Members if they are also able to provide us with a personal email address so that more in-depth updates and instruction can be provided where the issue prevents them from connecting altogether
- 3.4 We have not currently invested in a test version of the Pulse technology which has meant that any software upgrades have to be applied to the live versions before testing, and therefore the Head of IT will be purchasing an additional appliance for the purposes of testing software upgrades prior to live release version. This will ensure that future tests can be undertaken in a controlled environment
- 3.5 Our agile way of working is dependent on remote access to council resources seven days a week and at almost any time of the day therefore a test device will enhance the robustness of remote access services. We anticipate the cost to be under £3,000 and given how critical this software is to the way we work, will be a worthwhile, and critical investment

### **4. Options available and consideration of risk**

- 4.1 The Council has already invested in the Microsoft Surface Go devices and so options are limited without a further large investment in alternative devices but even then this would not prevent the issues currently experienced
- 4.2 The feedback on the actual Surface Go device has on the whole been positive. Training sessions have been made available to all Members and we would encourage Members to attend them as it offers guidance on enlarging and well received
- 4.3 The Councils have used the Pulse software for over 12 months with no problems given the volumes of remote workers and so it is not recommended that we look to procure and alternative

solution for this software – in fact this would cause further disruption

## 5. Proposed Way Forward

- 5.1 To continue to embed the use of Microsoft Surface Go Devices
- 5.2 For IT Head of Practice to consider the best methods and frequency for communicating system outages and resolution times to Members
- 5.3 For the Council to purchase an additional Pulse appliance dedicated to testing which will assist greatly with troubleshooting and upgrade testing

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	There are no Legal or Governance issues
Financial implications to include reference to value for money	Y	The report recommends purchasing a test version of the Pulse solution however this can be from within existing ICT service budgets.  Loss of productivity by members and officers.  Additionally we have extended the dedicated IT Training support until the end of July to enable Members more opportunity to attend sessions.
Risk	Y	There is a risk that if the network connectivity issues occur too frequently, the ability of Members to undertake their roles and access committee reports is hampered and the ability of the officers to go about their work is impacted Overall the Councils network is resilient and has very limited down time.
Comprehensive Impact Assessment Implications		
Supporting Corporate Strategy	Y	Efficient and Effective Council – ensuring that IT issues are minimized increases the efficiency of the organisation and our ability to respond to our customers
Equality and Diversity	N	There are no Equality and Diversity implications

Safeguarding	N	There are no safeguarding implications in this report
Community Safety, Crime and Disorder	N	There are no Community Safety, Crime and Disorder implications
Health, Safety and Wellbeing	N	There are no Health, Safety and Wellbeing Implications
Other implications		Environmental impact as officers who would normally work from home, will have to drive in to an office in order to work.

### **Supporting Information**

#### **Appendices:**

Appendix 1 – Options Appraisal

#### **Background Papers:**

None

### **Approval and clearance of report**

All reports must have Finance clearance from the s151 Officer and, Legal clearance from the Monitoring Officer. Your report will only receive clearance if the implications in Section 6 are considered by the Finance and Legal Services to be complete and accurate. Make sure you contact Finance and Legal officers early on for advice where there are potentially financial or legal implications. If there are other resource implications you must forward your report to the appropriate Head of Practice for clearance. If those clearing the report make amendments they will advise you of that fact and refer you to the relevant changes. As report author you are responsible for finalising the report and its content but you are required to have regard to the comments of the Finance and Legal Services and clear reasons for not following their advice.

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed/sign off	<b>Yes/No</b>
SLT Rep briefed/sign off	<b>Yes/No</b>
Relevant Head of Practice sign off (draft)	<b>Yes/No</b>
Data protection issues considered	<b>Yes/No</b>
Accessibility checked	<b>Yes/No</b>

Appendix 1

# Options Appraisal

Members IT			
<b>Senior Responsible Owner or Director</b>	Neil Hawke (Business) Mike Ward ( IT)		
<b>Date Updated:</b>	07/03/2019	<b>Version:</b>	v1
<b>Programme/Project Description:</b>	Members IT		
<b>Reviewers:</b>	SLT		
<b>Author(s):</b>	Neil Hawke		

Document History			
Version	Date	Author	Change
1.0			Version ready for approval

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# 1. Executive Summary

This section should provide the top level summary under each of the following headings. For more detail refer to the subsequent sections in this document.

1.1 Context
<p>In May 2019, both South Hams District Council and Wet Devon Borough Council will be holding elections.</p> <p>Currently Members of both Councils use iPads as their primary device for Council business. There are a few exceptions for Hub and Executive members where they also have a full Laptop, primarily as it is easier for using Word and Excel than it is on the iPad.</p> <p>Thanks to the implementation of iPads, Committee meetings are now largely paperless (with specific savings being realised in the budgets)</p> <p>We know that the choice of IT is critical to Members being able to successfully communicate with residents and to contact officers / and likewise for officers to keep them updated.</p> <p>There has been resistance to using iPads, although great steps have been taking in overcoming the issues Members experience. It is therefore important that from the outset, the choice of IT is fully tested and thorough training and support is provided.</p>

1.2 Options for review
<p>There are three key options for consideration</p> <p>Option 1 – All Members Issued with Laptops            Option 2 – Continue to use iPads – although it is likely that many will need to be updated / replaced            Option 3 – All Members issued with Surface Go devices</p> <p>These options are considered in this report</p>

1.3 Issues and Risks		
<p>Choosing the right IT equipment for new Members is critical and there are a number of risks</p>		
Risk	Impact (1 Low-5High)	Timescales
<p>That the chosen solution does not deliver the right functionality for Members  <i>Mitigation:- We know that IPADS and Laptops already work as these are in use within the Council. We are currently trialling Surface Go devices with Members and Officers to understand the functionality and any issues</i></p>	4	Now
<p>There is resistance to changing away from iPads as Members have been using them for 4 years  <i>Mitigation:- We will identify Members Champions from the current cohort to use the new solutions before the elections</i></p>	3	May 2019

<i>and to communicate the benefits to the wider membership. Any new solution must provide enhanced user experience</i>		
<p>There is not sufficient training and handover, resulting in Members not maximising the functionality leading to a negative perception of the device</p> <p><i>Mitigation:- 1) Communications will develop some training videos for the devices and store them on the Member Intranet 2) We appoint a temporary resource to provide dedicated focus on supporting Members with training and resolving issues at first point and being on hand at Committee to help with any issues (3 days a week for 8 weeks)</i></p>	5	May / June 2019

#### 1.4 Recommendations and Next Steps

This options appraisal recommends that both Councils look to implement Microsoft Surface Go devices for all Members and that

- 1) We place an order for 62 x Microsoft Surface Go by 14<sup>th</sup> March 2019
- 2) Communications proceed to develop training videos for the new devices with them being reviewed by a small group of Members to ensure they make sense
- 3) We seek to engage with a dedicated resource for 8 weeks (3 days per week) to focus on ensuring Members have robust training and induction on using the devices



## 2. Introduction

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### 2.1 Introduction

This report sets out the options for future Member IT devices from May 2019 onwards.

Any device must fulfil the following criteria

- Easy to use
- As a minimum, have access to Email, Skype, Modern.gov (ability to comment and make notes not just read only), offer a spreadsheet and word processor application
- Be able to access the Members Intranet
- Able to be supported remotely by the ICT Service Desk
- Not increase the Councils overall expenditure on ICT
- Be future proof (for the next 4 years)

Each Council has provision of £15,000 capital in order to purchase devices (31 per local authority)

## Context

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### 2.2 Current Situation

Currently both Councils Members use iPads (with a few Hub/ Exec Members having laptops)

While the iPads have enabled us to implement a largely paperless committee process, there have been issues with supporting the devices

- Remote support to resolve issues is not always possible – which particularly for West Devon Members results in them waiting until a Tuesday when ICT service desk are on site, or officers arranging to get the iPad across to Follaton to be looked at
- Airwatch is not as stable as the rest of the Council network
- Some documents prepared by Officers appear fine on a Council Laptop but on the iPad they can lose functionality (such as the interactive budget model which is not interactive on the iPad)

As such, some Hub and Exec committee members found they required laptops in addition to their iPads so that they could have the ease of accessing the Microsoft Office suite.

A decision needs to be made by end of March at the latest in order for orders to be placed, devices to be built, service desk training to support them and training resources for Members can be developed.

### 2.3 External Trends

There are no specific trends in the technology employed by other Councils for their members – it really depends on local preference. iPads and similar tablets are a relatively inexpensive and portable solution for Members to use

## 2.4 Why we are reviewing options

We are reviewing options to ensure that the technology for our Members from May 2019 is fit for purpose and reliable

## 3. Options for Review

### 3.1 Options Summary

The Head of IT Practice has undertaken to explore a range of options for consideration. There are of course many different options for make and model of device but the key options considered have been

#### Option 1 – All Members Issued with Laptops

This is an affordable option with the ability for Members to access a wide range of software as currently available to staff. The main drawback to this solution is the size of the device – there is one way to use it and in terms of portability, this is larger device than the current iPads used by Members. Some members of Hub and Executive have laptops for use primarily when they're at home (preferring to use iPads when in the office)

#### Option 2 – Continue to use iPads – although it is likely that many will need to be updated / replaced

This is the current solution in use across the Councils and so would be a familiar IT solution for Members to use. Training would still need to be arranged for new Members and refresher training for existing Members. It does however have limitations and would mean that remote fix of issues is limited. There is also a balance to be struck between offering Members ease of use while achieving the right level of security to our system – this sometimes requires compromise on iPads connected to our network which can result in a poor user experience.

#### Option 3 – All Members issued with Surface Go devices

This option would be new and a solution which offers the range of software available to our staff along with the portability of an iPad (the device is designed to operate as a mini laptop or tablet depending on user preference). A significant benefit is that the service desk can remote on to the machines to take control of them and resolve issues.

### 3.2 Analysis of options

	IPADs (current solution)	Laptops	Surface Go
<b>Positives</b>	<p>Familiar solution Lightweight and portable</p> <p>Good modern.gov functionality</p> <p>Keyboards require additional case to hold in place</p>	<p>Remote support</p> <p>Standard build in line with staff laptops</p> <p>Full skype functionality</p> <p>No need for additional accessories</p> <p>Full access to network and Intranets</p>	<p>Lightweight device Full Microsoft Windows and Office software</p> <p>Remote support</p> <p>Keyboard automatically attaches and acts as screen cover</p> <p>Full skype functionality and access to Intranets</p>
<b>Negatives</b>	<p>Only partial remote support – service desk cant “take control” to resolve issues</p> <p>Reduced skype version</p>	<p>Bulkier device and charger than current solution</p>	<p>Screens slightly smaller than iPad</p> <p>No USB or HDMI ports – so adapter required from USB-C</p>

	Limited software applications (without incurring significant cost)		
	Issues with file compatibility between officers and staff		
<b>Cost</b>	IPad - £390 Cases (Keyboard) - £30 Adapter for Monitor - £10  <b>Total - £430</b> <b>X 62 Members</b> <b>£26,660</b>	Laptop - £500 Case - £20  <b>Total - £520</b> <b>X 62 Members</b> <b>£32,240</b>	Surface Go - £380 Keyboard - £60 Case - £10 Accessories - £30  <b>Total - £480</b> <b>X 62 Members</b> <b>£29,760</b>

## 4. Recommendations and Next Steps

### 4.1 Recommendations

*While it would cost £50 per Member extra than an IPad, the recommended solution is the Microsoft Surface Go. The ability to provide remote, instant support to them when things are going wrong is considered to outweigh the extra cost. We would also then be able to reduce our Airwatch licences (which are IRO £90 each) although this saving would be offset slightly by the increased cost of Microsoft licence fees.*

*4 Members have been trialling the devices along with an Officer (using it as a full time solution)*

*The device functions well with the full range of general software (Microsoft Office, Internet Explorer, Skype etc) and has also been pushed a bit further by operating Remote Apps, Civica Financials and W2 – all of which worked fine with no slower speed than that of the laptop.*

*Modern.gov has been tested and works as it does on the IPad – although some initial configuration required to ensure that the correct Menus show to enable editing etc. This would be undertaken before handover.*

*Member Feedback so far has been:-*

- *Good device but just need more training on how to use it*
- *Screen is a bit small compared to the IPad but I've learnt how to zoom in (by pinching the screen)*
- *A good compromise device (between IPad and Laptop) but I do still like the laptop – feels a bit more robust!*
- *Need to be able to send printing to a home device*

*While it operates in exactly the same way as a laptop, but with the ability to turn into a tablet, significant training plan will be required to ensure that all Members are clear how to operate the device. It is therefore also recommended that a dedicated resource be brought in to provide Member Training. The previous fixed term Member ICT training officer received extremely positive feedback from Members and attended Committee to ensure any issues could be resolved immediately. He has confirmed that he could return to support the implementation of the new devices. This would have a cost of approx. £3,500 for the two months*

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## 4.2 Next steps

		8 wtg W/c 04/03/2019	7 wtg W/c 11/03/2019	6 wtg W/c 18/03/2019	5 wtg W/c 25/03/2019	4wtg W/c 01/04/2019	3 wtg W/c 08/04/2019	2 wtg W/c 15/04/2019	1 wtg W/c 22/04/2019
Trial of Surface Go (Moody/Hopwood/ Wright/ Edmonds)	Members	End Trial 12/03							
Evaluation of Surface - Talk to Members / get feedback	Chris Johns		11&12/03/2019						
Present suggested tech & costing to SLT	Mike Ward		SLT 13/03						
Place order for preferred tech	Chris Johns		Thu / Friday						
Training for Service Desk and ICT in supporting devices	Andrew Baker								
Delivery of tech	Supplier								
Comms to make training video (30 minutes)	Lesley Crocker								
Build Tech - x 62 devices (3 days)	Chris Johns								
Test actual tech - make sure each device works	TBC								
Send message in Friday Flash advising reduced service from SD on w/c 6th May	Mark Widgery								
ICT requirements for Election day - see separate Elections Timetable	Liz / Clare								
Service Desk to set up email accounts for WD first (as they will be collecting devices first)	Mark Widgery								
Service desk to set up email accounts for SH second	Mark Widgery								
Draft ICT Welcome Email	Lesley Crocker / Mike Ward								
Send welcome Email from ICT - with the basics (Comms to review)	ICT Service Desk								
Hand out devices - Kilworthy x 31	ICT Service Desk / Specialists								



Report to: **Overview and Scrutiny Panel**

Date: **13 June 2019**

Title: **Food Safety Service Plan**

Portfolio Area: **Wellbeing**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Immediately**

Author: **Karen Procter** Role: **Senior Specialist Environmental Health**

Contact: **Telephone/email: 01803 861128 karen.procter@swdevon.gov.uk**

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**Recommendations:** That Members have the opportunity to agree and comment upon the Food Safety Service Plan 2019-2020 to maintain performance at previous years levels

## **1. Executive summary**

- 1.1 The Food Safety Service plan is a requirement of the Food Standards Agency under their Framework Agreement with Local Authorities and outlines the Council's statutory food safety function to ensure that national priorities are addressed and delivered locally.
- 1.2 The Food Safety Service Plan has been produced in order to give clear details of the approach to food safety enforcement and will help to ensure that the actions of the Council are in accordance with Regulatory Delivery.
- 1.3 Members need to consider the approach to the regulation of food safety in the Council area and be satisfied that it provides an adequate level of protection for residents from food-borne infection. This should include a consideration of the resource deployed to deal with the responsibilities given to Councils in the Food Standards Agency's Framework Agreement and that the interventions proposed are suitable and sufficient.

- 1.4 The Service Plan shows the variety, depth and complexity of the work carried out within the Food Specialist area.
- 1.5 The Food Safety team's recent performance has been excellent , maintaining a 100% inspection rate in each of the last two years and we currently have 96% of food premises in the area rated as "good" or "excellent".

## **2. Background**

- 2.1 It is a requirement of the Food Standards Agency's Framework Agreement that the annual Service Plan is approved by Members.
- 2.2 Members need to consider the approach to the regulation of food safety in the Council area and ensure that it provides an adequate level of protection for residents from food-borne infection. This should include a consideration of the resource deployed to deal with the responsibilities given to Councils in the Food Standards Agency's Framework Agreement and that the interventions proposed are suitable and sufficient.
- 2.3 Food Safety interventions also provide an element of business advice to local businesses. The ability to comply with legislation and good practice is an important part of running a successful food business.
- 2.4 The Food Safety Service Plan fits into the Council's Wellbeing and Economy themes

## **3. Outcomes/outputs**

- 3.1 The Service is very much customer orientated and we seek to continue to provide a robust service.
- 3.2 The service currently aims to carry out 100 per cent of the interventions that are due in accordance with the risk rated inspection programme
- 3.3 The service aims to increase the number of food premises in the area that score 4 or 5 stars in the national Food Hygiene Rating System (commonly known as scores on the doors). Currently 96% of food premises in the area are rated as "good" or "Excellent" under the Food Hygiene rating Scheme (commonly known as "scores on the doors").

## **4. Options available and consideration of risk**

- 4.1 The Council is required to provide an annual statistical return to the Food Standards Agency (LAEMS). This figure will be published nationally in the Food Standards Agency annual report. The statistics are published nationally with a risk of reputational harm to poorly performing Councils.

- 4.2 Failure to comply with the Food Safety Code of Practice would increase the risk of serious food poisoning outbreaks in the Council area. Food Safety interventions also improve the safety and quality of food businesses, protecting health and helping the economic viability of the area.

## 5. Proposed Way Forward

- 5.1 The Council should be satisfied that the Food Safety Service Plan provides an adequate level of protection for residents from food-borne infection.
- 5.2 Members may wish to consider reducing the resource currently allocated to the food safety service to make financial savings but this would be likely to result in a decrease in performance and reduction in food safety standards.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Food Safety Service Plan is a requirement of the Food Standards Agency (FSA) under the Food Standards Agency's Framework Agreement with local authorities. It outlines the Council's statutory food safety function to ensure that national priorities and standards are addressed and delivered locally. The Plan seeks also to embrace the Food Standards Agency's strategy 'Safer Food for the Nation' and the Agency's core principles. (See <a href="http://www.food.gov.uk/about-us/about-the-fsa/">http://www.food.gov.uk/about-us/about-the-fsa/</a> ).
Financial implications to include reference to value for money	Y	Appendix B of the attached Food Safety Service Plan sets out the revenue expenditure, staffing and income by financial year for financial year 2019/2020.
Risk	Y	The Food Safety Service Plan is a requirement of the Food Standards Agency (FSA) under the Food Standards Agency's Framework Agreement with local authorities.  Failure to agree a suitable Food Safety Service Plan may result in reputational harm and financial penalty.

		Failure to achieve suitable levels of performance will result in a significant risk to food safety standards in the Council's area. This may result in increased incidence of food poisoning. There may also be wider economic and tourism impacts of having non-compliant food premises.
Supporting Corporate Strategy		Wellbeing and Economy themes
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		There are no equality and diversity issues arising from this report.
Safeguarding		There are no safeguarding issues arising from this report.
Community Safety, Crime and Disorder		No direct impact
Health, Safety and Wellbeing		The regulation of food businesses contributes to the wider health, safety and wellbeing of the Councils resident and visitors.
Other implications		None

### **Supporting Information**

#### **Appendices:**

Food Safety Service Plan 2019/2020

#### **Background Papers:**

None

### **Approval and clearance of report**

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed/sign off	<b>Yes</b>
SLT Rep briefed/sign off	<b>Yes</b>
Relevant Heads of Practice sign off (draft)	<b>Yes</b>
Data protection issues considered	<b>Yes</b>
Accessibility checked	<b>Yes</b>





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

## **Food Safety Service Plan**

**2019/2020**

**SOUTH HAMS DISTRICT COUNCIL/WEST DEVON BOROUGH COUNCIL**

**ENVIRONMENTAL HEALTH AND HOUSING SERVICE**

**JOINT FOOD SAFETY SERVICE PLAN – 2019/2020**

**CONTENTS**

<b>Section 1</b>	<b>Service Aims and Objectives</b>
<b>Section 2</b>	<b>Background</b>
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<b>Section 4</b>	<b>Resources</b>
<b>Section 5</b>	<b>Quality Assessment</b>
<b>Section 6</b>	<b>Benchmarking</b>
<b>Section 7</b>	<b>Review</b>

**Appendix A Staff resources**

**Appendix B Financial resources**

## **Overview**

This Service Plan has been produced in order to give clear details of the food safety services provided across South Hams District Council and West Devon Borough Council and how they will be carried out during the financial year 2019/2020. It also shows how the function contributes to the Corporate Themes and the Environmental Health Community of Practice Work plan.

This Service Plan attempts to show the variety, depth and complexity of the work carried out. Food safety is a statutory function and has serious implications to public health and wellbeing should food safety standards fail.

We are at the forefront of protecting the consumer from ill health. We protect the community by using enforcement powers where appropriate and also providing advice. The food safety service provides a combination of interventions. These include inspections, enforcement, investigations, education, partnership working and health promotion. We seek to work in partnership when the opportunities arise.

The food safety team are motivated and competent Officers who are committed to ensure that an effective and efficient service is provided. These Officers also undertake various other duties within the Environmental Health Community of Practice. As with many other services there is a lot of behind the scenes activity which goes unnoticed in the eyes of the public until there is a high profile investigation or emergency.

Prior to 2017 our resources were severely stretched and were failing to meet our inspection targets. Following a Food Standards Agency audit we put in place a work-plan to address these issues and re-prioritised resource towards achieving our inspection targets. In 2017-18 and 2018-19 we have achieved 100% completion of due interventions and have made significant progress with updating our intervention database.

Regular monitoring against the Service's progress with the plan is carried out. We are also required to check the consistency and quality of the work.

The service will also be required to react to unforeseen events – such as food poisoning outbreaks and other large investigations. These will impact upon the resources available for our programmed work.

We will continue actively exploring opportunities in the coming year to become more business orientated and be proactive with income generation opportunities.

The service plan has been produced in response to the Food Standards Agency Framework Agreement on Local Authority Enforcement. This is a responsibility placed upon local authorities. The food safety service is highly governed to ensure compliance with the wide range of statutory requirements. Our activities and procedures take account of the Food Law Code of Practice (England) and other central guidance.

## Introduction

This Service Plan is a requirement of the Food Standards Agency (FSA) under the Food Standards Agency's Framework Agreement with local authorities and outlines both South Hams District Council's and West Devon Borough Council's statutory food safety function to ensure that national priorities and standards are addressed and delivered locally. The Plan seeks also to embrace the Food Standards Agency's strategy 2015-2020.

This Service Plan provides a focus for debate on key delivery issues providing an essential link with financial planning, sets objectives for the future and provides a means of managing performance and making comparisons and links to various corporate objectives. At the end of the financial year, we will review this service plan and report on our achievements and any reasons for variance or non-attainment of targets.

This joint Service Plan has been produced to ensure that local food businesses, members of the public, Council officers/Members and other stakeholders understand the approach to food safety adopted by the both the South Hams District Council and West Devon Borough Council and will help to ensure that the actions of the Council are in accordance with the Regulatory Delivery. It also reflects the FSAs Compliance and Enforcement Strategy. As a Service, we believe in fair regulation and reducing unnecessary burdens on businesses. The aims are very broad in order to allow for a wide range of activities in the promotion and enforcement of food safety laws and seek to embrace the ever changing food safety intervention programme in the UK.

We attach primary importance to the planned interventions in food premises and the prompt resolution of complaints and enquiries. Local and national food safety initiatives will be supported to the extent that available resources will allow. A number of these initiatives are detailed within this document.

In implementing our approach to food safety, we are mindful of the pressures on local businesses, particularly where, for example, the economy is seasonal and subject to fluctuation. We will seek to continue to work with local businesses by the provision of advice and guidance, using self-service principles. However, we will where necessary adopt a more formal approach where these interventions fail or where a risk to the consumer's health exists. Our approach to enforcement is detailed in the Council's enforcement policy.

In light of Government enforcement and partnership initiatives it is quite clear that the future of local authority food law enforcement activities and their role in public health intervention will alter considerably and require a greater and more varied input. We are also minded of our limited resources and the need to adopt greater business acumen and be able to compete favourably with the private sector. The Councils' Food Safety Service seeks to meet this challenge and be fit for the future.

## Section 1 Service Aims and Objectives

### 1.1. Aims and Objectives

- 1.1.1. The aim of the Food Safety Service is to secure the safe production, storage, distribution and retailing of food and to reduce the risk liability of business enterprises by providing support and advice on food hygiene issues. Our vision is to ensure that food locally is without risk to the consumer and safe to eat through the provision of an effective enforcement service provided by motivated and competent officers.
- 1.1.2. We believe that everyone in the districts of South Hams and West Devon, whether they are residents or visitors are entitled to safe and wholesome food and drink. We also seek to ensure that food produced in the area and distributed nationally and internationally is safe and meets the required standards. We also recognise the importance of maintaining and enhancing the prosperity of businesses in the area and the needs of small and medium size business associated with the rural community.
- 1.1.3. Our main objectives are to protect public health by:
- Identifying potential risks and promote safe and hygienic conditions in food premises and places for which we have a statutory responsibility and to secure compliance with relevant legislation using all our enforcement 'tools' available.
  - Ensuring that by working with business using a variety of initiatives, we assist in reducing their risk liability.
  - Inspecting food produced in the South Hams and West Devon to ensure that is of a high standard and without risk to the consumer and that checks are included as part of our sampling programme.
  - Investigating the occurrence and spread of infectious disease and food poisoning and preventing further spread.
  - Investigating complaints and dealing with incidents and emergencies relating to food safety.
  - Ensuring enforcement is effective, consistent, proportionate and focussed.
  - Engaging in activities which encourage the promotion of health and food safety.

- Providing our service as good value for money and work with partners where necessary to deliver our service.
- Ensuring that officers delivering the service are properly trained and competent

1.1.4. The South Hams District Council and West Devon Borough Councils are statutory food authorities and are tasked to exercise Official Controls by virtue of Regulation (EC) No 882/2004. We recognise our duty to act as enforcing authorities under the Food Safety Act 1990, the Food Safety and Hygiene (England) Regulations 2013 and the Official Feed and Food Controls (England) Regulations 2009 and miscellaneous laws made under the European Communities Act 1972 and to exercise our powers prescribed in these pieces of legislation. Our authorised officers use all available official controls and other measures to ensure that our objectives are met. Except where circumstances indicate a significant risk, our officers operate a graduated approach to enforcement of our powers. We believe that judgement by motivated, professionally competent officers is key to delivering our service. Our approach to enforcement and powers are documented in our policy. (See paragraph 2.5).

1.1.5. The contents of this service plan will be put into effect by a range of officers i.e. Specialist, Case Managers and Locality Officers under the guidance of the Senior Specialist (Food Safety Lead Officer) and overseen by the Head of Environmental Health and Licensing. It will be supported by specific policies and procedural documents where necessary to assist staff in delivering a high quality and consistent service. These documents will be updated and reviewed as and when required.

## **1.2 Links to Corporate Objectives and Plans**

1.2.1. This Service Plan links to the Councils' themes of Wellbeing and Economy.

1.2.2. As with a number of other services, particularly those having an 'enforcement' role, the food safety service may be subject to criticism or complaint either by a food business operator or member of the public about the service. These matters are usually resolved on an informal basis. However, if this action fails, our formal complaints procedure will be followed. Such complaints are very uncommon. From time to time, customer feedback questionnaires are used to monitor our service delivery and officers' performance and these have shown great satisfaction with the Service.

1.2.3. The Service is very much customer orientated and we seek to continue to provide a robust service as part of the 'Customer First' initiative and deliver both on our own and also corporate service standards.

1.2.4. This Service Plan also seeks to determine the future shape of our service delivery.

## **Section 2 Background**

### **2.1 Profile of the South Hams District Council and West Devon Borough Councils.**

2.1.1. The South Hams covers some 906 sq km of South Devon and is predominantly rural in nature, situated between the unitary authorities of Plymouth and Torbay. It encompasses some 50 miles of coastline to the south and 19% of the Dartmoor National Park to the north. There is a resident population of greater than 88,000 which increases considerably during the summer months as a result of tourism. The centres of population are within the four main towns of Totnes, Ivybridge, Dartmouth and Kingsbridge. The operational base is Follaton House, Totnes.

West Devon Borough Council is very rural in nature and covers some 1160 sq km of which 45% is situated within Dartmoor National Park. The Borough borders Torridge and North Devon to the north and Cornwall to the west. There is a resident population in excess of 53,500. The main centres are the towns of Tavistock and Okehampton. The operational base is Kilworthy Park, Tavistock.

### **2.2 Organisational Structure**

See Appendix A.

### **2.3 Scope of the Food Safety Service**

2.3.1 Traditionally, the Service has been provided in-house by a small team of professional duly-appointed and dedicated officers, the structure of which is set out in the appendix to paragraph 2.2 above. This work is undertaken by the Customer First Specialist in Environmental Health.

In addition to food safety work, historically the 'Commercial' team also has an input into:

1. Occupational health and safety target inspections and investigations of accidents
2. The investigation and control of food poisoning and infectious diseases (including zoonoses),
3. Monitoring compliance and complaints with smoke-free laws,
4. Various licensing and registration issues including food premises, holiday caravan and camping sites, skin piercing activities, and licensing of zoos and dangerous wild animals,



5. Registration documents for the movement of shellfish from production areas,
  6. Issuing certification for food export.
- 2.3.2 External expertise is provided in the form of Food Examiners appointed by the Food, Water and Environmental Laboratory at Porton, Salisbury. This external service is subject to an annual service level agreement. We engage Food Analysts employed by Public Analysts Scientific Services Ltd (PASS) Wolverhampton and we appoint Proper Officers for Communicable Disease Control employed by Public Health England based in Totnes. We enter into an annual contract with Campden and Chorleywood Food Research Association for specialist advice for food technology/processing. We also have a close working relationship with Devon, Somerset and Torbay Trading Standards service.
- 2.3.3 Health Promotion/Education - We run the Junior Lifeskills Event where Children aged 10-11 years from South Hams and West Devon Schools are involved in learning lifekills from professionals in a safe environment.
- 2.3.4. ICT Support - We have been using Civica app and W2. Majority of our records are held electronically and this generates our intervention programme. Our records are managed by the Case Management Team. We have the facility for working remotely using this software. Since December 2019, we have been using mobile devices for completion of our inspection reports.

## 2.4 Demands on the Food Safety Service

- 2.4.1 Service Delivery - The service delivery point for the South Hams District Council is Follaton House, Totnes, and Kilworthy Park for West Devon Borough Council. These are open during normal working hours. An out of hours service is available for emergencies.
- 2.4.2 Premises profile -  
In total at the end of 2018/2019 there were some 1924 food businesses across both districts. Their profile is set out below and these statistics are based upon the returns sent to the Food Standards Agency and include unrated premises i.e. those not yet having received an inspection.

<b>Type</b>	<b>No. SHDC</b>	<b>No. WDBC</b>
Primary producers	2	11
Manufacturers/packers	92	43
Importers/exporters	2	0

Distributors/transporters	21	9
Retailers	265	137
Restaurants/caterers	842	500
<b>Total</b>	<b>1224</b>	<b>700</b>

### 2.4.3 'Approved' premises

Within the total above there are some 52 businesses 'approved' under specific hygiene regulations. These relate to products of animal origin and approval allows greater flexibility to trade under EU rules both nationally within the UK and in the EU. Checks require considerable officer input in order to ensure stringent requirements are met. These establishments would present a considerable risk to the Council and consumer at large if not properly monitored. Much input by specifically trained competent staff is needed as a consequence. Full inspections/audits can take 2-3 days and the formal approval process is complex in order to meet the high standard expected. These establishments reflect the rural and diverse nature of our districts. Given the diversification and increased business opportunities available for trade, particularly overseas, with these types of products, we have seen an increase in the number of approved premises over the years. We are also subject to audit by the inspectors from the EU and third countries.

South Hams District Council has close links with the local molluscan shellfish industry having designated harvesting areas at 3 locations which includes 10 classified beds. We have also 2 shellfish purification plants. Much work is involved in the monitoring programmes to ensure acceptable standards are maintained as part of the Council's statutory sampling role in these areas.

In West Devon together with traditional rural activities (reflected particularly in the dairy industry), there is a large cannery responsible for worldwide distribution of product together with one of the largest cheese factories in the country.

The profile for approved premises is as follows:

	Dairy	Shellfish	Fishery	Meat products/prep	Egg Packer	Other	Total
<b>SHDC</b>	9	2	11	7	6	2	<b>37</b>
<b>WDBC</b>	9	0	0	1	3	2	<b>15</b>

### 2.4.4 Seasonal variations to business

It is recognised that there is a considerable seasonal influx of visitors and this has an impact upon workload as regards new businesses opening up, changes of ownership, officer travel time/leave and additional complaints/service requests generated. Our inspection programme reflects the seasonal operation of businesses.

#### 2.4.5 Ethnic businesses

Ethnic food premises operated by persons whose first language is not English account for some of our premises, however, most of these are operated by the second generation. We seek to ensure that our approach with these businesses is clear and understood. On occasions we are required to seek the services of interpreters and business guidance in other languages.

#### 2.4.6 Imported food

It is estimated that approximately 50% of all food offered for sale within the UK is imported. As we are outside sea or airport areas we are not at the front line of imported food control, however, we are classified as an inland port and have jurisdiction for assessing whether foodstuffs imported from outside the EU have been legally introduced and meet food safety requirements. In the main, this is undertaken during routine inspections, complaint investigation and sampling work. The Food Safety Service has the necessary arrangement in place to deal with imported food. Relevant officers have received the training by the Food Standards Agency and authorised to act in the event of illegally imported food being identified.

#### 2.4.7 Interventions

A wide range of interventions are available for our use including inspections, audit, monitoring, surveillance, verification and sampling etc. These are known as 'official controls'. Other interventions such as education, advice etc and intelligence/information gathering are also available as part of our 'tool kit' however, these interventions are not official controls. Inspections are carried out in accordance with risk based criteria which are detailed in Codes of Practice issued by the Food Standards Agency. These range from category A to E i.e. high to low risk. We aim to inspect all our premises subject to the programme, however, if there is any slippage throughout the year we will focus on high risk premises (including Approved premises). Where necessary, inspections will be undertaken out of the Council's normal working hours when a particular business is operating.

However, the high volume of reactive work is still present. We are continuing to move much of this element to our Customer Service and Case Management team.

The table below shows the premises profile based on risk as at 01.04.19 although this will show some variation throughout the year as inspections are carried out and alter their rating in subsequent years. Given the risk rating scheme, all the premises below will not fall due within the current year.

Category and frequency of inspection	A 6 month	B 12 month	C 18 month	D 24 month	E Alternate enforcement every 3 years	Unrated	Total
No of premises <b>SHDC</b>	2	43	189	524	483	33	1274
No of premises <b>WDBC</b>	3	15	96	255	333	23	725

Performance data (see Service Delivery) shows that we are currently meeting targets i.e. those programmed or within the time period required.

The premises profile at 31.03.19 for types of premises within the districts is shown in paragraph 2.4.2 above and our achievement of the risk based programme is set out in paragraph 3.1.5 below although this will change from year to year as businesses close, open or change the particular nature of their business.

#### 2.4.8 Health promotion/education

We seek to embrace the annual National Food Safety week initiative from The Food Standards Agency which promotes food safety work amongst businesses and the general public. This year the Food Standards Agency has decided to focus on the International Food Safety Week due to the ongoing BREXIT planning.

#### 2.4.9 Food Alerts

These are administered by the Food Standards Agency and we must be able to react as necessary. (See paragraph 3.7).

#### 2.4.10 Infection control

In respect of the control of food related disease, the function of the Service is to:-

- Contain the spread of any outbreak
- Identify the focus of infection
- Identify the causative organism
- Trace carriers and cases
- Trace the source of infection
- Determine the causal factors
- Recommend practices to prevent recurrence of disease; and
- Determine whether criminal offences have been committed.

The number of individual notifications of food poisoning/infectious disease 2019/2020 around 172 per annum for South Hams and 122 for West Devon. In addition, notifications of zoonotic infections are received, mainly as a result of the upsurge in TB in cattle which has ramifications for milk quality and its acceptance onto the market for human consumption. There is always the potential for a serious food safety incident to arise such as E.coli 0157 requiring investigation. These infections can result in fatalities with the very young or elderly. We must therefore ensure that we are capable and manage our resources to be able to meet any such local challenges.

#### 2.4.11 Food export certificates

As part of our Service, food export certificates are issued to businesses in order to provide documentation which satisfies the Government of the importing Country that the incoming product is safe. In 2018/2019 **South Hams** issued **919** certificates (predominantly crab to China). Many of these are required at very short notice in order to meet the needs of business. This service creates an immediate demand at the expense of other food safety functions.

#### 2.4.12 Shellfish Registration Documents

Shellfish registration documents are issued permitting the gathering of shellfish by persons at designated sites. Approximately 145 per annum are issued. Whilst this is a statutory service, it is not chargeable, however the demand on our overall service is minimal and viewed as an administrative exercise.

#### 2.4.13 Voluntary Surrender

The demand for certificates for the voluntary surrender of unfit food has reduced considerably. However, this service continues to be available to businesses following for example, the breakdown of refrigeration/freezer equipment or damage of food as a consequence of flooding. These do not have significant resource implications however, it is a chargeable service and fees are reviewed annually.

#### 2.4.14 Business/advice

Providing advice to food business has a valuable positive impact on food safety compliance across the Council's areas. However, providing advice is resource intensive. Last year we introduced a pilot for charging for advice visits in line with other Local Authorities on a cost recovery basis. Although we did not receive a high demand, for this service we will work towards promoting the service more this year with a view to increasing demand.

#### 2.4.15 National Food Hygiene Rating Scheme

In 2009 the Food Standards Agency agreed to adopt a national food safety rating scheme where following inspection of food premises selling food directly to the public, they are awarded a rating based on how they comply with the three key compliance

components i.e. food safety, structure and management. South Hams and West Devon along with majority of other Devon local authorities implemented the scheme in April 2011.

The intention of the scheme is to provide the consumer with a choice of whether they wish to purchase food from the premises based on their particular hygiene rating. Although not a legal requirement, the rating should be displayed at the entrance to the premises by a sticker. Unless the premises are of a sensitive nature, (including those caring for vulnerable persons) the ratings are given openly on the FSA website <https://ratings.food.gov.uk/>

There are safeguards for businesses (shown on the FSA website) in the form of appeals, the right to reply and also a request for re-inspection in order to improve their rating. Whilst there have been very few appeals to the Senior Specialist – Environmental Health or applications for the right to reply, we have however, seen an increase in the number of re inspection requests (these are separate to those re inspections as part of our enforcement actions). The scheme has now been rolled out across the UK, and local and national publicity given, businesses are keen to improve their ‘image’ and wish to use their ratings as a marketing opportunity. We now charge for the re-score inspections in line with other Local Authorities. The Food Standards Agency are looking to follow Wales and Northern Ireland where the display of the score on the premises is mandatory.

## **2.5 Regulation Policy**

- 2.5.1 The approach to enforcement of both Councils is reflected in a joint Enforcement Policy detailing the range of powers placed upon Food Authorities by the food safety laws, including regulations and also codes of practice issued by the Food Standards Agency. The primary responsibility for ensuring food safety lies with proprietors of food businesses however, we view co-operation with proprietors and others who have duties under food laws as the best way of achieving compliance. The Council also takes into account various Industry Guides to Good Hygiene Practice and guidance issued by the Government’s Office for Product Safety and Standards - Department for Business, Energy and Industrial Strategy (BEIS) when assessing compliance.
- 2.5.2 It is our policy that enforcement action, be it verbal warnings, the issue of written warnings, statutory notices, or prosecutions, is primarily based upon an assessment of risk to public health and the seriousness of any alleged offence. Where we take legal proceedings, we adopt the Code for Crown Prosecutors issued by the Crown Prosecution Service.
- 2.5.3 We endorse and fully support the Regulator’s Code issued by the Government’s Better Regulation Delivery Office. We also endorse the European Convention on Human Rights.

- 2.5.4 We have a documented food safety enforcement policy which has been published on our websites. All decisions on enforcement action will be taken following the consideration of the Policy. We also have a separate policy when dealing with food complaints (see paragraph 3.2.4).

### **Section 3 Service Delivery**

#### **3.1 Food Premises Interventions**

- 3.1.1 The main purposes of an intervention is to assess risk to the consumer, achieve improvement in standards and validate existing standards. In order to undertake this work (and other work assigned to the team) the human resources shown in organisational structure in Appendix A are provided.

We aim to visit and inspect food premises on a routine basis within 28 days of due date in accordance with the Food Standards Agency's risk rating scheme contained in their Code of Practice. However, in view of the number of premises, the geography of both districts and the resources available, our programme is subject to slippage. Where this happens the emphasis for inspection will be placed on premises where the level of risk is the highest. We seek to implement a strategy for our intervention programme.

- 3.1.2 Whilst the primary responsibility for identifying food hazards and controlling risks rests with food businesses, food hygiene interventions will be undertaken to:-

- Establish whether food is being produced hygienically;
- Establish whether food is safe to eat;
- To identify foreseeable incidences of food poisoning or injury as a consequence of consumption of food.

- 3.1.3 For the lowest risk premises the Food Standards Agency has allowed for an alternative enforcement strategy to be adopted which removes many of these type of premises (typically, premises selling shelf stable wrapped food, or those handling open low risk food such as fruit and vegetables) from the routine inspection programme. However, these premises will receive an initial visit following registration and other occasional visits as necessary. The strategy adopted by this Council (in common with many other local authorities) is to subject these premises to a self-assessment questionnaire and to follow up as appropriate. This approach is reviewed for these premises every 3 years. We make this approach less cumbersome on our specialist resources by utilising our Case Management team at the initial stages. We are also implementing Intelligence monitoring inspections in line with the Code of Practice for our D rated premises.

The total number of interventions carried out is set out below (see paragraph 2.4.7 about the description of an intervention).

<b>Year</b>	2014/15	2015/16	2016/17	2017/18	2018/19
<b>No. SHDC</b>	642	435	797	594	489
<b>No. WDBC</b>	347	272	310	432	233

The number of interventions has decreased as the number of interventions due has decreased (as the inspection regime is a risk based system). Both Council areas have carried out 100% of inspections due in both 2017/18 and 2018/19. The number of inspections due in 2019/20 is likely to increase.

### 3.1.4 Food premises registration.

In accordance with the legal requirements, we maintain a register of food premises. The number of registered premises does fluctuate due to business closures and new ones opening. All applications for registration or approval of premises are processed and in accordance with internal procedures. Premises registering with the Council for the first time, or where registration details require amending on the Councils' register e.g. a new food business operator, an inspection is required.

<b>Year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>No. SHDC</b>	102	91	168	158
<b>No. WDBC</b>	59	61	77	85

- 3.1.5 Our performance for premises inspection is set out below and gives the percentage of those achieved against those programmed for an intervention. The data has been separated to show those premises subjected to active input and those category E premises mentioned in paragraph 3.1.3 above. The inclusion of the category E data into the main dataset can skew the overall information but is included for completeness.

We seek to achieve 100% inspection of those premises in the high risk categories ie A, B and C.



South Hams District Council

Risk category	2015/2016			2016/2017			2017/2018			2018/2019		
	Number Programmed	No. Completed	% completed	Number programmed	No. Completed	% completed	Number Programmed	No. Completed	% completed	Number Programmed	No. Completed	% Completed
<b>A</b>	8	7	<b>87.5</b>	35	35	<b>100</b>	12	12	<b>100</b>	3	3	<b>100</b>
<b>B</b>	57	49	<b>85.9</b>	63	62	<b>98.4</b>	43	43	<b>100</b>	47	47	<b>100</b>
<b>C</b>	164	119	<b>78.6</b>	153	136	<b>88.8</b>	108	108	<b>100</b>	96	96	<b>100</b>
<b>D</b>	246	122	<b>49.5</b>	241	187	<b>77.6</b>	231	231	<b>100</b>	195	195	<b>100</b>
<b>E</b>	92	55	<b>59.7</b>	307	306	<b>99.7</b>	117	117	<b>100</b>	36	36	<b>100</b>
<b>Unrated</b>	112	83	<b>74.1</b>	117	71	<b>60.9</b>	144	144	<b>100</b>	112	112	<b>100</b>
<b>Total</b>	<b>686</b>	<b>435</b>	<b>63.4</b>	<b>916</b>	<b>797</b>	<b>87.0</b>	<b>655</b>	<b>655</b>	<b>100</b>	<b>489</b>	<b>489</b>	<b>100</b>

West Devon Borough Council

Risk category	2015/2016			2016/2017			2017/2018			2018/2019		
	Number programmed	No. Completed	% completed	Number programmed	No. Completed	% completed	Number Programmed	No. Completed	% completed	Number Programmed	No. Completed	% Completed
<b>A</b>	18	18	<b>100</b>	11	11	<b>100</b>	2	2	<b>100</b>	2	2	<b>100</b>
<b>B</b>	20	18	<b>90</b>	39	36	<b>92.3</b>	18	18	<b>100</b>	25	25	<b>100</b>
<b>C</b>	81	71	<b>87.7</b>	75	49	<b>65.3</b>	80	80	<b>100</b>	39	39	<b>100</b>
<b>D</b>	136	110	<b>80.9</b>	81	39	<b>48.1</b>	132	132	<b>100</b>	78	78	<b>100</b>
<b>E</b>	62	25	<b>40.3</b>	202	131	<b>64.9</b>	145	145	<b>100</b>	21	21	<b>100</b>
<b>Unrated</b>	95	30	<b>31.6</b>	83	44	<b>53.0</b>	68	68	<b>100</b>	68	68	<b>100</b>
<b>Total</b>	<b>412</b>	<b>272</b>	<b>66.0</b>	<b>491</b>	<b>310</b>	<b>63.1</b>	<b>445</b>	<b>445</b>	<b>100</b>	<b>233</b>	<b>233</b>	<b>100</b>

Source: Environmental Health Civica app Software

- 3.1.6 We use the Food Standards Agency Code of Practice risk rating scheme for food premises. Within the scheme the three compliance components i.e. hygiene, structure and management are not only critical for the national Food Hygiene Rating Scheme as described in paragraph 2.4.15 above, but we are also able to use them as a performance indicator to assess percentage of premises who have achieved a 5 rating.

**In 2019/20 we aim to achieve 100 % inspection of those premises in the high risk categories i.e. A, B and C's, and 100% D's.**

**We aim to carry out 100% of interventions for Cat E (this may be achieved by an alternative intervention approach).**

3.1.7 Paragraph 2.4.15 explains our involvement with the national food hygiene rating scheme. The Scheme categorises premises into bands 0-5 where 0 requires 'urgent improvement' and 5 'very good'. The majority of our businesses meet the rating band of 3 i.e. 'satisfactory' and many the highest rating of 5. This data is moveable as inspections are made and ratings alter, rating can be found at [www.food.gov.uk/ratings](http://www.food.gov.uk/ratings) .

<b>Rating</b>	<b>SHDC (no of premises)</b>	<b>WDBC (No of premises)</b>
<b>5</b>	1115	651
<b>4</b>	119	48
<b>3</b>	28	14
<b>2</b>	10	6
<b>1</b>	10	10
<b>0</b>	2	1
<b>Percentage overall of 4 and 5 rated premises</b>	96%	95.7%

### 3.1.8 Re inspections/re-visits

Re-visits/re-inspections are determined by conditions found on the initial inspection and are not required in many cases. These visits are undertaken where an Officer is concerned about standards and seeks to ensure improvements are made. This is usually the first step of enforcement action.

In addition to our enforcement revisits, we undertake requested revisits as part of the national Food Hygiene Rating Scheme (see paragraph 2.4.15).

The revisit data is set out below. 'Enf' refers to enforcement and FHRS to the Rating Scheme

	2015/16 Enf.	FHRS	2017/18 Enf.	FHRS	2018/19 Enf.	FHRS
<b>SHDC</b>	14	3	13	8	21	6
<b>WDBC</b>	13	9	5	4	20	5

### 3.1.9 Enforcement action

Paragraph 2.5 above outlines our approach to enforcement. The table below shows the type of action taken and volume.

Type of action	2015/2016		2017/2018		2018/2019	
	SHDC	WDBC	SHDC	WDBC	SHDC	WDBC
Written warnings	131	76	120	199	185	115
Hygiene improvement notices	3	0	1	0	4	0
Closure of premises	0	0	0	0	0	0
Prohibition of persons	0	0	0	0	0	0
Prosecutions	0	0	0	0	0	0

### 3.1.10 External assistance.

We are confident that outside resources such as Food Examiners, Food Analysts and others such as Proper Officers for Communicable Disease Control are readily available and accessible. We have an annual Service Level Agreement with the Food, Water and Environmental Laboratory and, due to the infrequent use of the Public Analysts Laboratory a SLA is considered inappropriate, although we have entered into a contract.

### 3.1.11 Officer competency.

We will ensure that officers engaged in food safety work are appointed and authorised within their competency and ability and that they are appropriately trained and experienced and, this is particularly so in respect of our high risk processes and approved premises. Authorisation and training are subject to procedural documents and appraisal.

### 3.2 Food Complaints.

- 3.2.1 Investigation into complaints about food will normally be commenced within 24 hours of receipt, and will reflect the relevant risk posed and condition of the food.
- 3.2.2 We will liaise with any local authorities signed up to Primary Authority Partnerships via the Office of Product Safety and Standards (OPSS) regarding matters associated with the particular company's policies or procedures. We will have regard to information/advice received as a result of any such liaison and will advise these authorities of the outcome of our enquiries.
- 3.2.3 A number of complaints are received each year about food purchased within our districts and about premises or the practices within. It is anticipated that there will be little increase in service demand in this particular area. The following table sets out the profile of the total complaints received.

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
<b>SHDC</b>	31	65	52	80
<b>WDBC</b>	21	27	54	53

- 3.2.4 Our joint Food Complaints Policy has been reviewed recently and sets the matters with which we will investigate and those which we will not. This document is readily available.

### 3.3 Primary Authority Partnerships

- 3.3.1 Councils work together to coordinate enforcement and advice to businesses that distribute goods or trade in more than one area. The Regulatory Enforcement and Sanctions Act 2008 sets up the Primary Authority scheme which gives for the first time the right for companies operating inside or outside our area to form a statutory partnership with us as a single point of contact. The objective of this is to provide robust and reliable advice on compliance that other Councils must take into account when carrying out inspections or dealing with non-compliance. We have worked with Trading Standards on the administrative side of the Primary Authority Partnership Agreement so that we are able to offer businesses Trading Standards functions alongside Food Hygiene functions to support businesses further. We currently have 2 Primary Authority Partnerships whereby this has had some impact upon our team. The scheme does allow for cost recovery.

### 3.4 Advice to Business

- 3.4.1 We support the Council's objective to maintain and enhance the prosperity of business and it is our policy to support businesses in complying with food safety laws and good practice by whatever means available. Often such is given when businesses start up and during our inspections. Our main source of advice will be via our websites and by telephone with our Customer Services and Case

Management Team. Advice to businesses and individuals detracts from the food safety inspection programme. We re-examined business advice as part of our approach to generating income, and started introducing a cost recovery charge for advice during 2018. Advisory visits to food manufacturers (particularly those subject to formal 'approval') is common and allows for better administration of the Councils approved premises process and reduces the burden on business within this specialised sector.

We continue to promote the Safer Food Better Business pack for smaller businesses to help businesses comply with the legal requirements to have a documented food safety management system. We provide these packs to business for a cost recovery charge.

3.4.2 Business advice is a requirement of the Food Standards Agency Framework Agreement with local authorities and, as a result we have participated in the review of the information and guidance available on the Councils website; this is ongoing. We are also considering best practice for engaging with businesses.

3.4.3 We will review our advice strategy throughout this year and identify what additional resources are needed and identify various ways of providing advice so as to meet our service demands and the requirements of the Food Standards Agency. We will also continue to seek to work with all our partners both internally and externally to ensure that the most accurate advice is given in the most appropriate manner.

### **3.5 Food Sampling**

3.5.1 On an annual basis we review our policy for food sampling and also our programme for the year. This reflects the nationally required programmes, our statutory requirements under specific regulations and requirements of the Food Standards Agency including the sampling of any imported foods. Local initiatives and local products are also included. The programme incorporates any work following liaison with the Devon and Cornwall Food Liaison Group and Public Health England.

3.5.2 Reactive sampling takes place as a result of food poisoning investigations or complaints received. In addition to the programme, we take samples (including swabs) during inspections as the situation dictates. It is anticipated that sampling levels for complaints will remain static but our proactive programme last year was underachieved and is likely to be in this current year due to resources available. The South Hams District Council's statutory role as regards shellfish harvesting area sampling and toxic algae monitoring programmes should remain unaffected as resources are appropriately allocated, however, enhanced monitoring required by Government throughout the year especially during summer months, as regards toxic algae will create a considerable additional burden at the expense of the normal food sampling and other proactive work such as our inspection programme.

3.5.3 Arrangements under the Service Level Agreement with the local Food, Water and Environmental Laboratory allow our sampling programme to operate by a mechanism of 'credit' values and the more complex the examination or type of food sample, the greater the credit utilisation. Currently, this is a non-chargeable service under the auspices of Public Health England. In the event of the credit allocation being exceeded, charges will be made. To date, we have not exceeded our allowance. Underutilisation of credit allocation may result in charging for wasted resources. This will be kept under careful scrutiny.

3.5.4 The shellfish harvesting monitoring programme for microbiological samples falls outside any credit allocation scheme and cost of this, both in officer time and laboratory examination continues to be a drain on resources. Examination of the samples is undertaken by the CEFAS laboratory (Centre for the Environment, Fisheries and Agriculture Science), a Government Agency.

3.5.5 The profile for food samples is as follows:

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
<b>SHDC</b>	132	185	76	97
<b>WDBC</b>	92	45	36	80

3.5.6. Samples mainly relating to complaints are submitted to the Public Analysts laboratory in very occasional instances. The cost of these is met from existing resources and, in the event of legal proceedings, we will seek to recover sampling costs from the defendant.

### **3.6 Control and Investigation of Outbreaks and Food related Infectious disease.**

3.6.1 Food poisoning in the UK is estimated at costing the country £1.5 billion/yr and Public Health England report more than 1 million cases of food poisoning a year resulting in approximately 2000 cases admitted to hospital and 500 deaths. A procedural document gives specific guidance on this issue and links in with the Outbreak Communicable Disease Control Plan developed by Public Health England.

The profile for notifications of infectious diseases and food poisoning is as follows:

	<b>2016/17</b>	<b>2017/2018</b>	<b>2018/2019</b>
<b>SHDC</b>	109	122	170
<b>WDBC</b>	62	65	116

3.6.2 The number of notifications of zoonotic infections (i.e. those infections transmissible between animals and humans) has increased over recent years and this is principally

due to notifications of TB in cattle. This can have a potential for the spread of the infection to humans via untreated milk consumption.

- 3.6.3 The Service undertakes to commence investigation where appropriate of all relevant notified or suspected cases of food poisoning and infectious diseases within 24 hours. However, in the case of outbreaks or infections of high significance, we will commence our enquiries immediately i.e. Ecoli 0157, etc. Current systems in place and resources available permit this target to be met, although this will be at the expense of other proactive/reactive work.

### **3.7 Food Safety Incidents**

- 3.7.1 Food alerts are notified to us by the Food Standards Agency and they alert the public, businesses and local authorities to problems or potential problems in food products nationally. Our role where necessary, is to ensure that these products are removed from the food chain. The speed and nature of response is determined by the category of notification received, however, with many notifications, no action is needed. We recognise that some notifications however do require an immediate response and sufficient resources are available. However, this is at the detriment of our other functions.
- 3.7.2 We have an out-of-hours emergency service whereby food safety incidents can be acted upon where necessary and we have the capability to receive all notifications via e-mail and text messages to officers' mobile phones. A documented procedure for responding to food safety incidents etc is in place.

### **3.8 Liaison with Other Organisations**

- 3.8.1 The Councils' food safety remit is represented and actively participates in the Devon and Cornwall Food Liaison Group where topical issues of mutual concern and policy/procedural matters are debated. The Group also co-ordinate training and peer review exercises throughout the region. Formal meetings are held every six weeks and specialist officer working groups are set up to consider particular issues who then report back to the main group. Ad hoc meetings are held where necessary to consider emerging and urgent issues so as to ensure a common approach and understanding. The core of the Group comprises of food safety lead officers in all Devon Council's, Cornwall Council, Trading Standards, the Public Health England's food, water and environment laboratory microbiologists and consultants in communicable disease control and also the Food Standards Agency.
- 3.8.2 Officers attend Branch and Centre meetings of the Chartered Institute of Environmental Health and seek to maintain their CPD credit status as members of their professional body.

- 3.8.3 Officers' maintain regular working contact and have good liaison with the Public Health England, Devon, Somerset and Torbay Trading Standards, Food Water and Environment laboratory, Food Standards Agency, LGR, CEFAS, APHA, Environment Agency, South West Water, Devon and Severn Inshore Fishery and Conservation Authority and Care Quality Commission, Ofsted on day to day issues. We also regularly engage with our internal services such as planning, economy, licensing, pollution and legal services etc In addition, given that the Food Standards Agency now has regional representation, we are able to work with a key Government agency at a more local level.
- 3.8.4 The Food Safety Service recognises along with all other services, the need to be cost effective and deliver their service in an efficient manner. We also need to look forward to the 'bigger picture' in service delivery and partners who can assist this objective. By working in partnership, we will be able to respond more easily to those emerging technologies raising food safety concerns and meeting the challenges of shared training and knowledge. There is a need to move forward with the national and regional 'public health' agenda. We will achieve this by continued effective liaison.

### **3.9 Food safety promotion**

- 3.9.1 Due to available resources, the Council does not currently undertake food hygiene training instead, the need is met by other local authorities, private enterprises and local education establishments. However, we will review this approach when we examine opportunities for income generation. We participate in the National Food Safety Week in May/June each year via our communications team. Officers do, from time to time provide talks to local interest groups or specific business sectors. We shall be reviewing our approach to business engagement and also the broader public health agenda. We shall be looking to deliver training opportunities for business by working in partnership with others because of our limited and stretched resources.



**Section 4 Resources**

**Resource projection for the Food Safety Service Delivery 2019-2020**

<b>South Hams</b>			
<b>Service Function</b>	<b>Projected demand</b>	<b>Estimated time per unit (hours)</b>	<b>Total Food Officer resource required p/a (hours)</b>
<b>Category A interventions</b>	2	10	20
<b>Category B interventions</b>	45	10	450
<b>Category C interventions</b>	104	5	520
<b>Category D interventions</b>	277	2	554
<b>Category E interventions</b>	255	0.5	127.5
<b>Unrated</b>	21	5	105
<b>New Registrations</b>	158	5	790
<b>Re-visits</b>	10	5	50
<b>Complaint Investigations (based on last year's data)</b>	80	2	160
<b>Infectious Diseases</b>	170	0.5	85
<b>Business advice (exc unrated businesses)</b>	80	1.5	120
<b>Enforcement activity eg illegal meat, joint TS ops</b>	0	0	0
<b>Mandatory Competency training</b>	3 Officer	30	90
<b>Internal Monitoring, database maintenance and FHRS administration</b>	52 Weeks	7	364
<b>Primary Authority Partnership</b>	3	72	216
<b>Food Service meetings, regional liaison group</b>	Meetings / consistency meeting pcm	9	18
	1 x 4.5 hour regional meeting	4.5	70
<b>Sampling projects and interventions and follow up</b>	97	2.5	242.5
<b>TOTAL OFFICER HOURS REQUIRED p/a</b>			<b>3982</b>
<b>Available Officer hours p/a</b>	<b>2.6 FTE</b>	<b>3920</b>	

<b>West Devon</b>			
<b>Service Function</b>	<b>Projected demand</b>	<b>Estimated time per unit (hours)</b>	<b>Total Food Officer resource required p/a (hours)</b>
<b>Category A interventions</b>	3	10	30
<b>Category B interventions</b>	13	10	130
<b>Category C interventions</b>	67	5	335
<b>Category D interventions</b>	163	2	326
<b>Category E interventions</b>	98	0.5	49
<b>Unrated</b>	20	5	100
<b>New Registrations</b>	85	5	425
<b>Re-visits</b>	4	5	20
<b>Complaint Investigations (based on last year's data)</b>	35	2	70
<b>Infectious Diseases</b>	122	0.5	61
<b>Business advice (exc unrated businesses) e.g. identified through planning &amp; licensing regimes or service</b>	50	1.5	75
<b>Enforcement activity eg illegal meat, joint TS ops</b>	1	10	10
<b>Mandatory Competency training</b>	1 Officer	30	30
<b>Internal Monitoring, database maintenance and FHRS administration</b>	52 Weeks	7	364
<b>Food Service meetings,</b>		9	18
<b>Sampling projects and interventions and follow up</b>	80	2.5	200
<b>TOTAL OFFICER HOURS REQUIRED p/a</b>			<b>2243</b>
<b>Available Officer hours p/a</b>	Page 97 1.4 FTE		2195

## **Financial Allocation**

- 4.1.1 Budget details for the Food Safety function are shown in 'Appendix B'.
- 4.1.2 Staff costs are the predominant cost to the service. £101,242 in South Hams and £63,637 in West Devon.
- 4.1.3 The South Hams sampling budget of £7,000 covers the examination costs of South Hams District Council's statutory shellfish sampling role, although due to increased costs and further sampling demands the budget is exceeded. As detailed above, the cost of the microbiological examination of food (for non-shellfish food items) is carried out by a system of credit allocation and costs are met by Central Government Funds, see paragraph 3.5.3 above. The sampling budget in West Devon is £2500
- 4.1.4 There is a small budget in West Devon for inspection work (£3200). This is an historic arrangement to supplement inspection work carried out by Specialist Staff. There is no such budget in South Hams.
- 4.1.5 The Council has a duty to provide export licence certification when requested to do so by businesses in its area that export food to countries outside of the EU. (Current charge £61 per certificate).
- 4.1.6 In the event of successful legal proceedings being taken, the Council endeavours to recover all costs from the defendant where possible. No separately identifiable budget within the Community of Practice - Environmental Health Service is provided for the pursuance of legal action. Resources are provided within the corporate budget.

## **4.2 Staffing Allocation**

- 4.2.1 This Service Plan recognises the need for staff engaged in food safety issues to be adequately trained and competent (see paragraph 3.1.11). It also has been stated personnel providing the food safety service also undertakes various other functions (see paragraph 2.3.1).
- 4.2.2 Details of the food safety human resources are detailed in Appendix A. The majority of the teams work is devoted to food safety and other non-food safety work such as health and safety enforcement and caravan site licensing might not always receive the necessary priority. However, where there is a need to react to a situation, the team are flexible. Clearly, given the work demands, routine food safety inspection targets are under high pressure. We do also employ a contractor to carry out some food safety inspections in order to achieve our 100% target.

4.2.3 All Officers undertaking food safety work meet the requirements set out in the Food Standards Agency's Code of Practice. Further training is provided to supplement these competencies although the most appropriate training is not always available locally. We are satisfied that officers are appropriately trained and competent in accordance with the Food Standards Agency Food Law Code of Practice although new competency requirements were introduced in 2015. We are subject to internal procedures re training, authorisation and quality monitoring. We recognise that sufficient financial resources are made available to ensure a professional and competent workforce.

### **4.3 Staff Development Plan**

4.3.1 The Council operates an annual appraisal scheme which identifies individual's strengths and development needs. These needs are identified and individual work plans are produced which also seek to develop professional expertise and competency and this will include maintain chartered status with the Chartered Institute of Environmental Health. Additionally, team meetings are held which may highlight the need for training in particular areas. Training is provided where both the mutual needs of the individual officer and the Council are met. One to one sessions are also held throughout the hierarchy.

4.3.2 The Council is committed to ensuring that Officers are able to meet their CPD training requirement as set out in the Food Standards Agency's Food Law Code of Practice. All staff are trained to a high standard linked to their level of authorisation and training records show very few shortcomings.

4.3.3 Team members are actively encouraged to attend training courses so as to enhance competency in specialist areas. This has been achieved in the past with respect to the national Food Hygiene Rating Scheme, HACCP evaluation, shellfish, milk pasteurisation, cheese making, canning and aseptic packaging, food factory enforcement, Police and Criminal Evidence Act, imported food enforcement and ISO 9000, ISO 20002 Lead Auditor. Records of staff training and appraisals/core competencies are kept as required by the framework agreement on Local Authority Food Law Enforcement issued by the Food Standards Agency. Assessment of competency is on-going and forms part of a quality monitoring process. This will need to be re-assessed due to the halt on free courses by the FSA.

4.3.4 The professional specialist team are supported by our Case Managers and Locality Officers and will be subject to the appropriate level of training to handle initial enquiries, administration and the lower level of work. Training will be provided and familiarisation work away from the office will be part of their training. Given the shared services arrangements, flexibility is available between both service delivery centres

- 4.3.5 Last year we were able to support a student in their professional development and they successfully passed their Environmental Health qualifications. We are currently looking into a training placement for a trainee Environmental Health Officer. We also from time to time assist other local authorities enforcement staff with their training plan.

## **Section 5 Quality Assessment**

### **5.1 Quality Assessment and Internal monitoring**

We seek to ensure that a quality service is delivered so as to achieve our aims and objectives. This is met by internal quality assessment and auditing against this Service Plan and our Environmental Health Work-plan, individual appraisal plans, peer review and other documentation. Checks are also made on our approved premises documents, food complaints sign off and legal notices/referral for enforcement action. We value customer feedback questionnaires as a valuable source of quality checks.

- 5.1.1 An internal audit report of the West Devon Food Safety Service gave an audit opinion of 'good' and stated that 'the majority of the areas reviewed were found to be adequately controlled. Generally, risks are well managed but a few areas for improvement have been identified'.
- 5.1.2 In addition to internal monitoring, the Council's food safety service embraces inter-authority auditing as a measure of quality performance with other authorities within Devon and Cornwall. Since the inception of the national Food Hygiene Rating Scheme a system of peer review exercises has been developed to promote the consistency of premises rating by all food safety officers within the region. Currently, these exercises are undertaken on a monthly basis. It is reported that officers of the South Hams and West Devon show consistency with officers employed elsewhere. The Food Standards Agency have recently carried out their first National Peer Review exercise. We were engaged in an Inter Authority Audit for the Food Hygiene Rating Scheme in January 2016.

We are from time to time audited externally. This usually occurs under the auspices of the Food Standards Agency. The EU Food and Veterinary Office carry out audit programmes also with a view to assessing whether legislation is being implemented consistently across the European Community.

## **Section 6 Benchmarking**

- 6.1 The service has carried out some benchmarking against National Indicators provided by APSE. The following show some comparisons of South Hams and West Devon with National figures;

Number of food complaints per 1000 premises in 16/17 average was 82 nationwide; in SHDC/WDBC 18/19 it is 63

Cost of food hygiene service per head of pop National average is £1.75; in South Hams and West Devon it is £1.61

## **Section 7 Review**

- 7.1 Review against the Service Plan

The Environmental Health Service Plan is subject to scrutiny and includes performance relevant to food safety. On an annual basis we will report on the achievements of our targets set out in this Plan and the reason for non-attainment.

- 7.2 Identification of any Variation from the Service Plan

If during the year we have had reason to change or approach or targets we will explain the reason for this when we review the Plan.

- 7.3 Areas for Improvement and Future Development

- Continue to integrate case managers, specialist and locality officer roles into the related work streams with a view to freeing up of officers to deliver service at the appropriate level.
- Critically examine the cost elements of our work and identify opportunities for greater business development and competitive within the marketplace.
- Identify further areas for cost saving within the service and the apportionment of work.
- Develop key performance indicators, monitor compliance and individual officer performance.
- Examine opportunities for greater engagement with business
- Develop further with partners our role in the wider 'Public Health Agenda'.
- Continue to benchmark with other local authorities as appropriate.
- Develop more fully the alternative enforcement strategy for low risk premises

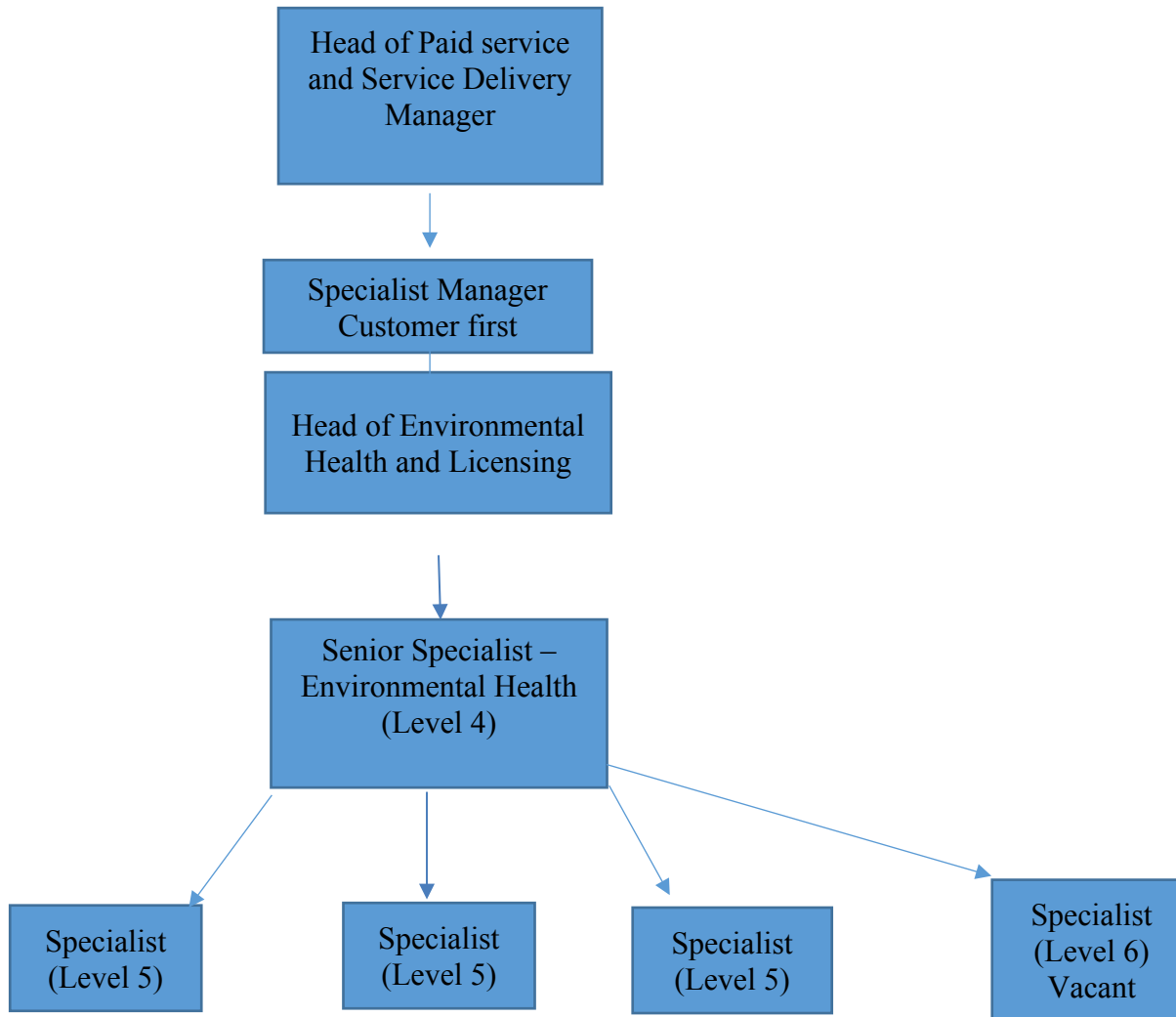
This Service Plan will be reviewed annually to assess whether objectives have been met, take into account the altering needs and aspirations of internal and external stakeholders, changes in levels of service, new legislative requirements and directions from Government. Review of the Service plan is subject to Member approval.





**Appendix A – Organisational Chart  
Environmental Health and Licensing**

**Note – Specialist officers carry out licencing and health and safety work in addition to food safety work**



## Appendix B

### Food Safety Budget

2018/19 (predicted)		SHDC		WDBC
Staff Resource costs				
Specialist	0.5 x L4 (0.8)	20,923	0.5 x L4 (0.8)	20,923
	1.6 x L5	54,569	0.8 x L5	27,284
Case Management	0.5 x L8	10270	0.5 x L8	10270
L6 Specialist	0.6 x L6	15,480	0.2 x L6	5160
<b>Total Staff</b>		<b>101,242</b>		<b>63,637</b>
Training	as per Customer First budget		as per Customer First budget	
Consumable (equipment, ancillary costs)		0		1000
Travel		2500		2500
Inspections		0		3200
Sampling		7000		2500
<b>Total other</b>		<b>9500</b>		<b>9200</b>
Food Safety advice and FHSRS revisits		2000		2000
<b>Total income</b>		<b>2000</b>		<b>2000</b>

## OVERVIEW AND SCRUTINY PANEL

### DRAFT ANNUAL WORK PROGRAMME – 2019/20

Date of Meeting	Report	Lead Officer
11 July 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Peer Challenge Action Plan – Progress Update	Neil Hawke
	O+S Annual Report 2018/19	Darryl White
	IT Resilience – Annual Update	Mike Ward
	Waste Procurement – Project Closedown Report	Justin Dudley
5 September 2019	Executive Forward Plan	Kathy Trant
	Quarterly Performance Indicators	Jim Davis
	Council's Car Parking Pay and Display Machines – Progress Report	Cathy Aubertin
	Task and Finish Group Updates (if any)	
	Homelessness Strategy Action Plan – Annual Update	Issy Blake
17 October 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
14 November 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Ombudsman Annual Letter	Catherine Bowen
	Quarterly Performance Indicators	Jim Davis
23 January 2020	Draft Budget 2020/21 (joint meeting with DM Committee Members)	Lisa Buckle
27 February 2020	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Leisure Contract – Fusion Annual Report	Jon Parkinson
	General Dispensations – Multi & Dual Hatted Members	Catherine Bowen

23 April 2020	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Performance Indicators	Jim Davis

Future items to be programmed:-

- Development Management: Service Capacity – 6 Month Review (Drew Powell / Pat Whymer)
- Community Safety Partnership: Annual Report (Louisa Daley); and
- Safeguarding Annual Report (Louisa Daley).