

South Hams Overview and Scrutiny Panel



Title:	Agenda												
Date:	Thursday, 11th July, 2019												
Time:	10.00 am												
Venue:	Cary Room - Follaton House												
Full Members:	<p style="text-align: center;">Chairman Cllr Birch Vice Chairman 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													
Interests – Declaration and Restriction on Participation:	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.												
Committee administrator:	Member.Services@swdevon.gov.uk												

1. Apologies for Absence	
2. Minutes to approve as a correct record and authorise the Chairman to sign the minutes of the Panel held on 13 June 2019	1 - 8
3. Urgent Business brought forward at the discretion of the Chairman;	
4. Division of Agenda to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;	
5. Declarations of Interest Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting;	
6. Public Forum A period of up to 15 minutes is available to deal with issues raised by the public;	9 - 10
7. Executive Forward Plan	11 - 18
 Note: If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before 5.00pm on Monday, 8 July 2019 to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.	
 (a) Investing in Kingsbridge –Verbal Report (at the prior request of the Panel Chairman)	
8. Assets Register	19 - 28
9. Peer Challenge Action Plan	29 - 46
10. Waste Project Close Down	47 - 74

11. IT Resilience **75 - 82**

12. Devon Climate Emergency Response Group -Verbal Report

(NB. Further information available via the following weblink:

<https://www.devon.gov.uk/energyandclimatechange/devon-climate-emergency/devon-climate-emergency-response-group>)

13. O&S Annual Report **83 - 106**

14. Annual O&S Work Programme **107 - 108**

Members of the public may wish to note that the Council's

meeting rooms

are accessible by wheelchairs and have a loop induction hearing

system

* * * * *

N.B. Legal and financial officers will not, as a general rule, be present throughout all meetings, but will be on standby if required. Members are requested to advise Member Services in advance of the meeting if they require any information of a legal or financial nature.

* * * * *

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER
THIS AGENDA HAS BEEN PRINTED ON ENVIRONMENTALLY FRIENDLY PAPER

If you or someone you know would like this publication in a different format, such as large print or a language other than English, please call Darryl White on 01803 861247 or by email at:
darryl.white@southhams.gov.uk

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**MINUTES OF THE MEETING OF THE
OVERVIEW & SCRUTINY PANEL
HELD AT FOLLATON HOUSE, TOTNES ON
THURSDAY, 13 JUNE 2019**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
∅	Cllr L Austen	*	Cllr H Reeve
*	Cllr J P Birch (Chairman)	*	Cllr J Rose
∅	Cllr M Chown	*	Cllr P C Smerdon (Vice Chairman)
*	Cllr S Jackson	∅	Cllr B Spencer
*	Cllr J McKay	*	Cllr J Sweett
∅	Cllr D M O'Callaghan	∅	Cllr D Thomas
*	Cllr J T Pennington		

Other Members also in attendance:
Cllrs V Abbott, H D Bastone, D Brown, J D Hawkins, T R Holway, N A Hopwood, D W May, G Pannell, J A Pearce and R Rowe

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Chief Executive; Group Manager – Customer First; and Senior Specialist – Democratic Services
8	O&S.5/19	Specialists Manager
9	O&S.6/19	Head of IT Practice
10	O&S.7/19	Head of Practice – Environmental Health and Environmental Health: Senior Specialist

O&S.1/19 MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel held on 28 March 2019 were confirmed as a correct record and signed by the Chairman.

O&S.2/19 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, but there were none made.

O&S.3/19 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, the Chairman informed that one question had been received for consideration during this agenda item.

'How will the Council be assessing the viability of a 2030 target for achieving carbon-neutrality in its Climate Action Plan, what independent organisations is it contacting for advice on how to do this and by what date does it currently intend to set a target?'

In response, Cllr Pearce made the following points:

- The Executive had recommended to the Special Council meeting on 25 July 2019 that: *'An Action Plan be developed that outlines how the Council will address the Emergency and meet or exceed the targets set by the Intergovernmental Panel on Climate Change, including an assessment of the viability of a 2030 target, to be brought to Council for approval within six months'* and it would be through this process that the Council would assess the viability of a 2030 date;
- The Council was already working with a range of organisations, including Exeter University, through the Climate Emergency Response Group (CERG) that was chaired by Devon County Council;
- It was expected that a range of organisations would be engaged through the process of producing the Action Plan;
- The Council did not have a date by which it intended to set a target other than as detailed in the Executive recommendation to the Special Council meeting.

O&S.4/19

GOVERNMENT OVERVIEW & SCRUTINY GUIDANCE

A report was presented that sought to brief the new Panel on the 'Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities' that had recently been produced by the Ministry of Housing, Communities and Local Government.

In his introduction, the Chairman of the Panel drew particular attention to the following extracts of the Guidance:

- The importance of ensuring early and regular engagement between the Executive and Scrutiny;
- The need to maintain the interest of full Council in the work of the Overview and Scrutiny Panel;
- An effective Overview and Scrutiny function needing to have a defined impact on the ground, with the Panel making recommendations that would make a tangible difference to the work of the Council;
- The view that Scrutiny works best when it had a clear role and function;
- With regard to shortlisting topics, these should reflect the overall role of Scrutiny in the Council and, when considering whether an item should be included on the work programme, Members should consider the following questions:
 - o Do we understand the benefits that Scrutiny would bring to the issue?

- How could we best carry out work on this subject?
- What would be the best outcome of this work? and
- How would this work engage with the activity of the Executive and other decision-makers (including partners)?

It was then:

RESOLVED

That the Panel:

1. support the contents of the 'Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities';
2. convene an all Member Training Session in September 2019 that will incorporate the viewing of a web streamed Devon County Council Scrutiny Committee meeting and will review the effectiveness of the first three Panel meetings (held in June, July and September 2019).

O&S.5/19 EXECUTIVE FORWARD PLAN

The Panel was presented with the most recently published Executive Forward Plan. In accordance with Procedure Rules, the Chairman had requested prior to this meeting that the Leader provide responses to a series of questions on the following Executive agenda item:

(a) Climate Change Programme

Question 1. Prior to the Special Council meeting on 25 July 2019, can Members be informed which professional advisors will be consulted and which strategies are being considered by Plymouth, Exeter and Teignbridge Councils to help them achieve carbon neutrality by 2030?

In response, the Leader reminded the Panel that the Council had yet to formally consider the Executive recommendations and it was therefore very early days to be in a position to provide such information. However, the Leader and Chief Executive both emphasised that a great deal of combined working was already being carried out. Whilst both the University of Plymouth and University of Exeter had committed to supporting the work, there were potential procurement matters that would require addressing.

Assuming that Members approved the Executive recommendations on 25 July 2019, then the Council would also then commit to working with the Devon Climate Emergency Response Group.

Question 2. Prior to the July Special Council meeting, can Members be informed which professional advisors the Council is considering using and which strategies will it consider adopting, in order to assess the viability of a target for the South Hams of Carbon Neutrality by 2030?

In reply, the Leader informed that the Response Group would be setting up a website that would contain extensive information (including the notes and action points arising from meetings) and be hosted by Devon County Council. Once it was established, officers gave a commitment to providing a link to the website to all Members.

In highlighting that resources were scarce and a co-ordinated response would be vital, the Leader stated that the work required to calculate the Council's Carbon Footprint would be far more straightforward than the research required to establish the Devonwide picture.

Question 3. The Council aims to produce a Climate Action Plan within six months – prior to the Special Council meeting in July, can Members be provided with a draft timetable of stages to reach that goal, including how and when external experts, this Panel, other Members and the public would be consulted?

Whilst it was felt too early to be able to provide this information, the Leader recognised the importance of keeping the wider membership fully informed and she gave a commitment for Members to be kept informed of progress via regular updates in the Members Bulletin.

Question 4. In drawing up the Action Plan, will the Council seek to identify, assess and maximise the potential economic, social and environmental 'co-benefits' of the following:

- *reducing Council energy bills;*
- *generating income from renewable energy opportunities;*
- *reducing fuel poverty and hypothermia;*
- *reducing air pollution;*
- *creating new local business, employment and investment opportunities;*
- *increasing local economic resilience and self-reliance; and*
- *increasing tree cover and biodiversity?*

With the possible exception of increasing tree cover and biodiversity, the Leader was of the view that each of these points were classified as 'business as usual' for the Council.

Question 5. Prior to the July Special Council meeting, can Members be informed what steps are being taken or proposed in respect of working with other councils to address the proposed Emergency?

The Leader advised that this question had been addressed in the previous responses that had been given.

In the subsequent debate, reference was made to:-

- (a) the decision-making process at Special Council. The overriding view was that the commitment to provide regular updates in the Members Bulletin, coupled with the website link being circulated, would be sufficient and there would consequently be

no need for an additional report to be produced for consideration at the Special Council meeting;

- (b) the development of the Action Plan. Assurances were given to the Panel that all Members would be fully involved in the development of the Action Plan;
- (c) the proposed Member Workshop. Whilst the final details were still to be confirmed, it was noted that the provisional date of Wednesday, 18 September 2019 had been set aside for the Workshop to be held at the Woolwell Community Centre.

O&S.6/19 IT SYSTEM UPDATE

A report was considered that provided an update on the IT systems issues that had been experienced by Members since May 2019 and presented an outline plan for reducing the impact of future issues.

In introducing the report, both the lead Executive Member and lead officer apologised to Members for the inconvenience that they had experienced with their IT devices. Whilst it was no excuse, there were a number of challenges and complexities around providing IT support to a diverse range of Council services.

The lead Member also wished to remind her colleagues of the ability for IT officers to remotely access their devices without the need to make a visit to the Council offices and her intention for a quarterly update report to be presented to the Panel to enable for performance to be regularly monitored. Finally, the Member also highlighted that an 'IT Resilience' report was to be presented to the next Panel meeting on 11 July 2019.

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

- (a) A number of Members paid tribute to the support that was being provided by the Member IT Officer and the Panel welcomed the news that his contract had recently been extended;
- (b) Whilst the issues had been very frustrating, the Panel felt that the regular communication from officers had in part mitigated the levels of impact and disruption experienced by Members;
- (c) A Member had given advanced notice of the following question:

'What research, if any, was carried out before the purchase of the new Surface Go tablets into the likelihood of the small size of the type being displayed causing eye strain if the device is used for any length of time? Also what research, if any, was done on the suitability of the smaller keyboard for use for writing longer documents, especially for those with ageing or arthritic fingers?'

In response, the lead Member informed that the Surface Go devices were rigorously tested during the previous Council and this was not

identified as being an issue during the trial. However, the importance of Members having a positive experience with their IT devices was recognised and if any Members were experiencing such issues, then they were encouraged to speak to her and/or the Head of Practice for IT outside of this meeting;

- (d) With regard to communicating with IT officers out of normal office hours, it was confirmed that consideration had been given to this option. However, it had been concluded that the cost of providing out of hours IT support was very expensive and currently deemed unaffordable;
- (e) The benefits of all Members having the 'Blackberry Client' application installed on their mobile phones to enable them to access their Council emails was emphasised by a number of Members.

It was then:

RESOLVED

That the Panel:

1. request that the IT Head of Practice consider the best methods and frequency for communicating system outages and resolution times to Members;
2. ask that the IT Head of Practice note the concerns raised by Members and ensure that these are highlighted in the IT Resilience report that is to be presented to the Panel meeting on 11 July 2019; and
3. encourage all Members to have the 'Blackberry Client' application installed on their mobile phones.

O&S.7/19 FOOD SAFETY SERVICE PLAN

Consideration was given to a report that provided Members with the opportunity to comment upon and agree the Food Safety Service Plan 2019/20.

During the ensuing discussion, reference was made to:-

- (a) the potential impact of a no deal Brexit. Whilst the implications were potentially very significant, officers did assure the Panel that the Council was fully prepared for this eventuality;
- (b) the achievement of maintaining a 100% food safety inspection rate in each of the last two years. The Panel paid tribute to the team's performance and noted that very few local authorities achieve this level of performance. As a general point, a Member asked whether there was any scope to slightly reduce the inspection levels on the traditionally highest scoring establishments in order to release some time for officers to undertake alternative duties;

- (c) areas for improvement and future development. In referring to the list of areas identified, the Panel did pay particular attention to the importance of *'continuing to integrate Case Managers, Specialists and Locality Officer roles into the related work streams, with a view to freeing up officers to deliver service at the appropriate level'*;
- (d) working relationships with the NHS and Clinical Commissioning Groups (CCGs). Officers advised that they were developing good working relationships with the NHS and local CCGs and it was recognised that there was significant opportunities for the Council in this respect;
- (e) income generation opportunities. The importance of the service investigating all possible options to increase income was recognised. Indeed, such was the importance, that the Panel requested a six-monthly update on this matter.

It was then:

RESOLVED

That the Food Safety Service Plan 2019/20 be approved, subject to, a six-monthly progress report being presented to the Panel that makes reference to opportunities available to the service to increase income and the areas identified for improvement and future development.

O&S.8/19 ANNUAL WORK PROGRAMME

During consideration of the latest version of the Panel's Annual Work Programme, the following additions, amendments and deletions were made:

- (a) With regard to the Peer Challenge Action Plan Update (that was to be considered at the Panel meeting on 11 July 2019), the Panel felt that it would be useful for a copy of the Peer Review Team's concluding report to be circulated to all Members in advance of this meeting;
- (b) It was agreed that an additional agenda item entitled: 'Review of Council's Property Assets' should be added to the Work Programme for consideration at the next Panel meeting on 11 July 2019;
- (c) Members concluded that an agenda item entitled: 'Delivery of Social Affordable Housing within the South Hams' was worthy of further consideration by the Panel. In light of the close linkages with the 'Homelessness Strategy Action Plan – Annual Update', it was concluded that both items should be considered by the Panel at its meeting on 5 September 2019. With regard to the Housing and Homelessness agenda, the value in all Members attending the training session on the morning of Thursday, 4 July 2019 was stressed;

- (d) The Panel approved the suggestion that a 'Town Centre Strategies Update' agenda item be considered by the Panel at its 17 October 2019 meeting;
- (e) In respect of the 2019 Customer Satisfaction Survey, it was agreed that the results would be presented to the Panel meeting on 21 November 2019;
- (f) In light of the Panel decision to receive a six monthly progress report on the Food Safety Service Plan 2019/20 (Minute O&S.7/19 above refers), it was agreed that this should be scheduled for the Panel meeting on the afternoon of Thursday, 23 January 2020.

(Meeting started at 10.00 am and concluded at 11.55 am)

Chairman

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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SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN

This is the Leader of Council's provisional forward plan for the four months starting July 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)

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 – Cllr Judy Pearce

Deputy Leader – Cllr Hilary Bastone

lead Executive Member for Health and Wellbeing – Cllr Jonathan Hawkins

lead Executive Member for Communities and Enterprise – Cllr David May

lead Executive Member for Environment – Cllr Keith Baldry

lead Executive Member for Customer Service Delivery – Cllr Nicky Hopwood

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

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

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Decision	Consultees and means of Consultation
OTHER DECISIONS					
	Title: Coastal Concordat Purpose of report: To consider the Concordat agreed between SHDC and Marine Management Organisation in respect of planning matters below the mean low tide	Tom Jones	Report of the Head of Place Making Practice Coastal Concordat	Date tbc	
Deputy Leader – Strategic Assets Page 22	Title: Dartmouth Health Hub Update Report Purpose of Report: To report on progress and seek approval for next steps, including any finance requirements	Chris Brook/ Cllr Bastone	Report of Head of Assets Business case	18 July 2019	NHS led public consultation and stakeholder engagement Meetings with Town Council
Deputy Leader – Strategic Assets	Title: Kingsbridge Commercial proposals Purpose of report: To seek approval for the business case for a commercial opportunity for a hotel in Kingsbridge, to include the granting of a long lease.	Chris Brook/ Cllr Bastone	Report of HOP Lead Assets Business Case for development	18 July 2019	Meetings with Town Council
Deputy Leader – Strategic Assets	Title: Ivybridge Commercial Development Opportunity Purpose of report: To report on progress and seek approval for next steps, including any finance requirements	Chris Brook/ Cllr Bastone	Report of Head of Assets	18 July 2019	Meetings with Town Council
Leader – Council	Title: Restructure of SLT Purpose of report: To approve the Senior Leadership Team structure, roles and salaries and request the Chief Executive to review and implement changes to the Extended Leadership Team	Sophie Hosking & Andy Wilson/ Cllr Pearce	Report of the Chief Executive , LGA Peer Review and SLT Consultation Paper responses	18 July 2019	Staff consulted via consultation paper
Communities	Title: Crowdfunding Purpose of report: To approve the proposed creation of a South Hams Crowdfund, details set out in the report	Nadine Trout/ Cllr May	Report of the Commissioning Manager	18 July 2019	

Environment	<p>Title: Electric charging points in car parks – update to Off Street Parking Order</p> <p>Purpose of report: To seek approval for amending the Off Street Parking Order</p>	Cathy Aubertin/ Cllr Baldry	Report of Environment Services Head of Practice	18 July 2019	
Deputy Leader – Strategic Assets	<p>Title: Commercial Acquisition Strategy – Renewable Energy</p> <p>Purpose of report: to amend the current acquisition strategy to widen the geographic constraints for investment in the renewable energy sector</p>	Chris Brook/ Cllr Bastone	Report of Head of Assets	18 July 2019	Internal consultees
Council	<p>Title: IT Procurement Update</p> <p>Purpose of the report: Proposal for the approach for the ICT Procurement, including proposals for joint arrangements with South Hams District Council</p>	Mike Ward/ Cllr Bastone	Report of Head of IT IT Evaluation Report Appendix	18 July 2019	Lead Member Support Services
Wellbeing Page 13	<p>Title: To consider the adoption of an Air Quality Action Plan for Totnes as required under the Environment Act 1995</p> <p>Purpose of report: The Air Quality Action Plan is a legal framework of measures that the Council with its partners will be seeking to undertake to address poor air quality in an Air Quality Management Area. The report follows on from the adoption by the Council of its Clean Air Strategy and air quality action plans for Ivybridge and Dean Prior. I will also provide an update on the proposals for Ivybridge.</p>	James Kershaw/ Cllr Hawkins	Report of Senior Specialist Environmental Health	18 July 2019	
Council	<p>Title: Budget Update report for 2020/21</p> <p>Purpose of report: To give an update on the outline financial modelling for the budget position for 2020/21, including asking Members for an early indication on the Council Tax Support Grant for 2020/21 for Town and Parish Councils</p>	Lisa Buckle/ Cllr Pearce	Report of s151 Officer	18 July 2018	
Council	<p>Title: Write Off Report for Quarter 4 2018/2019</p> <p>Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and</p>	Lisa Buckle/ Cllr Bastone	Report of Strategic Lead Finance	18 July 2019	

	National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.				
Leader – Strategic Assets	Title: Formation of a wholly owned company Purpose of Report: To consider the formation of a wholly owned company to facilitate commercial activity	Chris Brook/ Cllr Pearce	Report of Head of Assets	19 September 2019	
Enterprise	Title: Accommodation Strategy Purpose of report: To make recommendations for a future accommodation strategy	Chris Brook/ Cllr May	Report of Head of Assets	19 September 2019	
Leader	Title: Draft Corporate Strategy Delivery Plans Purpose of report: To consider the feedback gathered by Members from their community engagement	Nadine Trout/ Cllr Pearce	Report of the Commissioning Manager	19 September 2019	
Environment	Title: Grounds maintenance service Purpose of report: To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area	Steve Mullineaux & Cathy Aubertin/ Cllr Baldry	Report of the Group Manager Commercial Services and Head of Environment Services Practice	19 September 2019	
Homes	Title: Homeless Strategy Year 3 Purpose of the report: To set out Year 3 of the Strategy	Issy Blake/ Cllr Pearce	Report of the Head of Housing, Revenues and Benefits	19 September 2019	
Council	Title: Write Off Report for Quarter 1 Purpose of report: 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.	Lisa Buckle/ Cllr Bastone	Report of Strategic Lead of Finance	19 September 2019	
Council	Title: Revenue Budget Monitoring Quarter 1 Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against	Pauline Henstock/ Cllr Bastone	Report of Head of Finance	19 September 2019	

	the approved revenue budget for 2019/20, and to provide a forecast of the year end position				
Council	Title: Capital Budget Monitoring Quarter 1 Purpose of report: 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	Pauline Henstock/ Cllr Bastone	Report of Head of Finance	19 September 2019	
Council	Title: Medium Term Financial Strategy for the five years 2020/21 to 2024/25 Purpose of the report: 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.	Lisa Buckle/ Cllr Pearce	Report of Strategic Lead of Finance	19 September 2019	
Communities/ Wellbeing Page 15	Title: Partnership Funding Levels 2020/21 Purpose of the report: To review Partnership Funding Levels for 2020/21 onwards and to consider moving from a grants basis to a commissioning model	Nadine Trout/ Cllr May and Cllr Hawkins	Report of Head of Housing, Revenues and Benefits Practice	19 September 2019	
Communities/ Wellbeing	Title: Council Tax Reduction Scheme 2020/21 Purpose of the report: It is an annual requirement for the Council to revisit its existing council tax support scheme	Issy Blake/ Cllr May and Cllr Hawkins	Report of Head of Housing, Revenues and Benefits Practice	19 September 2019	
Council	Title: Customer Satisfaction Quarterly Updates Purpose of report: To update Members on progress with Customer Satisfaction	Nadine Trout/ Cllr Pearce	Report of Commissioning Manager	19 September 2019	
Enterprise	Title: Langage Enterprise Proposals Purpose of the report: To make recommendations to facilitate development, growth and enterprise at Langage Energy Park	Chris Brook/ Cllr May	Report of Head of Assets	31 October 2019	

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Report to: **Overview and Scrutiny Panel**
Date: **11 July 2019**
Title: **Assets Register**
Portfolio Area: **Enterprise: Cllr May**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:
N/A

Author: **Chris Brook** Role: **Head Of Assets Practice**
Contact: **Email: Chris.Brook@swdevon.gov.uk**

Recommendations:

That the Overview and Scrutiny Panel notes the content of this report and Assets Register in Appendix A.

1. Executive summary

- 1.1. The Council is an owner of land and property and the Assets Register included in Appendix A lists these out by Ward and Town.

2. Background

- 2.1. The land and property holdings of the Council are often fundamental to the Council's ability to make a positive contribution to local communities.
- 2.2. Councillors are entitled to know which land is owned in their wards and more widely within the District and the Assets Register will assist in that endeavour.
- 2.3. A map based display of the same information can also be accessed via the online portal.
<http://gis.swdevon.lan/CNET49APPLIVE/CMPro/Default.aspx?getmap=true&scale=1250&location=286365.583650291%5e51519.6978394031&layersidentifier=add0c54ea17849199b086902ff0ddd84&Workspace=GIS+Data>

3. Outcomes/outputs

3.1 An upto date Assets Register for Councillor use.

4. Options available and consideration of risk

4.1 The Assets Register is only upto date at the time of publication, but will be updated annually.

5. Proposed Way Forward

5.1 If there is any feedback relating to the Assets Register or ideas that Councillors might want to discuss relating to land, they should be addressed in the first instance to Chris Brook, the Head of Assets Practice.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		N/A
Financial implications to include reference to value for money		N/A
Risk		N/A
Supporting Corporate Strategy		Enterprise
Comprehensive Impact Assessment Implications		
Equality and Diversity		N/A
Safeguarding		N/A
Community Safety, Crime and Disorder		N/A
Health, Safety and Wellbeing		N/A
Other implications		N/A

Supporting Information

Appendices:

Appendix A: Asset Register for South Hams

Background Papers:

None

List of Assets 2019

Site UPRN	Site Name	Site address combined	Town	Ward	Site Type	Ownership status	Site Area(m2)	Region
10090533804	Down Lane Playground	Jubilee Street, Aveton Gifford, Devon, TQ7 4LG	Aveton Gifford		PLAYGROUND / PLAY AREA	Registered Freehold	0	South Hams
0000000112	Old Mill Leat Foreshore	Aveton Gifford, Devon,	Aveton Gifford	SH Charterlands	Land	Registered Freehold	3543	South Hams
10023564290	Down Lane Open Space	Jubilee Street, Aveton Gifford, Devon,	Aveton Gifford	SH Charterlands	Land	Registered Freehold	18568	South Hams
0000000111	River Avon Foreshore	Aveton Gifford, Devon,	Aveton Gifford	SH Charterlands	Land	Registered Freehold	14403	South Hams
10090533395	Icy Park	Aveton Gifford, Devon,	Aveton Gifford	SH Charterlands	Land	Registered Freehold	4744	South Hams
10008909426	Car Park opposite Fishermans Rest	Tidal Road To Aveton Gifford By Pass, Aveton Gifford, Devon, TQ7 4NH	Aveton Gifford	SH Charterlands	Car Park & Land	Registered Freehold	4750	South Hams
0000000161	Beesands Car Park	Beesands, Devon,	Beesands	SH Stokenham	Car Park & Land	Registered Freehold	4674	South Hams
10009312111	Beesands Public Toilets and adjoining Open Space owned	Chestnut Park To Beesands, Beesands, Devon, TQ7 2EH	Beesands	SH Stokenham	Public Convenience	Registered Freehold	153	South Hams
10023566697	Beesands (North Foreshore)	Beesands, Devon,	Beesands		Marine & Coastal Assets		0	South Hams
10009313546	Beesands (South Foreshore)	Beesands, Devon,	Beesands		Marine & Coastal Assets		0	South Hams
10090533481	Beesands Playground	Beesands, Devon,	Beesands	SH Stokenham	Children's Playgrounds	Registered Freehold	304	South Hams
10090533398	Cann Wood View Play Area, Bickleigh	Bickleigh, Devon,	Bickleigh	SH Bickleigh & Shaugh	PLAYGROUND / PLAY AREA	Registered Freehold	0	South Hams
10008909453	Bigbury on Sea Car Park Toilets	Bigbury on Sea, Devon,	Bigbury on Sea	SH Charterlands	Toilets	Registered Freehold	0	South Hams
100040286603	Sedgewell Sands, Bigbury-on-Sea	Bigbury on Sea, Devon,	Bigbury on Sea		Marine & Coastal Assets		0	South Hams
10023564309	Marine Drive area of grass/coastal slope next to bigbury-	Marine Drive, Bigbury On Sea, Devon,	Bigbury On Sea	SH Charterlands	Land	Registered Freehold	0	South Hams
10008909451	Bigbury on Sea Car Park	Bigbury on Sea, Devon,	Bigbury on Sea	SH Charterlands	Car Park & Land	Lease In	0	South Hams
10008910333	Bittaford Public Toilets and area of land owned by SHW	Bittaford, Devon, PL21 0DU	Bittaford	SH Erme Valley	Public Convenience	Registered Freehold	27	South Hams
10023564218	Access Rd, Beacon View, Bittaford	Beacon View, Bittaford,	Bittaford		MISCELLANEOUS	Registered Freehold	0	South Hams
10023928767	Bovisand Beach and Foreshore	Devon,	Bovisand	SH Brixton & Wembury	Beach & Foreshore	Registered Freehold	698	South Hams
10008921089	Bovisand Open Space	Devon,	Bovisand	SH Brixton & Wembury	Open Spaces	Registered Freehold	17242	South Hams
0000299295	Bristol House	40 - 56 Bristol House, Victoria Street, Bristol, BS1 6BY	Bristol	SH Totnes	Corporate Building	Registered Freehold	0	South Hams
10023565079	Steer Point Road - Several areas of Open Space owned	Steer Point Road, Brixton,	Brixton	SH Brixton & Wembury	Grass verge		0	South Hams
10090533400	Elliots Hill Play Area, Brixton	Brixton, Devon, PL8 2BN	Brixton		PLAYGROUND / PLAY AREA	Registered Freehold	0	South Hams
10023562622	Road off Hooe Lane - Area of land owned by SHWD	Road off Hooe Lane, Brixton, Devon,	Brixton	SH Brixton & Wembury	Land	Registered Freehold	942	South Hams
10008919162	Challaborough - Public Toilets	Challaborough	Challaborough		Toilets		0	South Hams
10090533489	Chillington Open Space	Helmets Field, Tanpits Cross, Chillington, Devon, TQ7	Chillington	SH Stokenham	Open Spaces	Registered Freehold	7013	South Hams
00000000196	Collapit Creek	Collapit, Devon,	Collapit	SH Westville & Alvington	Marine & Coastal Assets	Registered Freehold	330809	South Hams
10023565147	Crossways - Open space owned by SHWD	Crossways, Cornwood,	Cornwood	SH Cornwood & Sparkwell	Open Spaces		0	South Hams
10023928981	Churchtown Close Play Area	Churchtown, Cornwood, PL21 9QJ	Cornwood	SH Cornwood & Sparkwell	PLAYGROUND / PLAY AREA	Registered Freehold	0	South Hams
10023566880	Cott Public Open Space	Bramble Close, Cott, Devon,	Cott		Land	Registered Freehold	3768	South Hams
10090533402	Guidley Meadow Dartington	TQ9 6JZ	Dartington	SH Dartington	PLAYGROUND / PLAY AREA	Registered Freehold	0	South Hams
10023564370	Newman Crescent - Several areas of land owned by SH	Newman Crescent, Dartington, Devon,	Dartington	SH Dartington	Foot / Road / rail bridge		0	South Hams
10009312471	Wessex Way Park and Ride public Convenience	Dartmouth Park and Ride Site, Wessex Way, Dartmouth,.,	Dartmouth	SH Dartmouth & Kingswear	Public Convenience	Registered Freehold	100	South Hams
9000000022	Wessex Way Car Park		Dartmouth		Car Park		0	South Hams
10023929311	Manor Gardens Public Convenience		Dartmouth		Public Convenience		0	South Hams
10023564883	North Embankment, Dartmouth	North Embankment,	Dartmouth	SH Dartmouth & Kingswear	Marine & Coastal Assets	Registered Freehold	0	South Hams
100041040461	Higher Ferry Pedestrian Footpath	Rue De Courseulles Sur Mer, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Pedestrian passageway	Registered Freehold	228	South Hams
10023564921	Townstal Pathfields - Area of road owned by SHWD	Townstal Pathfields, Dartmouth,	Dartmouth	SH Dartmouth & Kingswear	Foot / Road / rail bridge	Registered Freehold	0	South Hams
100041040424	ATC Hut Site	ATC Centre, Collingwood Road, Dartmouth, Devon, TQ6 9JY	Dartmouth	SH Dartmouth Townstal	Youth Centre	Registered Freehold	275	South Hams
10023928716	Manor Gardens	Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Parks & Gardens	Registered Freehold	525	South Hams
10023564902	South Embankment, Dartmouth	Dartmouth, Devon,	Dartmouth		Marine & Coastal Assets	Registered Freehold	0	South Hams
10090533420	Victory Road Play Ground	Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Play Ground	Registered Freehold	286	South Hams
10004751173	Admiral Court	Admiral Court Industrial Estate, Nelson Road, Dartmouth, Devon, TQ6 9HU	Dartmouth		Industrial Estate	Registered Freehold	11246	South Hams
10023564804	Anzac Street - Open Space/Parking area owned by SHW	Anzac Street, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Open Spaces		0	South Hams
10004744457	Jawbones	Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	COMMERCIAL LAND	Registered Freehold	0	South Hams
100041040390	South Embankment, Dartmouth - Pontoon and Landing	Pontoon And Landing, South Embankment, Dartmouth, TQ6 9BH	Dartmouth	SH Dartmouth & Kingswear	Marine & Coastal Assets		0	South Hams
100041234558	Crescent Court	Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Play Ground	Registered Freehold	452	South Hams
10004744434	New Ground Car Park Dartmouth	Mayor's Avenue, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Car Parks	Registered Freehold	5232	South Hams
10090533421	Victoria Play Area	Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Play Ground	Registered Freehold	497	South Hams
00000000179	Land adj Sugary Cove	Castle Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Beach & Foreshore	Registered Freehold	12009	South Hams
10023567715	Royal Avenue Gardens	North Embankment, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Parks & Gardens	Registered Freehold	8199	South Hams
100041040313	Victoria Road Bowling Green	Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Bowling green and pavilion	Registered Freehold	1293	South Hams
100041201395	50 Above Town, Dartmouth - plot of land owned by SHW	50 Lighthouse, Above Town, Dartmouth, TQ6 9RG	Dartmouth	SH Dartmouth & Kingswear	Land	Registered Freehold	0	South Hams
10023564843	Ford Valley - Area of land owned by SHWD	Ford Valley, Dartmouth,	Dartmouth		Land		0	South Hams
10004744490	Dartmouth Park & Ride Car Park	A3122, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Car Park & Land	Registered Freehold	9470	South Hams
10009314189	Townstal Community Hall Site	Townstal Community Hall, Davis Road, Dartmouth, Devon, TQ6 9LJ	Dartmouth	SH Dartmouth Townstal	Held for an agreed Community use	Registered Freehold	2113	South Hams
10009312131	Dartmouth Leisure Centre	Wessex Way, Dartmouth, Devon, TQ6 0JL	Dartmouth	SH Dartmouth & Kingswear	Leisure Centre		0	South Hams
10090537139	Nelson Road Industrial Estate	Nelson Road Industrial Estate, Nelson Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Industrial Estate	Registered Freehold	4695	South Hams
100041040452	Gillett Spar Shop, Mayflower Close	Gillett Spar Shop, Mayflower Close, Dartmouth, Devon, TQ6 9JP	Dartmouth	SH Dartmouth Townstal	Retail store	Lease In	0	South Hams
00000000001	Warfleet	Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Marine & Coastal Assets	Registered Freehold	31934	South Hams
100041040444	The Compound	Access To Nelson Road Industrial Estate, Dartmouth, TQ6 9LA	Dartmouth	SH Dartmouth & Kingswear	Industrial Unit / Store	Registered Freehold	0	South Hams
10023564880	Nelson Road Open Space	Nelson Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Land	Registered Freehold	14766	South Hams
10023564865	Lower Street - Land fronting 18 - 19 owned by SHWD	Lower Street, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Open Spaces		0	South Hams
10023564885	Old Mill Lane - Area of Open Space owned by SHWD	Old Mill Lane, Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Land - Non Op	Registered Freehold	1784	South Hams
10090533808	Norton Playing Fields	Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	PLAYGROUND / PLAY AREA	Registered Freehold	59914	South Hams
10023564814	Broadstone, Dartmouth - Area of trees owned by SHWD	Broadstone, Dartmouth,	Dartmouth	SH Dartmouth & Kingswear	Woodland	Registered Freehold	0	South Hams
10008920634	Premises at Old Mill Creek, Dartmouth	Old Mill Lane To Laphorn Quarries And Wells, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Marine & Coastal Assets	Lease In	0	South Hams
10004993654	Royal Avenue gardens public conveniences	Royal Avenue Gardens., North Embankment, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	PUBLIC CONVENIENCES	Registered Freehold	200	South Hams
10009311719	Dartmouth Sewage Treatment Works	Dartmouth Sewage Treatment Works, Hermitage Road, Dartmouth, Devon, TQ	Dartmouth	SH Dartmouth Townstal	Sewage Works	Registered Freehold	2424	South Hams
100040275228	21 Hermitage Road, Dartmouth	21 Hermitage Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Dwelling Only	Registered Freehold	168	South Hams

00000000173	Dartmouth Foreshore	Rue De Courseulles Sur Mer, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Beach & Foreshore	Registered Freehold	6855 South Hams
10090533191	Victoria Road - Parking Spaces/Land owned by SHWD	Victoria Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Land	Registered Freehold	174 South Hams
10090533403	Collingwood Play Ground	Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	Play Ground	Registered Freehold	1428 South Hams
100041040396	Dartmouth Lower Ferry	South Embankment, Dartmouth, Devon, TQ6 9BB	Dartmouth	SH Dartmouth & Kingswear	Marine & Coastal Assets	Registered Freehold	353 South Hams
10090533405	Mayors Avenue Play Ground	Mayors Avenue, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	PLAYGROUND / PLAY AREA	Registered Freehold	292 South Hams
100041040423	2 Garages next to ex council depot	Collingwood Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth Townstal	COMMERCIAL LAND	Registered Freehold	0 South Hams
10023564903	Land fronting 37 - 45 South Ford Road	South Ford Road, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Steps	Registered Freehold	139 South Hams
10023564823	Clarence Street - Couple areas of Open Space owned by	Clarence Street, Dartmouth, Devon,	Dartmouth	SH Dartmouth & Kingswear	Open Spaces	Registered Freehold	0 South Hams
10023567143	Bayards Cove	Bayards Cove, DEVON,	Dartmouth	SH Dartmouth & Kingswear	Quay	Registered Freehold	0 South Hams
100041040476	Dittisham Public Toilets	Ham Lane, Dittisham, Devon,	DEVON	SH West Dart	Public Convenience	Lease In	0 South Hams
100041040480	Dittisham Village Car Park	The Level, Dittisham, Devon,	Dittisham	SH West Dart	Car Park & Land	Registered Freehold	1493 South Hams
10023564457	Laburnum Way - Access Road	Laburnum Way, East Allington, Devon,	East Allington	SH Allington & Loddiswell	Other	Registered Freehold	0 South Hams
10008914388	Millbay Toilets, East Portlemouth		East Portlemouth		Toilets	Registered Freehold	0 South Hams
10009312472	East Portlemouth Public Toilets	East Portlemouth, Devon,	East Portlemouth	SH Saltstone	Public Convenience	Registered Freehold	14 South Hams
10008914380	East Portlemouth Ferry Slipway	East Portlemouth, Devon, TQ8 8PU	East Portlemouth	SH Saltstone	Marine & Coastal Assets	Registered Freehold	2062 South Hams
10009312495	East Portlemouth Car Park	East Portlemouth, Devon, TQ8 8PE	East Portlemouth	SH Saltstone	Car Parks	Lease In	386 South Hams
10008920401	The Green Public Convenience, East Prawle		East Prawle		Public Convenience	Registered Freehold	0 South Hams
10008909398	The Square Public Toilets	Ermington, Devon,	Ermington	SH Erme Valley	PUBLIC CONVENIENCES	Registered Freehold	0 South Hams
10009311038	Ermington Mill	Ermington Mills, Ermington, Devon, PL21 9NT	Ermington	SH Erme Valley	Industrial Estate	Registered Freehold	0 South Hams
10090533423	Ermington Play Ground + access road	Fawns Close, Ermington, Devon,	Ermington		Play Ground	Registered Freehold	0 South Hams
10023929388	Ermington Playing Field	Ermington, Devon,	Ermington	SH Erme Valley	PLAYGROUND / PLAY AREA	Registered Freehold	14866 South Hams
1009311212	Ermington Workshops	Ermington Workshops, Ivybridge Road, Ermington, Devon, PL21 9NT	Ermington	SH Erme Valley	Industrial Estate	Registered Freehold	0 South Hams
00000000200	Frogmore Creek	Frogmore, Devon,	Frogmore	SH Saltstone	Marine & Coastal Assets	Registered Freehold	891657 South Hams
10023564554	Apple Tree Close	Apple Tree Close, Frogmore,	Frogmore	SH Allington & Loddiswell	Foot / Road / rail bridge	Registered Freehold	0 South Hams
10023565793	Land next to Church View, Goveton	TQ7 2DU	Goveton		Land	Registered Freehold	0 South Hams
10023566855	Road Serving Gripstone Cottages - owned by SHWD	Road Serving Gripstone Cottages, Halwell,	Halwell	SH Totnes	Foot / Road / rail bridge	Registered Freehold	0 South Hams
10009312496	Holbeton Village Hall Car Park	Brent Hill, Holbeton, Devon, PL8 1LW	Holbeton	SH Erme Valley	Car Park & Land	Registered Freehold	465 South Hams
10009312475	Holbeton Public Toilets - Church Hill		Holbeton		Toilets	Registered Freehold	0 South Hams
10023564281	Fore Street - Area of land adj to No. 2 owned by SHWD	Fore Street, Holbeton,	Holbeton		Land	Registered Freehold	0 South Hams
10023567055	Area of land/car parking space outside Hope Cove Carp	Outer Hope Cross Roads To Lobster Pot Inn, Hope Cove, TQ7 3HQ	Hope Cove	SH Thurlestone	Car Park & Land	Registered Freehold	0 South Hams
10009312607	Inner Hope Layby Car Park	Inner Hope To Outer Hope, Hope Cove, Devon, TQ7 3HH	Hope Cove	SH Kingsbridge East	Car Park	Lease In	0 South Hams
10008917772	Hope Cove Public Conveniences	Lane To North Of Cottage Hotel, Hope Cove, Devon, TQ7 3HQ	Hope Cove		Public Convenience	Registered Freehold	100 South Hams
10090534502	Inner Hope, South Huish	Inner Hope, Devon,	Inner Hope		Marine & Coastal Assets	Registered Freehold	0 South Hams
10093770555	Land at wood park		Ivybridge	SH Salcombe & Malborough	Marine & Coastal Assets	Registered Freehold	0 South Hams
93114382	Victoria Park		Ivybridge		Land	Registered Freehold	0 South Hams
10023566783	Lydford Close Open Space	Lydford Close, Ivybridge, Devon,	Ivybridge	Ivybridge East	Land	Registered Freehold	1006 South Hams
10004744758	Ivybridge Recycling Centre	Ivybridge Recycling Centre, Ermington Road, Ivybridge, PL21 9ES	Ivybridge	Ivybridge West	Land	Registered Freehold	0 South Hams
10090533430	Barn Close Play Area	Barn Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	0 South Hams
100041040621	Leonards Road Car Park	Leonards Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Recycling	Registered Freehold	0 South Hams
10023564195	Trematon Drive Open Space	Trematon Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	PLAYGROUND / PLAY AREA	Registered Freehold	1164 South Hams
10023564153	Oaktree Close - Several areas of Open Space owned by	Oaktree Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Car Park & Land	Registered Freehold	4535 South Hams
10093769775	Dunsterville Road Play Area	Play Area, Dunsterville Road, Ivybridge, Devon, PL21 0JT	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	286 South Hams
00000000076	Land adj River Erme	Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	0 South Hams
10023566782	Okehampton Way - Land behind 9 - 32 owned by SHWD	Okehampton Way, Ivybridge,	Ivybridge	SH Ivybridge Filham	PLAYGROUND / PLAY AREA	Registered Freehold	480 South Hams
10090533879	Land surrounding footpath owned by SHDC	Footpath From The Chase To Greenfield Drive, Ivybridge,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	4103 South Hams
10023564062	Bishops Close Open Space adj no 12 & 4 grass verges to	Bishops Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	0 South Hams
10023564200	Weatherdon Drive - Open Space adj to No. 21 owned by	Weatherdon Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Cycle track / Footpath	Registered Freehold	0 South Hams
100040280913	26 Mallet Road	26 Mallet Road, Ivybridge, Devon, PL21 9TD	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	762 South Hams
10023564176	Speakers Road - Several areas of Grass verge/Open sp	Speakers Road, Ivybridge, Devon, PL21 0JP	Ivybridge	SH Ivybridge Woodlands	RESIDENTIAL PROPERTY	Registered Freehold	864 South Hams
10090533431	Lower Brook Park	Lower Brook Park, Wotheloe Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	0 South Hams
10023564174	Savery Close Open Space (includes 4 small grass areas	Savery Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Parks & Gardens	Registered Freehold	241 South Hams
10023564165	Prideaux Road - Several areas of Grass verge/Open spa	Prideaux Road, Ivybridge, Devon, PL21 9JS	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	1503 South Hams
10023929549	Cross in Hand Open Space	Cross in Hand, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	352 South Hams
10023564167	Primrose Meadow Open Space	Primrose Meadow, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	2648 South Hams
10009312476	Leonards Road Public Toilets	Leonards Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	1520 South Hams
10023928766	Blackthorn Drive Play Area	Blackthorn Drive, Ivybridge,	Ivybridge	SH Ivybridge Central	Public Convenience	Registered Freehold	373 South Hams
10023564123	Jubilee Close - Grass verges owned by SHWD	Jubilee Close, Ivybridge, Devon, PL21 0PJ	Ivybridge	SH Ivybridge Central	PLAYGROUND / PLAY AREA	Registered Freehold	42 South Hams
10090533436	Woodburn Close Play Ground	Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	0 South Hams
10023564201	Western Road - Area of Open Space owned by SHWD	Western Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Play Ground	Registered Freehold	210 South Hams
10023564192	Tollbar Close Open Space (grass verges adjoining and	Tollbar Close, Ivybridge, Devon, PL21 0UW	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	1280 South Hams
10090533432	Mill Meadow Play Area	Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	1142 South Hams
10090533433	Leonards Road Play Area	Leonards Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	575 South Hams
10093769784	Blachford Road Park	Blachford Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Play Ground	Registered Freehold	279 South Hams
10004739742	Ivybridge Football Club	Ermington Road, Ivybridge, Devon, PL21 9ES	Ivybridge	SH Ivybridge Central	PLAYGROUND / PLAY AREA	Registered Freehold	696 South Hams
10023564148	New Meadow - Area of Open Space owned by SHWD	New Meadow, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	11580 South Hams
10090532925	Footpath From Cole Lane To Wood Park - grass surroun	Footpath From Cole Lane To Wood Park, Ivybridge, Devon,	Ivybridge	SH Erme Valley	Sports facility	Registered Freehold	31888 South Hams
10090533816	Leonards Road Skate Park	Leonards Road, Ivybridge, PL21 0RU	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	572 South Hams
10023564076	The Coppice	Cameron Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Parks & Gardens	Registered Freehold	0 South Hams
10023564068	Bridge Park Open Space	Bridge Park, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	1713 South Hams
10023566856	Manor Drive Open Spaces	Manor Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	489 South Hams
10023564053	Allens Road - Land adj to No. 10 owned by SHWD	Allens Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	1018 South Hams
10023564143	Mead Close - Open Space owned by SHWD	Mead Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	0 South Hams
			Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	713 South Hams

10023564211	Belthorn Open Space	Woolcombe Lane, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	233 South Hams
100040281033	36 Manor Drive	36 Manor Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Dwelling Only	Registered Freehold	336 South Hams
100040279615	45 Fernbank Avenue	45, Fernbank Avenue, Ivybridge, Devon, PL21 9UY	Ivybridge	SH Ivybridge Woodlands	House and garden	Registered Freehold	0 South Hams
10023564083	Cole Lane - Several areas of Grass verge/Open space	Cole Lane, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	11168 South Hams
10009312608	Glanville Mill Car Park	Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Car Park & Land	Registered Freehold	1640 South Hams
10023564190	The Pippins	The Pippins, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	243 South Hams
10090533876	Footpath From Filham Moor Lane To Widdicombe Drive	Footpath From Filham Moor Lane To Widdicombe Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land		0 South Hams
10023564221	Exeter Road - Several areas of land owned by SHWD	Exeter Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Woodland		0 South Hams
10023929063	Footpath From Pinehurst Way To Sherwill Close - Land	Footpath From Pinehurst Way To Sherwill Close, Ivybridge,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	0 South Hams
10023564106	Fore Street - Area of land opp. Erme Road owned by SH	Fore Street, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land		0 South Hams
10009312375	Ivybridge Youth Venue	Leonards Road, Ivybridge, Devon, PL21 0SL	Ivybridge	SH Ivybridge Central	Youth Centre	Registered Freehold	0 South Hams
10023564066	Boringdon Park - Land adj to No. 28 owned by SHWD	Boringdon Park, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land		0 South Hams
10004744755	South Devon Tennis Centre	Erme Playing Fields, Ermington Road, Ivybridge, Devon, PL21 9ES	Ivybridge	SH Ivybridge Central	Sports facility	Registered Freehold	0 South Hams
10023564098	Erme Road - War Memorial owned by SHWD	Erme Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Memorial / statue		0 South Hams
10090533435	Weatherdon Drive Play Area	Weatherdon Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	PLAYGROUND / PLAY AREA	Registered Freehold	622 South Hams
00000000077	Riverside Open Space	Marjorie Kelly Way, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	11951 South Hams
10023566788	Waltham Way Open Space	Waltham Way, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	1051 South Hams
10004739745	Bridge Court	Bridge Court, Ermington Road, Ivybridge, Devon, PL21 9EY	Ivybridge	SH Ivybridge Central	Industrial Estate	Registered Freehold	3724 South Hams
10023566908	Plover Rise - several areas of open space owned by SH	Plover Rise, Ivybridge,	Ivybridge	SH Ivybridge Central	Foot / Road / rail bridge		0 South Hams
10023564161	Pinehurst Way - Several areas of Open Space owned by SHWD	Pinehurst Way, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	1783 South Hams
10023566842	Montgomery Close - Open Space owned by SHWD	Montgomery Close, Ivybridge,	Ivybridge	SH Ivybridge Filham	Grass verge	Registered Freehold	0 South Hams
10023564084	Cornwood Road Open Space	Cornwood Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	5700 South Hams
100041157428	Ivybridge Leisure Centre	Erme Court, Leonards Road, Ivybridge, Devon, PL21 0SL	Ivybridge		Leisure Centre		0 South Hams
10023566795	Gorse Way Open Space	Gorse Way, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	8261 South Hams
10023564131	Leonards Road Open Space	Leonards Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	6118 South Hams
10023564172	Rue St Pierre Open Space	Rue St Pierre, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	2072 South Hams
10023564093	Dunsterville Road - Several areas of Grass verge/Open	Dunsterville Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	171 South Hams
100040281626	Plover Rise Open Space (3 areas adjoining 59,58 & 37 a)	Plover Rise, Ivybridge, Devon, PL21 9DA	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	646 South Hams
10023566785	Corfe Close Open Space (adjacent to 4 and 5 Corfe Close)	Corfe Close, Ivybridge, Devon, PL21 0YB	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	589 South Hams
10004744716	Harford Road Car Park and Open Space	Harford Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Car Park & Land	Registered Freehold	1263 South Hams
100041040585	Waterside House	Keaton Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Investment Property	Registered Freehold	3179 South Hams
10023564102	Filham Moor Lane Open Space	Filham Moor Lane, Ivybridge, Devon, PL21 9EY	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	493 South Hams
10004744761	Communications site at Bridge Court	Communications Site Bridge Court, Ivybridge, Devon, PL21 9EY	Ivybridge		Radio aerial mast and site	Registered Freehold	10 South Hams
100041157210	Serenity Hair Studio Ltd	Leonards Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Retail	Registered Freehold	59 South Hams
10023564175	Sherwill Close Open Space	Sherwill Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	1048 South Hams
10023564171	Rivers Close - Several areas of Grass verge/Open space	Rivers Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	862 South Hams
10023566780	The Chase Open Space	Stanforth Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Land	Registered Freehold	1316 South Hams
10090533587	Macandrew Walk Open Space (areas adj 11 & 15 Maca	Macandrew Walk, Ivybridge, Devon, PL21 0EY	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	716 South Hams
10023564095	Elizabeth Close Open Space	Elizabeth Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	220 South Hams
10023566796	Waterslade Drive Open Space	Waterslade Drive, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	1947 South Hams
10023564140	Marshall Drive	Land adj to Marshall Drive, Marshall Drive, Ivybridge, Devon, PL21 0UQ	Ivybridge	SH Ivybridge Woodlands	Land	Registered Freehold	0 South Hams
10023564180	St Peters Way - Several areas of Open Space owned by St	Peters Way, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	14302 South Hams
10023564090	Deer Park Open Space	Deer Park, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	825 South Hams
10090533434	St Johns Close Play Ground	Ivybridge, Devon,	Ivybridge	SH Ivybridge Central	Play Ground	Registered Freehold	286 South Hams
10008909332	Woodlands Cemetery	Woodlands Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Cemetery	Registered Freehold	0 South Hams
10023564193	Torre Close - Several areas of Open Space owned by St	Torre Close, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	180 South Hams
10023564124	Julian Road Allotments	Julian Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Allotments	Registered Freehold	3707 South Hams
10023566972	Bedford Grove Open Space (2 areas adjoining No1 & Nc	Bedford Close, Ivybridge, Devon, PL21 0FJ	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	1016 South Hams
10023564094	East Way	East Way, Ivybridge, DEVON, PL21 9GE	Ivybridge	SH Erme Valley	Industrial Estate	Registered Freehold	1880 South Hams
10090533050	Footpath From Lydford Close To Berkeley Way - Land si	Footpath From Lydford Close To Berkeley Way, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land		0 South Hams
10023929413	Woodland Park	Woodland Road, Ivybridge, Devon,	Ivybridge	SH Ivybridge Woodlands	Parks & Gardens	Registered Freehold	31434 South Hams
10023564156	Papermakers Lane - Several areas of Grass verge/Open	Papermakers Lane, Ivybridge, Devon, PL21 0JZ	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	274 South Hams
100041040606	Old Fire Station	Wayside, Ivybridge, Devon, PL21 9AU	Ivybridge	SH Ivybridge Central	NURSERY	Registered Freehold	114 South Hams
10023564057	Barons Pyke Open Space	Barons Pyke, Ivybridge, Devon,	Ivybridge	SH Ivybridge Filham	Land	Registered Freehold	487 South Hams
10090535734	Bowcombe Toilet		Kingsbridge		Public Convenience		0 South Hams
10009313171	Lower Union Road Car Park, Kingsbridge		Kingsbridge		Car Park		0 South Hams
10023567044	Southdown Cross To Rock House Cross - Small patch of	Southdown Cross To Rock House Cross,	Kingsbridge	SH Kingsbridge East	Land	Registered Freehold	0 South Hams
10090533473	Greenbanks Close Play Area	Greenbanks Close, Kingsbridge, Devon, TQ7 2PZ	Kingsbridge	SH Skerries	Play Ground	Registered Freehold	567 South Hams
100041201818	Ropewalk Resource Centre, Kingsbridge	Ropewalk Resource Centre, Ropewalk, Kingsbridge, Devon, TQ7 1HH	Kingsbridge		Industrial Development		0 South Hams
10023929247	Duncombe Park	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	PLAYGROUND / PLAY AREA	Registered Freehold	6457 South Hams
10009312529	Frogmore Playground	Apple Tree Close, Kingsbridge, Devon,	Kingsbridge	SH Salstone	PLAYGROUND / PLAY AREA	Registered Freehold	0 South Hams
10023564470	Brookside - Area of grass verge owned by SHDC	Brookside, Kingsbridge,	Kingsbridge	SH Kingsbridge East		Registered Freehold	0 South Hams
100041234106	Garden Mill Industrial Estate	Garden Mill Industrial Estate, Derby Road, Kingsbridge, TQ7 1SA	Kingsbridge		Industrial Estate		0 South Hams
10023565614	Woodland owned by SHDC	Tuckenhay Bridge Cross To Tuckenhay Cross At Zc372 Along Zc44, Kingsbridge	Kingsbridge	SH Kingsbridge East	Woodland	Registered Freehold	0 South Hams
10090533621	Squares Quay Car Park and Slipway	Squares Quay Car Park, Kingsbridge, TQ7 1HN	Kingsbridge		Marine & Coastal Assets		0 South Hams
10023564537	Trebblepark Road Public Open Space (approach to Drs	Trebblepark Road, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Land	Registered Freehold	2625 South Hams
10093769732	Rack Park Road Playground	Rack Park Road, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge East	Play Ground	Registered Freehold	218 South Hams
10090533450	Trebblepark Play Area	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Play Ground	Registered Freehold	475 South Hams
10008918607	Tarr Quarry	Kingsbridge, Devon,	Kingsbridge	SH Thurleston	Quarry	Registered Freehold	10851 South Hams
00000000058	Esplanade, Kingsbridge	Kingsbridge, Devon,	Kingsbridge		Marine & Coastal Assets		0 South Hams
10023567083	Station Yard Industrial Estate - Wooded area owned by S	Station Yard Industrial Estate, Kingsbridge,	Kingsbridge	SH Kingsbridge East	Woodland		0 South Hams
100041040915	ATC Centre	Wallingford Road, Kingsbridge, Devon, TQ7 1NF	Kingsbridge	SH Kingsbridge North	Youth Centre	Registered Freehold	174 South Hams

10090533440	Montague Road Play Ground	Kingsbridge, Devon,	Kingsbridge	SH Westville & Alvington	Play Ground	Registered Freehold	452 South Hams
10023564542	Wallingford Road - Several areas of Open Spaces owned by SHWD	Wallingford Road, Kingsbridge, Devon,	Wallingford	SH Kingsbridge North	Land	Registered Freehold	1279 South Hams
10004744800	Fore Street Car Park	Fore Stree, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Car Park & Land	Registered Freehold	4035 South Hams
10023566761	Cookworthy Road - Open Space owned by SHWD	Cookworthy Road, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Land	Registered Freehold	3650 South Hams
100040287771	Land R/O 22 - 30 Wallingford Road	Wallington Road, Kingsbridge, Devon, TQ7 1NB	Kingsbridge	SH Kingsbridge North	Youth resource centre	Registered Freehold	0 South Hams
100041234122	17 The Malthouse	17 The Malthouse, Ebrington Street, Kingsbridge, TQ7 1DE	Kingsbridge	SH Kingsbridge North	RESIDENTIAL PROPERTY	Registered Freehold	0 South Hams
100041234160	Orchard Industrial Estate (South)	Lower Union Road, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Industrial Estate	Registered Freehold	1908 South Hams
100041040722	Kingsbridge Park	Embankment Road, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge East	Recreation Ground	Registered Freehold	13487 South Hams
10004744837	Quay Toilets not Bowcombe Creek Public Conveniences	Embankment Road, Kingsbridge, TQ7 1LA	Kingsbridge		Toilets		0 South Hams
10090533811	Wallingford Road Play Area	Wallingford Road, Kingsbridge,	Kingsbridge	SH Kingsbridge East	Parks & Gardens	Registered Freehold	0 South Hams
00000000198	Kingsbridge Estuary	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge East	Marine & Coastal Assets	Registered Freehold	1812509 South Hams
10090533437	Duncombe Park Play Ground	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Play Ground	Registered Freehold	323 South Hams
10090535835	Ice Cream Kiosk, Squares Quay Carpark	Squares Quay Car Park, Kingsbridge, Devon, TQ7 1HN	Kingsbridge	SH Kingsbridge East	Kiosk / vendor	Registered Freehold	0 South Hams
10090534651	New Bridge Quay	Embankment Road, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge East	Marine & Coastal Assets	Registered Freehold	2783 South Hams
10023564498	Ilbert Road - Open Space owned by SHWD	Ilbert Road, Kingsbridge,	Kingsbridge	SH Kingsbridge East	Land		0 South Hams
100041040880	Cattle Market Car Park	Ropewalk, Kingsbridge, Devon, TQ7 1HH	Kingsbridge	SH Westville & Alvington	Car Park & Land	Registered Freehold	4484 South Hams
10090533817	Squares Quay Car Park Skate Park	Squares Quay Car Park, Kingsbridge, Devon, TQ7 1HN	Kingsbridge	SH Westville & Alvington	Car Park & Land	Registered Freehold	7044 South Hams
10090533449	Church Street Play and Sitting area	Play and Sitting Area, Church Street, Kingsbridge,	Kingsbridge	SH Kingsbridge East	PLAYGROUND / PLAY AREA		0 South Hams
10023564526	Ropewalk - Several areas of Open Space owned by SHWD	Ropewalk, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge East	Land	Registered Freehold	4541 South Hams
10023564522	The Promenade, Kingsbridge (inc Town Square)	A379, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge East	Marine & Coastal Assets	Registered Freehold	3154 South Hams
100041040882	Quayside Leisure Centre	Rope Walk, Kingsbridge, Devon, TQ7 1HH	Kingsbridge	SH Kingsbridge East	Leisure Centre	Registered Freehold	9402 South Hams
10090533439	Homelands Road Play Ground	Kingsbridge, Devon,	Kingsbridge	SH Westville & Alvington	Play Ground	Registered Freehold	354 South Hams
10090535827	Embankment, Kingsbridge	Embankment Road, Kingsbridge, Devon,	Kingsbridge		Marine & Coastal Assets		0 South Hams
10023929248	Recreation Ground, Kingsbridge	Embankment Road, Kingsbridge,	Kingsbridge		Public Convenience		0 South Hams
10023564503	Kingsway Park Play Area	Kingsway Park, Kingsbridge, Devon,	Kingsbridge	SH Westville & Alvington	PLAYGROUND / PLAY AREA	Registered Freehold	459 South Hams
10004744779	Duncombe Park Car Park	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Car Park & Land	Registered Freehold	360 South Hams
100041040833	Land adjoining Church Steps	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	GENERAL PURPOSE HALL	Registered Freehold	301 South Hams
100041201663	Quay Wall	Promenade, Kingsbridge,	Kingsbridge	SH Kingsbridge East	Marine & Coastal Assets		0 South Hams
10023564484	Embankment Road - Picnic Area owned by SHWD	Embankment Road, Kingsbridge,	Kingsbridge	SH Kingsbridge East	Public Open Space	Registered Freehold	0 South Hams
10004744801	Fore Street Car Park Public Toilets	Fore Street, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Public Convenience	Registered Freehold	68 South Hams
10008909751	Squares Quay	The Quay, Kingsbridge, Devon,	Kingsbridge	SH Westville & Alvington	Open Spaces	Registered Freehold	0 South Hams
00000000128	Duncombe Park Electricity Sub Station	Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	SHWEB sub station	Registered Freehold	19 South Hams
10004750739	Carling Court	Ropewalk, Kingsbridge, Devon, TQ7 1QJ	Kingsbridge	SH Westville & Alvington	Residential Care Homes	Registered Freehold	0 South Hams
10023564482	Duncombe Street - Area of Woodland owned by SHWD	Duncombe Street, Kingsbridge, Devon,	Kingsbridge	SH Kingsbridge North	Woodland		0 South Hams
10004744829	Quay Car Park	Kingsbridge,	Kingsbridge	SH Westville & Alvington	Car Park & Land	Registered Freehold	0 South Hams
10023567354	Westentown - Open space owned by SHWD	Westentown, Kingston,	Kingston	SH Charterlands	SH Charterlands	Registered Freehold	0 South Hams
10023565743	Yellands Park To Kingston Plain - Strip of hedgerow own	Yellands Park To Kingston Plain, Kingston,	Kingston		Foot / Road / rail bridge	Registered Freehold	0 South Hams
100041040960	Kingswear Square Public Conveniences		Kingswear		Land		0 South Hams
10008909963	Kingswear Lower Ferry Slipway and Pontoon	Kingswear, Devon, TQ6 0AD	Kingswear	SH Dartmouth & Kingswear	Marine & Coastal Assets	Registered Freehold	63 South Hams
10023564888	Priory Street - Open Space owned by SHWD	Priory Street, Kingswear, Devon,	Kingswear	SH Dartmouth & Kingswear	Land	Registered Freehold	209 South Hams
10004744889	Kingswear Playing Field	Crown Castle The Playing Field, Mount Ridley Road, Kingswear, Devon, TQ6 0	Kingswear	SH Dartmouth & Kingswear	Sports Ground	Registered Freehold	0 South Hams
100041040962	Britannia Crossing Public Toilets	Kingswear, Devon,	Kingswear	SH Dartmouth & Kingswear	Public Convenience	Registered Freehold	30 South Hams
10023564916	The Square, Kingswear	Kingswear, Devon,	Kingswear		Marine & Coastal Assets	Registered Freehold	0 South Hams
00000000177	Kingswear Foreshore	Kingswear, Devon,	Kingswear	SH Dartmouth & Kingswear	Marine & Coastal Assets	Registered Freehold	1869 South Hams
10090533770	Dartmouth Lower Ferry Offices	Lower Ferry Offices, The Square, Kingswear, Devon, TQ6 0AA	Kingswear	SH Dartmouth & Kingswear	Land/Buildings	Registered Freehold	300 South Hams
100041233931	Ash Court Lee Mill	Ash Court, East Way, Lee Mill, Devon, PL21 9GE	Lee Mill		Industrial Development		0 South Hams
100041233940	Oak Court	Oak Court, Pennant Way, Lee Mill, Devon, PL21 9GP	Lee Mill		Industrial Estate		0 South Hams
10009314428	Acorn Centre	Oak Court, Pennant Way, Lee Mill, Devon, PL21 9GP	Lee Mill		Offices		0 South Hams
10023564078	Lee Mill Industrial Estate, Lee Mill - Roads and Grass Ve	Central Avenue, Lee Mill,	Lee Mill		Highway Infrastructure		0 South Hams
10004744629	Tesco Site	Lee Mill, Devon,	Lee Mill	SH Erme Valley	Retail	Registered Freehold	57867 South Hams
10008909698	Loddiswell Public Conveniences	Loddiswell, Devon,	Loddiswell		Toilets	Registered Freehold	0 South Hams
10008909794	Malborough Square Toilets		Malborough		Toilets		0 South Hams
10090533458	Malborough Play Park		Malborough		PLAYGROUND / PLAY AREA		0 South Hams
10023564634	Malborough Park - several areas of open space owned b	Malborough Park, Malborough, Devon, TQ7 3SN	Malborough	SH Kingsbridge East	Land	Registered Freehold	0 South Hams
10009312499	Malborough Village Hall Car Park	Salcombe Road (A381), Malborough, Devon,	Malborough		Car Park & Land	Lease In	655 South Hams
10009312500	Jubilee Meadow Car Park	Road Past Church House Inn, Marldon, Devon, TQ3 1SL	Marldon	SH Marldon	Car Park & Land	Lease In	473 South Hams
100041041015	Brownston Street Public Convenience, Modbury		Modbury		Public Convenience		0 South Hams
10023567168	Ayleston Park - Area of open space owned by SHDC	Ayleston Park, Modbury,	Modbury	SH Kingsbridge East	Grass verge	Registered Freehold	0 South Hams
100041041034	Poundwell Street Car Park	Poundwell Street, Modbury, Devon,	Modbury	SH Erme Valley	Car Park & Land	Registered Freehold	465 South Hams
10004744929	Poundwell Meadow Carpark	Poundwell Meadow, Modbury, PL21 0QL	Modbury	SH Charterlands	Car Park	Registered Freehold	0 South Hams
10093769771	Footpath from Ayleston Park to Burns Lane	Footpath from Ayleston Park to Burns Lane, Modbury,	Modbury	SH Charterlands	Foot / Road / rail bridge	Registered Freehold	0 South Hams
10041041034	Poundwell Meadow Car Park	Poundwell Street, Modbury, Devon,	Modbury	SH Erme Valley	Car Park & Land	Registered Freehold	2754 South Hams
10023566929	Burns Lane - Parts of fields owned by SHWD	Burns Lane, Modbury, Devon,	Modbury	SH Erme Valley	Land	Registered Freehold	875 South Hams
10023567362	New Mills Industrial Estate	New Mills Industrial Estate, New Mills Industrial Estate, Modbury, Devon, PL21	Modbury		Industrial Estate		0 South Hams
10023564260	Champernowne Road - Several grass verges/open spac	Champernowne, Modbury, Devon,	Modbury	SH Erme Valley	Land	Registered Freehold	838 South Hams
10090534593	Millennium Park	Millennium Meadow, Burns Lane, Modbury, Devon,	Modbury	SH Erme Valley	Parks & Gardens	Registered Freehold	5279 South Hams
10023564431	White Park - access road owned by SHWD	White Park, Moreleigh,	Modbury	SH Kingsbridge East	Foot / Road / rail bridge		0 South Hams
10090533464	Butts Park Play Ground	Butts Park, Newton and Noss, Devon,	Newton and Noss	SH Newton & Noss	Play Ground	Registered Freehold	4154 South Hams
10023566078	The Dillons - Area of open space owned by SHWD	Dillons, Newton Ferrers,	Newton Ferrers	SH Newton & Noss	Open Spaces		0 South Hams
10023928648	Newton Ferrers Sports Ground	Newton Ferrers, Devon,	Newton Ferrers	SH Newton & Noss	Sports Ground	Registered Freehold	19352 South Hams
100041041068	Newton Ferrers Public Toilets	Newton Ferrers, Devon,	Newton Ferrers	SH Newton & Noss	Public Convenience	Registered Freehold	56 South Hams
10023563982	Wood Court - Area of land owned by SHWD	Court Wood, Newton Ferrers,	Newton Ferrers	SH Newton & Noss	Land		0 South Hams

10023564020	Yealm Road - Slipway owned by SHWD	Yealm Road, Newton Ferrers, Devon,	Newton Ferrers	Marine & Coastal Assets		0	South Hams
10023564024	Court Road - Public Open Space owned by SHWD	Court Road, Newton Ferrers, Devon,	Newton Ferrers	Land	Registered Freehold	1941	South Hams
00000000047	Noss Mayo, Newton Ferrers	Newton Ferrers, Devon,	Newton Ferrers	Marine & Coastal Assets		0	South Hams
10093769688	Newton & Noss Tennis Court	Coach Road, Noss Mayo, Devon,	Noss Mayo	Sports facility	Registered Freehold	1145	South Hams
10009312501	Noss Mayo Car Park and adjoining Open Space	Road From Yonder Coombe To Hillside Cottages, Noss Mayo, Devon, PL8 1EH	Noss Mayo	Car Park & Land	Registered Freehold	506	South Hams
10008909182	Noss Mayo Public Toilets	Noss Mayo, Devon,	Noss Mayo	Public Convenience	Registered Freehold	47	South Hams
00000000110	Outer Hope Foreshore and Surface Water Cascade	Outer Hope, Devon,	Outer Hope	Beach & Foreshore	Registered Freehold	16984	South Hams
10023929410	Mouthwell Sands - Slipway Leased In by SHWD	Mouthwell Sands, Road Past Post Office, Outer Hope Cove, Devon,	Outer Hope Cove	Marine & Coastal Assets	Lease In	0	South Hams
00000000031	Lands at Jennycliff and Ramscliff	Staddon Lane, Plymouth, Devon,	Plymouth	Open Spaces	Lease In	0	South Hams
10090535779	Rockwood Road Open Space	Rockwood Road, Plymouth,	Plymouth	Land	Registered Freehold	4360	South Hams
10023563871	Pick Pie Drive Open Space	Pick Pie Drive, Plymouth, Devon,	Plymouth	Land	Registered Freehold	3916	South Hams
10090535778	Meadowlands Woolwell	Meadowlands, Plymouth, Devon,	Plymouth	Land	Registered Freehold	549	South Hams
10023563882	Skylark Rise - Land behind houses owned by SHWD	Skylark Rise, Plymouth, Devon,	Plymouth	Land	Registered Freehold	599	South Hams
10090534661	Boringdon Camp	Plympton, Devon,	Plympton	Land Only Farm	Registered Freehold	54208	South Hams
10023567384	Batson To Snapes Manor - Area of highway and land owned by SHWD	Batson To Snapes Manor, Lower Batson,	Salcombe	Foot / Road / rail bridge		0	South Hams
10023564625	The Berry football field		Salcombe	Land		0	South Hams
10004745014	Victoria Quay		Salcombe	COMMERCIAL LAND	Registered Freehold	0	South Hams
10090536408	Shadycombe Cemetery		Salcombe	Land		0	South Hams
10009312543	Batson Creek Car Park	Gould Road, Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	0	South Hams
10023929111	Salcombe, Gould Road, Salcombe Rowing Club Site	Land at Creek Car Park, Shadycombe, Salcombe, Devon,	Salcombe	Sports facility	Registered Freehold	287	South Hams
10009312482	South Sands public convenience	Southsands Public Convenience, Salcombe, Devon,	Salcombe	Public Conveniences	Registered Freehold	100	South Hams
100040296575	The Cheesewring - Nearby Open Space owned by SHWD	The Cheesewring, Sandhills Road, Salcombe, Devon,	Salcombe	Steps	Registered Freehold	732	South Hams
9000000049	Jubilee Pier, Salcombe. AKA Ferry Steps	Jubilee Pier, Off Fore St, Salcombe, Devon,	Salcombe	Stone Landing	Registered Freehold	0	South Hams
100041041159	Gould Road Youth Centre	Gould Road, Salcombe, TQ8 8DU	Salcombe	Youth Centre	Registered Freehold	0	South Hams
10023566867	Fore Street - Ferry Steps and Shelter owned by SHWD	Ferry Steps, Fore Street, Salcombe,	Salcombe	Steps		0	South Hams
10023564638	Whitestrans, Normandy Way	Normandy Way, Salcombe, Devon, TQ8 8ET	Salcombe	Default		0	South Hams
10090535427	Cliff Road Memorial Gardens	Memorial Gardens, Cliff Road, Salcombe, Devon,	Salcombe	Parks & Gardens	Registered Freehold	1179	South Hams
100041041138	Whitestrans Car Park	Fore Street, Salcombe, Devon,	Salcombe	Car Park & Land	Registered Freehold	590	South Hams
10090533135	Fishermans Quay, Salcombe	Gould Road, Salcombe, Devon, TQ8 8DU	Salcombe	Marine & Coastal Assets	Registered Freehold	2022	South Hams
10023564648	Shadycombe Road - Several areas of Open Space owned by SHWD	Shadycombe Road, Salcombe, Devon,	Salcombe	Woodland	Registered Freehold	0	South Hams
10023564635	Cross Garden Cottage	Market Street, Salcombe, Devon, TQ8 8DE	Salcombe	Parks & Gardens	Registered Freehold	659	South Hams
10023566977	Island Street Quay	Island Street, Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	0	South Hams
10023564609	Devon Road - Several areas of land owned by SHWD	Devon Road, Salcombe,	Salcombe	Garden		0	South Hams
10023564591	Bennett Road - Several areas of open space owned by SHWD	Bennett Road, Salcombe,	Salcombe	Open Spaces		0	South Hams
10023564612	Fortescue Road - Several areas of Open Space owned by SHWD	Fortescue Road, Salcombe, Devon,	Salcombe	Land	Registered Freehold	1512	South Hams
10009312483	Whitestrans Public Toilets	Salcombe, Devon,	Salcombe	Public Convenience	Registered Freehold	45	South Hams
100041202685	Island Street Units	Island Street, Island Square, Salcombe, Devon, TQ8 8DP	Salcombe	Light Industrial Unit	Registered Freehold	0	South Hams
10023564611	Fore Street, Salcombe - Several areas of open space owned by SHWD	Fore Street, Salcombe,	Salcombe	Foot / Road / rail bridge		0	South Hams
10023565143	Cliff Road Salcombe - Area of Land owned by SHWD	Cliff Road, Salcombe,	Salcombe	Grass verge		0	South Hams
10023566920	Victoria Quay - Pontoon	Victoria Quay, Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	0	South Hams
10090535772	The Berry	St Dunstan's Road, Salcombe, Devon,	Salcombe	Land	Registered Freehold	17087	South Hams
10023564645	Robinsons Row - Access road owned by SHWD	Robinsons Row, Salcombe,	Salcombe	Foot / Road / rail bridge		0	South Hams
10090532606	Salcombe South Sands	Road Back Of South Sands Beach, Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	22525	South Hams
10004745012	Salcombe, Buckley St, Day Centre	Salcombe, Devon,	Salcombe	Day Centres	Registered Freehold	258	South Hams
100040296020	Orestone Steps and Salcombe Landing Stage - Area of Open Space	Orestone Steps, Fore Street, Salcombe, Devon, TQ8 8JE	Salcombe	Marine & Coastal Assets		0	South Hams
10009312480	North Sands Public Conveniences and Open Space	North Sands Beach, Cliff Road, Salcombe, Devon, TQ8 8JP	Salcombe	Public Convenience		0	South Hams
100041041155	Salcombe, Gould Rd, Public Toilets	Salcombe, Devon,	Salcombe	Toilets	Registered Freehold	33	South Hams
10023564647	Sandhills Road - Area of land owned by SHWD	Sandhills Road, Salcombe,	Salcombe	Woodland	Registered Freehold	0	South Hams
10023566922	Whitestrans Quay	Whitestrans Quay, Salcombe, Devon,	Salcombe	Marine & Coastal Assets		0	South Hams
10009314901	Normandy Pontoons, Salcombe Harbour	Salcombe Harbour, Fore Street, Salcombe, Devon,	Salcombe	Marine & Coastal Assets		0	South Hams
100041202630	Salcombe Harbour Master Offices	Salcombe, Devon,	Salcombe	Offices	Registered Freehold	0	South Hams
100040296747	Custom House	Union Street, Salcombe, Devon, TQ8 8BZ	Salcombe	Marine & Coastal Assets		0	South Hams
100041202386	Steps between 7 and 8 Devon Rd	8 Park Steps, Egremont Terrace, Devon Road, Salcombe,	Salcombe	Steps	Registered Freehold	50	South Hams
10023928729	Salcombe North Sands	Cliff Road, Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	25122	South Hams
10090533468	The Berry Play Ground	St Dunstan's Road, Salcombe, Devon,	Salcombe	Play Ground	Registered Freehold	1066	South Hams
10023564652	Thorning Street, Salcombe	Thorning Street, Salcombe, Devon,	Salcombe	Marine & Coastal Assets		0	South Hams
100041041092	North Sands Car Park and adjoining Open Space	North Sands Car Park, Cliff Road, Salcombe, Devon,	Salcombe	Car Park & Land	Registered Freehold	2292	South Hams
100041041160	Batson Creek Car and Boat Park including Pontoons	Gould Road, Salcombe, Devon, TQ8 8DU	Salcombe	Marine & Coastal Assets	Registered Freehold	669	South Hams
00000000125	Blanksmill Creek	Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	339236	South Hams
10023564639	Onslow Road - Several areas of Grass Verge owned by SHWD	Onslow Road, Salcombe,	Salcombe	Grass verge		0	South Hams
00000000126	Salcombe Harbour	Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	1852105	South Hams
10093769783	Devon Road Bus Shelter	Devon Road, Salcombe,	Salcombe	Bus shelter		0	South Hams
10090534674	Clifton Place Slipway	Clifton Place, Salcombe, Devon,	Salcombe	Marine & Coastal Assets	Registered Freehold	42	South Hams
100041041204	Shadycombe Road Car Park	Shadycombe Road, Salcombe, Devon,	Salcombe	Car Park & Land	Registered Freehold	2879	South Hams
10004745003	Salcombe, St Dunstons Rd, Rugby Ground & Club House	St Dunstan's Road, Salcombe, Devon,	Salcombe	Sports Ground	Registered Freehold	7053	South Hams
10009312755	Courtney Park	Salcombe,	Salcombe	Parks & Gardens	Registered Freehold	3710	South Hams
10023564616	Gould Road - Several areas of land/track owned by SHWD	Gould Road, Salcombe, Devon, TQ8 8DU	Salcombe	Industrial Land	Registered Freehold	97	South Hams
10023564623	Island Street, Salcombe	Island Street, Salcombe, Devon, TQ8 8DP	Salcombe	Foot / Road / rail bridge	Registered Freehold	0	South Hams
00000000030	Bakerswell, Salcombe	Salcombe, Devon,	Salcombe	Marine & Coastal Assets		0	South Hams
10023565214	Scorriton Cross To Langaford Bridge - Area of parking owned by SHWD	Scorriton Cross To Langaford Bridge, Scorriton,	Scorriton	Car Park & Land		0	South Hams
00000000162	Slapton Sands	Slapton, Devon,	Slapton	Beach & Foreshore	Registered Freehold	308270	South Hams
10008914118	Memorial Car Park, Slapton	A379, Slapton, Devon,	Slapton	Car Park & Land	Lease In	7741	South Hams

10004745020	Slapton Sands Toilets	Slapton Sands, Devon,	Slapton Sands	SH Skerries	Toilets	Registered Freehold	0 South Hams
1009311026	Avondale House	Avondale Walk, South Brent, Devon, TQ10 9JD	South Brent	SH South Brent	Day centre for older people	Registered Freehold	2339 South Hams
10009312744	St Michaels Close Play Area	St Michaels Close, South Brent, Devon,	South Brent	SH South Brent	PLAYGROUND / PLAY AREA	Registered Freehold	1104 South Hams
10009312340	Kingswood Court Business Park	South Brent, Devon,	South Brent	SH South Brent	Industrial Unit / Store	Registered Freehold	6274 South Hams
10009312740	Higher Green Open Area	South Brent, Devon,	South Brent	SH South Brent	Open Spaces	Registered Freehold	948 South Hams
10023566870	Old Station Yard Open Space	Old Station Yard, South Brent, Devon,	South Brent	SH South Brent	Land - Non Op	Registered Freehold	1472 South Hams
10023566321	Land at Stockbridge Lane	Stockbridge Lane, South Brent, Devon,	South Brent	SH South Brent	Land - Non Op	Registered Freehold	44 South Hams
10009312502	Station Yard Car Park	South Brent, Devon,	South Brent	SH South Brent	Car Park & Land	Registered Freehold	1071 South Hams
10023564041	Chapel Fields Open Space	Chapel Fields, South Brent, Devon,	South Brent	SH South Brent	Land	Registered Freehold	117 South Hams
10009312737	Crowder Park Play Area	South Brent, Devon,	South Brent	SH South Brent	Play Ground	Registered Freehold	829 South Hams
10023564296	Backshay Close - Area of Grass Verge owned by SHWD	Backshay Close, South Milton,	South Milton	SH Thurlestone	Grass verge		0 South Hams
10023566717	Barnfield To South Pool - South Pool Creek Landing Sts	South Pool, Devon,	South Pool	SH Saltstone	Marine & Coastal Assets	Registered Freehold	42 South Hams
00000000138	South Pool Creek	South Pool, Devon,	South Pool	SH Saltstone	Marine & Coastal Assets	Registered Freehold	52505 South Hams
10023563924	Seaton Orchard - Part of access road owned by SHWD	Seaton Orchard, Sparkwell,	Sparkwell	SH Ivybridge Woodlands	Foot / Road / rail bridge		0 South Hams
100041041278	Staverton Public Toilets	Staverton, Devon,	Staverton	SH Eastmoor	Car Park & Land	Registered Freehold	19 South Hams
10023564367	Moor Road - Access Road owned by SHDC	Moor Road, Staverton,	Staverton	SH Dartington	Foot / Road / rail bridge	Registered Freehold	0 South Hams
10004745108	Stoke Fleming Public Toilets	School Road, Stoke Fleming, Devon,	Stoke Fleming	SH Skerries	Toilets	Registered Freehold	31 South Hams
10004745021	Strete Gate Public Conveniences		Strete		Toilets		0 South Hams
10004751665	Severns Cottages - Access Road owned by SHWD	Severns Cottages, A379 Strete Village, Strete,	Strete	SH Allington & Loddiswell	Foot / Road / rail bridge		0 South Hams
10008917006	Strete Gate Car Park	Strete, Devon,	Strete	SH Skerries	Car Park & Land	Registered Freehold	2499 South Hams
10023564944	Hynetown Estate - Access Road owned by SHWD	Synetown Estate, Strete,	Strete	SH Allington & Loddiswell	Foot / Road / rail bridge		0 South Hams
10023929280	Strete Gate Beach	Kingsbridge Road To Strete Bridleway 9, Strete,	Strete	SH Kingsbridge North	Beach & Foreshore	Lease In	0 South Hams
10023567070	Island View - Open Space owned by SHWD	Island View, Thurlestone,	Thurlestone	SH Thurlestone	Open Spaces		0 South Hams
10090534190	16 Parkfield	16 Parkfield, Thurlestone, TQ7 3NW	Thurlestone	SH Thurlestone	RESIDENTIAL PROPERTY	Registered Freehold	0 South Hams
10008913819	South Milton Sands Public Toilets	Thurlestone, Devon,	Thurlestone	SH Thurlestone	Public Convenience	Registered Freehold	93 South Hams
10090534191	17 Parkfield	17 Parkfield, Thurlestone, TQ7 3NW	Thurlestone	SH Thurlestone	RESIDENTIAL PROPERTY	Registered Freehold	0 South Hams
10023564304	Glebe Field - Access Road owned by SHWD	Glebe Field, Thurlestone,	Thurlestone	SH Thurlestone	Foot / Road / rail bridge		0 South Hams
10090534189	15 Parkfield	15 Parkfield, Thurlestone, TQ7 3NW	Thurlestone	SH Thurlestone	RESIDENTIAL PROPERTY	Registered Freehold	0 South Hams
10008913759	Thurlestone Public Toilets	Thurlestone, Devon,	Thurlestone	SH Thurlestone	Public Convenience	Registered Freehold	22 South Hams
10090534188	14 Parkfield	14 Parkfield, Thurlestone, TQ7 3NW	Thurlestone	SH Thurlestone	RESIDENTIAL PROPERTY	Registered Freehold	0 South Hams
10009314804	Torcross public toilets		Torcross		Public Convenience	Registered Freehold	50 South Hams
10023567198	Mattiscombe Cross To Widewell - Area of woodland own	Mattiscombe Cross To Widewell, Torcross,	Torcross	SH Stokenham	Woodland	Registered Freehold	0 South Hams
10008914110	Torcross Tank Car Park	Torcross, Devon,	Torcross	SH Stokenham	Car Park & Land	Lease In	2946 South Hams
10008914116	Slapton Sands War Memorial Car Park - Ice Cream ven	Slapton Memorial Car Park, Torcross To War Memorial, Torcross, Devon, TQ7	Torcross	SH Skerries	Open Spaces	Lease In Pending	0 South Hams
90000000048	Chicken Run. Rush Way to Westonfields		Totnes	SH Totnes	Land	Registered Freehold	10000 South Hams
10093769361	The Boat Storage Compound, Steamer Quay Road Totn		Totnes	SH Totnes	GARAGE / STORE		0 South Hams
100041203321	Leechwell Street		Totnes	SH Totnes	Office	Lease In	0 South Hams
100041041589	Steamer Quay Public Conveniences		Totnes		Toilets	Registered Freehold	0 South Hams
41041520	Coronation Road, Totnes		Totnes		Land		0 South Hams
100040299278	21 Furze Road	21 Furze Road, Totnes, Devon,	Totnes	Totnes	Dwelling Only	Registered Freehold	161 South Hams
100040301299	20 Rush Way	20 Rush Way, Totnes, Devon,	Totnes		Dwelling Only	Registered Freehold	272 South Hams
10023564729	Westonfields Open Area	Westonfields, Totnes, Devon,	Totnes		Land	Registered Freehold	845 South Hams
100041203104	Riverside Cafe, Steamer Quay Road	Steamer Quay Road, Totnes, Devon, TQ9 5AL	Totnes		Investment Property	Registered Freehold	7748 South Hams
10023564787	Weston Lane Open Space	Weston Lane, Totnes,	Totnes	SH Totnes	Open Spaces		0 South Hams
100041041500	North Street Car Park	North Street, Totnes, TQ9 5NZ	Totnes	SH Totnes	Car Park	Registered Freehold	0 South Hams
10004745188	Totnes Bowling Club	Totnes Bowling Club, Borough Park Road, Totnes, Devon, TQ9 5HW	Totnes	SH Totnes	Bowling green and pavilion	Registered Freehold	0 South Hams
10023564722	The Grove - Layby owned by SHWD	The Grove, Totnes,	Totnes	SH Totnes	Foot / Road / rail bridge		0 South Hams
100041041595	Longmarsh Extension Car Park	Steamer Quay Road, Totnes, Devon,	Totnes		Car Park & Land	Registered Freehold	2689 South Hams
100041041502	Follaton House	Plymouth Road, Totnes, TQ9 5NE	Totnes	SH Totnes	Offices		0 South Hams
10090533493	Rush Way play area	Rush Way, Totnes,	Totnes	SH Totnes	PLAYGROUND / PLAY AREA	Registered Freehold	0 South Hams
10009312505	Totnes Civic Hall Car Park	Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	624 South Hams
100040301116	1 Punchards Down	1 Punchards Down, Totnes, Devon,	Totnes	SH Totnes	Housing	Registered Freehold	0 South Hams
10090533495	Steamer Quay Play Area	Play Area, Steamer Quay Road, Totnes, Devon,	Totnes		Physically handicapped centre		0 South Hams
100040300936	33 Follaton	33 Follaton, Totnes, Devon, TQ9 5ND	Totnes	SH Totnes	Dwelling Only	Registered Freehold	473 South Hams
10023564703	New Walk - Open Space owned by SHWD	New Walk, Totnes,	Totnes	SH Totnes	Open Spaces		0 South Hams
10023564680	Elm Walk Recreation Ground	Rush Way, Totnes, Devon,	Totnes		Recreation Ground	Registered Freehold	16067 South Hams
10009312748	Area of land at Totnes Castle entrance	Area of land at Totnes Castle entrance, Castle Street, Totnes,	Totnes	SH Totnes	Land		0 South Hams
10004751127	The Compound at Steamer Quay	Dart Units, Steamer Quay Road, Totnes, TQ9 5AJ	Totnes	SH Totnes	Industrial Estate	Registered Freehold	0 South Hams
10090533491	Parkers Way Playing Field - Adj woodland owned by SH	Totnes, Devon,	Totnes		Woodland	Registered Freehold	3968 South Hams
10023564658	Babbage Road - Several areas of land owned by SHWD	Babbage Road, Totnes,	Totnes	SH Totnes	COMMERCIAL LAND		0 South Hams
10023564744	Dukes Road Open Space	Dukes Road, Totnes, Devon,	Totnes		Land	Registered Freehold	583 South Hams
100041202696	King Edward VI College Lower School - Area of land at b	Ashburton Road, Totnes, TQ9 5LD	Totnes	SH Totnes	Land	Registered Freehold	0 South Hams
100041203457	Dart Marine Park	Steamer Quay Road, Totnes, DEVON, TQ9 5AL	Totnes		Industrial Unit / Store	Registered Freehold	10119 South Hams
10008909882	Dart Totnes Rowing Club Site	Totnes, Devon,	Totnes		Sports facility	Registered Freehold	3413 South Hams
10090533486	Collapark Playground	Totnes, Devon,	Totnes	SH Totnes	Play Ground	Registered Freehold	1996 South Hams
10009312485	Slapton Memorial Public Convenience	Memorial PC, Memorial Carpark, Slapton, Totnes, Devon,	Totnes		Public Convenience	Registered Freehold	100 South Hams
10023564389	The Lamb, Totnes	Lamb North/Lamb South, The Lamb, Totnes, Devon,	Totnes	SH Totnes	Housing	Registered Freehold	177 South Hams
100041202873	Woodford Garage	Babbage Road, Totnes, Devon,	Totnes		Industrial Unit / Store	Registered Freehold	800 South Hams
10004751527	Heath Way Area 3 Car Park	Heath Way, Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	267 South Hams
10023564710	Priory Drive - Area of Open Space owned by SHWD	Priory Drive, Totnes,	Totnes	SH Totnes	Land		0 South Hams
10004993646	Heath Way Area 1 Car Park	Heath Way, Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	602 South Hams
10090533492	Parkfield Close Play Area	Totnes, Devon,	Totnes		Play Ground	Registered Freehold	478 South Hams

10004745214	Dart Pleasure Craft Ltd	Dart Pleasure Craft Ltd, Steamer Quay Road, Totnes, TQ9 5AL	Totnes	SH Totnes	COMMERCIAL LAND	Registered Freehold	0	South Hams
10004745150	Totnes Civic Hall	Totnes, Devon,	Totnes	SH Totnes	Conference Facility	Registered Freehold	0	South Hams
10009312507	Kingsbridge Hill Car Park and viewing area	Kingsbridge Hill, Totnes, Devon,	Totnes	SH Totnes	Land	Registered Freehold	2000	South Hams
00000000044	Longmarsh, Totnes	Steamer Quay Road, Totnes, Devon,	Totnes		Marine & Coastal Assets	Registered Freehold	51184	South Hams
100041041590	Totnes Sea Scouts Group	Totnes Sea Scouts Group, Steamer Quay, Totnes, Devon, TQ9 5AL	Totnes	SH Totnes	Youth Centre	Registered Freehold	569	South Hams
10009312746	Totnes Blind Garden	Fore Street, Totnes,	Totnes	SH Totnes	Parks & Gardens	Registered Freehold	100	South Hams
10023566876	Birdwood Court	Birdwood Court, High Street, Totnes, TQ9 5SG	Totnes	SH Totnes	Public Open Space	Registered Freehold	0	South Hams
10023564673	Church Close - Garage owned by SHWD	Church Close, Totnes,	Totnes	SH Totnes	Garage	Registered Freehold	0	South Hams
90000000066	Bus shelter Coronation Rd	Coronation rd Bus Shelter, Coronation Rd, Totnes, Devon, TQ95DF	Totnes	SH Totnes	Bus shelter	Registered Freehold	20	South Hams
10090533829	Land adj Mill Leat Totnes	Totnes, Devon,	Totnes		Land	Registered Freehold	1820	South Hams
10023564379	The Rotherfold Open Space	Rotherfold, Totnes,	Totnes		Public Open Space		0	South Hams
10023564731	Totnes Industrial Estate (Wills Road)	Wills Road, Totnes, Devon, TQ9 5XN	Totnes		Industrial Unit / Store	Registered Freehold	370	South Hams
10004745031	Stockbridge Public Convenience	Southbrent Public Conveniences, Stockbridge Lane, Totnes, Devon,	Totnes		Public Convenience	Registered Freehold	100	South Hams
10008909818	Pavilion Car Park Long Stay	Borough Park Road, Totnes, Devon, TQ9 5HZ	Totnes		Garage	Registered Freehold	78	South Hams
10004745186	Totnes Pavillion	Borough Park Road, Totnes, Devon, TQ9 5XW	Totnes		Leisure Centre	Registered Freehold	0	South Hams
10004993647	Heath Way Area 2 Car Park	Heath Way, Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	1174	South Hams
10009312504	Cistern Street Car Park	Cistern Street Car Park, Cistern Street, Totnes,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	0	South Hams
10090533494	Smithfields Play Area	Totnes, Devon,	Totnes	SH Totnes	Play Ground	Registered Freehold	1014	South Hams
10023564778	Steamer Quay, Steamer Quay Road TQ9 5AL	Steamer Quay Road, Totnes,	Totnes		Marine & Coastal Assets		0	South Hams
10009312516	Longmarsh Car Park	Totnes, Devon,	Totnes		Car Park & Land	Registered Freehold	798	South Hams
10090533490	Leechwell Gardens open space	Leechwell Gardens, Heath Way, Totnes, Devon,	Totnes	SH Totnes	Open Spaces	Registered Freehold	1000	South Hams
10009312515	Pavilion Long Stay Car Park	Borough Park Road, Totnes, Devon, TQ9 5XW	Totnes		Car Park	Registered Freehold	434	South Hams
10090534910	Babbage Road Sub Station Site	Babbage Road, Totnes, Devon,	Totnes		SWEB sub station	Registered Freehold	30	South Hams
100041041531	Heaths Nursery Car Park	Leechwell Lane, Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	2952	South Hams
100041041517	Coronation Road Public Conveniences	Coronation Road, Totnes, Devon,	Totnes	SH Totnes	Toilets	Registered Freehold	0	South Hams
10023564704	North Street - Parking area owned by SHWD	North Street, Totnes,	Totnes	SH Totnes	Car Park		0	South Hams
100040300027	Cistern Street Car Park	Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	883	South Hams
10023564662	Borough Park Road - Layby owned by SHWD	Borough Park Road, Totnes,	Totnes	SH Totnes	Foot / Road / rail bridge		0	South Hams
00000000142	Open Land adj to Malt Mill Lake	Totnes, Devon,	Totnes	SH Totnes	Land	Registered Freehold	11423	South Hams
10004745176	The Nursery Car Park	Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	2818	South Hams
100040301298	19 Rush Way	19 Rush Way, Totnes, Devon,	Totnes		Dwelling Only	Registered Freehold	325	South Hams
10093769602	Development site - Land lying South of Laburnum Grove	Development site at SX 794 614, Ashburton Road To Clay Lane, Totnes, Devon	Totnes	SH Dartington	Land for development		0	South Hams
10090532858	Borough Park	Borough Park, Borough Park Road, Totnes, Devon,	Totnes	SH Totnes	Public Park		33248	South Hams
10023928761	Babbage Road Council Depot	Babbage Road, Totnes, Devon,	Totnes		Industrial Unit / Store	Registered Freehold	329	South Hams
10004104150	North Street Car Park	North Street, Totnes, Devon,	Totnes	SH Totnes	Car Park	Registered Freehold	1530	South Hams
10009311634	Childrens Playground Westonfields	Childrens Playground, Westonfields, Totnes, Devon, TQ9 5QU	Totnes		Play Ground	Registered Freehold	2339	South Hams
100040300933	30 Follaton	30 Follaton Road, Totnes, Devon,	Totnes	SH Totnes	Dwelling Only	Registered Freehold	446	South Hams
10023564383	Smithfields - Several areas of Grass Verge and Garden	Smithfields, Totnes, Devon,	Totnes	SH Totnes	Allotments	Registered Freehold	1492	South Hams
10023564373	Plantation Way Garage	Plantation Way, Totnes, Devon,	Totnes	SH Totnes	Garage	Registered Freehold	10	South Hams
10009312488	Civic Hall public Conveniences	Civic Hall Public Conveniences, Civic Hall Forecourt, High St, Totnes, Devon,	Totnes		Public Convenience	Registered Freehold	100	South Hams
100041203103	Steamer Quay Caravan Club Site	Steamer Quay Road, Totnes, Devon, TQ9 5AL	Totnes		Land	Registered Freehold	9046	South Hams
10004745228	Babbage Court	Babbage Road, Totnes, Devon, TQ9 5JE	Totnes		Industrial Estate		0	South Hams
10023566149	Heath Way	Heath Way, Totnes, Devon,	Totnes	SH Totnes	RESIDENTIAL PROPERTY		0	South Hams
10023564670	Totnes Industrial Estate (Burke Road)	Burke Road, Totnes, Devon, TQ9 5XL	Totnes		Industrial Estate	Registered Freehold	639	South Hams
10009311609	Victoria Street Car Park	Victoria Street, Victoria Street, Totnes, Devon,	Totnes	SH Totnes	Car Park & Land	Registered Freehold	4094	South Hams
10090532859	Borough Park Playground	Totnes, Devon,	Totnes		Play Ground	Registered Freehold	576	South Hams
10009312749	Vire Island, Totnes	35506595 Vire Island, Totnes Bridge, Totnes, Devon, Totnes Bridge, Totnes, Devon	Totnes	SH Totnes	Marine & Coastal Assets	Registered Freehold	13592	South Hams
10008911867	The Square. Ujborough Public Convenience	Ujborough	Totnes		Public Convenience		0	South Hams
10008915312	Wembury Marine Centre Site	Wembury, Devon,	Wembury	SH Brixton & Wembury	Marine & Coastal Assets	Registered Freehold	363	South Hams
10009312489	Wembury Public Toilets	Wembury, Devon,	Wembury	SH Salcombe & Malborough	Public Convenience	Registered Freehold	96	South Hams
10023563999	Mewstone Avenue - Several areas of Open Space owned	Mewstone Avenue, Wembury,	Wembury	SH Brixton & Wembury	Open Spaces		0	South Hams
10090533813	Wembury Recreation Ground - transferred to Parish 26	Wembury, Devon,	Wembury	SH Brixton & Wembury	Play Ground	Registered Freehold	23903	South Hams
10023566054	Road From Langdon Barton Farm To Church Road - Co	Road From Langdon Barton Farm To Church Road, Wembury,	Wembury	SH Brixton & Wembury	Car Park	Lease In	0	South Hams
00000000052	Warren Point, Wembury	Wembury, Devon,	Wembury		Marine & Coastal Assets		0	South Hams
10023564535	Townsend Close - Access Road owned by SHWD	Townsend Close, West Alvington,	West Alvington	SH Westville & Alvington	Foot / Road / rail bridge		0	South Hams
10023564509	Longfields - Access Road owned by SHWD	Longfields, West Alvington,	West Alvington	SH Westville & Alvington			0	South Hams
10023565838	West Buckland To East Buckland - Amenity land owned	West Buckland To East Buckland, West Buckland,	West Buckland	SH Thurlestone	Grass keep		0	South Hams
10023563843	Ferndale Close - Area of woodland owned by SHDC	Ferndale Close, Woolwell,	Woolwell	SH Ivybridge Woodlands	Woodland	Registered Freehold	0	South Hams
10023563822	Birch Close - Open Space owned by SHWD	Birch Close, Woolwell,	Woolwell	SH Bickleigh & Shaugh	Land		0	South Hams
10090533805	Woolwell Green Bickleigh	Ferndale Close, Woolwell, Devon, PL6 7TR	Woolwell	SH Bickleigh & Shaugh	PLAYGROUND / PLAY AREA	Registered Freehold	0	South Hams
10004740206	Woolwell Community Centre	Darklake Lane, Woolwell, Devon,	Woolwell	SH Bickleigh & Shaugh	GENERAL PURPOSE HALL	Registered Freehold	2804	South Hams
00000000008	Woodland Belt	Woolwell, Devon,	Woolwell	SH Bickleigh & Shaugh	Land	Registered Freehold	23347	South Hams
10023563830	Cann Wood View - Wooded area owned by SHWD	Cann Wood View, Woolwell, Devon,	Woolwell	SH Bickleigh & Shaugh	Woodland		0	South Hams
10090535777	West Wood Open Space	Woolwell, Devon,	Woolwell	SH Bickleigh & Shaugh	Land	Registered Freehold	29599	South Hams
10090533500	Yeo Park Play Area	Yealmpton, Devon,	Yealmpton	SH Yealmpton	Play Ground	Registered Freehold	351	South Hams
10023563954	Orchard Close - Open Space owned by SHWD	Orchard Close, Yealmpton, Devon,	Yealmpton	SH Yealmpton	Land	Registered Freehold	6535	South Hams
10009312509	Yealmpton Car Park (AKA Market St car park)	Yealmpton, Devon,	Yealmpton	SH Yealmpton	Car Park & Land	Registered Freehold	456	South Hams
10023563942	Ford Road - Several areas of Open Space owned by SH	Ford Road, Yealmpton, Devon,	Yealmpton	SH Yealmpton	Land	Registered Freehold	1189	South Hams
10023566954	Tuckers Close - Land behind 1 - 3 owned by SHWD	Tuckers Close, Yealmpton,	Yealmpton	SH Yealmpton	Woodland	Registered Freehold	0	South Hams
10023563957	Open Space R/O Riverside Walk	Riverside Walk, Yealmpton, Devon,	Yealmpton	SH Yealmpton	Land	Registered Freehold	583	South Hams
10023566096	Creacombe Farm Road - area of land owned by SHDC	Creacombe Farm Road, Yealmpton,	Yealmpton	SH Yealmpton	Land	Registered Freehold	0	South Hams
10090533499	Stray Park Play Area	Church Way, Yealmpton, Devon,	Yealmpton	SH Yealmpton	Play Ground	Registered Freehold	705	South Hams

10023563936
10023563970

Creamery Close Water Course
Yealm Park Open Space

Creamery Close, Yealmpton, Devon,
Fore Street, Yealmpton, Devon,

Yealmpton
Yealmpton

SH Yealmpton
SH Yealmpton

Land
Land

Registered Freehold
Registered Freehold

1481 South Hams
2351 South Hams

Report to: **Overview and Scrutiny Panel**
Date: **11 July 2019**
Title: **Peer Challenge Progress Update**
Portfolio Area: **Leader**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y**
Date next steps can be taken: **Immediate**

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Recommendations:

That the Overview and Scrutiny Panel:

- 1. notes the progress to date on delivery of the Peer Challenge Action Plan**
- 2. considers:**
 - a) when it wishes to receive a further update on progress on the delivery of the Action Plan, and**
 - b) any areas of the Action Plan where a more indepth update is required.**

1. Executive summary

- 1.1 In 2018, the Council requested that the Local Government Association ("LGA") undertake a Peer Challenge of South Hams District Council, jointly with West Devon Borough Council in order to identify their strengths and any areas for improvement.
- 1.2 The LGA concluded their review and made a number of recommendations to the Council in its report. The recommendations were considered by a joint Member working group and an action plan was developed.
- 1.3 Significant progress has been made in delivering the proposed actions following the elections in May 2019.
- 1.4 This report provides an overview of the progress to date in delivering the action plan.

2. Background

- 2.1 As the Council shares services (and therefore staff) with West Devon Borough Council, the Peer Challenge was a joint review but with individual recommendations for the Governance and Political element of the Council.
- 2.2 A number of the LGA recommendations related to ensuring effective joint working across the two Councils to ensure their future financial sustainability and to set a clear direction for both Councils.
- 2.3 Following Council meetings in February, it was resolved to form a Joint Working Group in order to review the recommendations made by the LGA and to develop an action plan for the Council to implement.
- 2.4 A Peer Challenge Joint Working Group consisting of three Members of both Councils met, supported by officers, on 25 February 2019 in order to consider measures that could be implemented in the coming 12-18 months.
- 2.5 The Executive approved the Joint Working Group's action plan at its meeting on 13 March 2019 (E.85/18).

3. Outcomes/outputs

- 3.1 The Peer Challenge action plan is based around 6 headline recommendations:
 - Recommendation 1: Ensuring there is both strategic capacity and direction to enable the Council to effectively plan for and deliver its aspirations into the medium term
 - Recommendation 2: Strengthen the Councils political governance arrangements
 - Recommendation 3: Ensure a continued organisational focus on achieving financial sustainability
 - Recommendation 4: Prepare a viable future accommodation strategy
 - Recommendation 5: Clarify partnership priorities and seek to strengthen key sub-regional partnerships
 - Recommendation 6: Ensure clarity on what the new Information Technology is expected to provide and ensure confidence that it will deliver this
- 3.2 Within each of the headline recommendations are a number of specific actions. Updates on the individual actions are set out in Appendix A to this report (Peer Challenge Action Plan Update June 2019).

Recommendation 1: Ensuring both Strategic Capacity and direction

- 3.3 This recommendation is about ensuring sufficient capacity and direction within both the elected Membership and the Officer management structures to deliver against the corporate themes.
- 3.4 Ahead of the Peer Challenge the Council had already begun developing its future corporate strategy and themes. The Peer Challenge highlighted that while good progress was being made, it was important that the strategy was underpinned by a sound

evidence base. The Extended Leadership Team convened a number of officer workshops to develop draft theme delivery plans which were then considered at a full Member workshop in March 2019.

- 3.5 Work on further developing the plans with Members largely stopped during the election period but recommenced in May 2019 following the local elections.
- 3.6 The Executive have considered the draft themes and would like to revisit them before moving to a wider consultation and engagement activity. This is a positive step with Members taking the lead role in developing the priority themes for the Council.
- 3.7 A key recommendation was that the Councils look to develop sufficient leadership capacity to deliver the emerging corporate themes. In February 2019, the Council took the decision to appoint a Chief Executive (to replace the previous two Executive Director roles following the departure of one of the post holders).
- 3.8 The Chief Executive is now taking steps to reconsider the structure of the Senior Leadership Team to ensure that the Council is best placed to focus on its priorities.
- 3.9 A consultation is currently underway which provides all employees with the opportunity to provide their views on the proposed Senior Leadership structure.
- 3.10 At the end of the consultation, a report will be considered by Members later in July 2019 setting out the proposed structure and recruitment process.
- 3.11 Once the recruitment to Senior Leadership Team roles has concluded, a further review of the Extended Leadership Team will commence.
- 3.12 In order to ensure that the Council maximises capacity across the whole organisation, a capacity Audit will be undertaken of all service areas by September 2019 to help inform the Extended Leadership Team structure. This audit will be a 'deep dive' into all service areas to understand the pressure points and develop a clear action plan for addressing them.
- 3.13 It should be noted that this is not simply about considering how many people we have in post. The review will consider:-
 - **Aspirations** – What are our purpose and goals (and are they aspirational enough)
 - **Strategy** – How will we achieve our aspirations, do we have clear plans in place? Do services have performance measures in place and are they realistic?
 - **Organisational Skills** – Do our employees have the right skills? If not, how will we develop them? Do we have the right plans in place (financial / operational delivery etc)
 - **People** –How do we encourage a diverse workforce and elected membership? How do we involve our elected Members and draw on their expertise and knowledge?
 - **Systems and Infrastructure** – Is our governance effective? Do we have the right ICT and asset infrastructures in place? How do we recruit, develop and retain our staff? Do we manage our projects in a structured way? Are there clearly

defined policies and procedures to enable people to work effectively and consistently

- **Organisational Structure** – Are people clear on their roles? Do we have lots of vacancies or areas where turnover is high? Is our structure fit for purpose with clear reporting lines and defined areas of responsibility?
 - **Culture** – Within our services do we have shared beliefs and values? Do we recognise good performance and is it linked to the ability to progress within the organisation?
- 3.14 The review will consist of an initial self-assessment by Heads of Practice which will be considered by a panel of Senior Officers in order to provide 'critical friend' challenge.
- 3.15 Once complete, along with the customer satisfaction survey and annual staff survey, we will have a powerful set of data to make informed decisions about developments required within each service area.

Recommendation 2: Strengthen the Council's political governance arrangements

- 3.16 The 2019 local election saw 15 new Councillors elected to South Hams District Council. The Council has appointed a new Leader and Deputy Leader.
- 3.17 Work commenced in 2018 to ensure that a thorough Member induction programme was developed. A full timetable of induction sessions was in place and available to prospective candidates during the pre-election period.
- 3.18 The induction programme was developed with input from Members, officers and support from the Local Government Association.
- 3.19 The Induction sessions have been well attended and the feedback received has been largely positive.
- 3.20 We are now looking to consider further Member training and development for the next 12 months.
- 3.21 Role profiles have been developed for Members which set out the expected skills and knowledge required. Following discussions with the Leader, the Democratic Services Manager will be arranging a meeting with the representative from the Devon Member Development Service to consider developing a skills framework linked to the role profiles. This will be a joint meeting with West Devon Borough Council.
- 3.22 In respect of considering joint meetings with West Devon Borough Council where there are common areas of interest, this is being considered on a case by case basis.
- 3.23 So far, joint sessions are planned on the Joint Local Plan (July 2019) and Climate Change (Autumn 2019). Members of the Leadership Team continue to actively engage with Lead Members to further identify areas for joint briefing and training sessions.

Recommendation 3: Ensure a continued organisational focus on achieving financial sustainability

- 3.24 The outline of the Council's financial position has been part of the initial session of Member Induction. More detailed finance training on the Medium Term Financial Strategy is being organised for the week beginning Monday 2nd September. This is with an external trainer who is an LGiU (Local Government Information Unit) Associate.
- 3.25 Staff and the Extended Leadership Team have been asked for their ideas to input into the Budget Proposals. The Extended Leadership Team are meeting on 26th June to put forward proposals for Members to consider. A Budget update report will be presented to Members at the 18 July Executive meeting. This will give an update on the financial modelling and ask Members for a recommendation to Council on the level of Council Tax Support Grant payable to Town and Parish Councils for 2020/21 onwards.
- 3.26 The Budget Proposals will be part of a Budget Workshop for Members in September (when the Government's Spending Review is likely to be announced) and Members will also be presented with the Medium Term Financial Strategy (at the Executive meeting on 19 September), where Members will set out their strategic intention for all of the different strands of funding available to the Councils
- 3.27 One recommendation of the Peer Challenge team related to engaging with Devon Pensions on the Council's Pension Strategy. The Council's Section 151 Officer has written to Devon Pensions regarding this and will be taking this forward alongside the timetable for the current Triennial Revaluation of the Devon Pension Fund.
- 3.28 In terms of opportunities for investment in commercial property, residential property and council owned assets, the Head of Assets will be seeking to amend the current investment strategy so that we can consider investments in the renewable energy sector. This will increase the scope for commercial investment and also align with our current commitments around climate change.

Recommendation 4: Prepare a viable future accommodation strategy

- 3.29 South Hams has drastically reduced its require office space by enabling its workforce to work from home, known as 'Agile' working. Large parts of Follaton House are now let to tenants which generates an income for the Council.
- 3.30 The Peer Challenge recommended that the Councils consider both the short term and longer term accommodation strategy for discussion with Members.
- 3.31 The Head of Assets Practice continues to address this recommendation through Member working groups and will report back on findings in September 2019.

Recommendation 5: Clarify partnership priorities and seek to strengthen key partnerships

- 3.32 The Peer Challenge team felt that the Council has been largely internally focused for the past 3-4 years and therefore not potentially maximising the benefits of engaging with partner organisations . It was acknowledged that this was largely to be expected as the Council embedded its new structure and ways of working.
- 3.33 The Commissioning Manager is currently undertaking a review of partnerships and a report is scheduled to be considered by Executive in September 2019.
- 3.34 The Senior Leadership Team regularly meet with the Senior Management teams of neighbouring authorities to identify areas where we could work together. We are currently exploring opportunities to consider joint apprenticeships for hard to recruit posts as well as having discussions with other Councils to identify any areas for gaining synergy with contracts and therefore reducing costs all round while maintaining the require service level.
- 3.35 The Council is currently looking to engage more with Town and Parish Councils to try to improve communications and raise awareness to better enable residents to report issues such as dog fouling, overflowing bins etc. This is still in its early stages but will be a positive step and ensure that there is a more joined up approach to addressing problems.

Recommendation 6: It will be essential to ensure clarity on what the new IT is expected to provide and confidence that it will deliver this

- 3.36 To underpin the transformation of its serices, the Council entered into a contract to provide an IT platform with the aim of increasing customer ability to self-serve and enabling our case managers to get a single view of the customer – reducing double handling etc.
- 3.37 This IT platform (known as W2), helped the Council to achieve the savings through its transformation programme. The contract is however coming to an end and the Council needs to consider what IT solutions it needs to ensure it remains in the medium term.
- 3.38 An assessment of the current IT systems has been undertaken along with a number of review sessions with staff and Members in order to understand the limitations of the current technology.
- 3.39 The findings of the review sessions were considered in a workshop with the Senior Leadership Team and the Head of IT Practice with the output being a number of “Technology Principles” and a preferred way forward.
- 3.40 A detailed report setting out the preferred way forward for the future IT platform will be considered by Council in July 2019.

Summary

- 3.41 The report demonstrates positive progress in achieving the action plan since it was agreed four months ago and the action plan sets out further actions that will be delivered over the next 12 months.

- 3.42 Monthly progress updates will be provided to Senior Leadership Team via the Councils Programme Board (which oversees all corporate projects) and we will provide short updates on further progress through the Member bulletin.
- 3.43 The Local Government Association best practice is for a smaller team to visit the Council to see what progress is being made. The Council will arrange with the LGA for a review of progress to be undertaken in Autumn 2020.

4. Options available and consideration of risk

- 4.1 The action plan has been agreed by Members and as such this report provides an update on delivery of that plan.
- 4.2 Many of the items within the action plan will be subject to separate reports, however consideration should be given to how frequently Overview and Scrutiny Panel require updates. It is recommended that the next update be in three months time given the number of actions that have September due dates.

5. Proposed Way Forward

- 5.1 To agree the progress made to date and confirm when a further update is due along with any areas where the Panel would consider a more in depth update.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	No direct implications – the report provides an update on an action plan previously agreed by Members
Financial implications to include reference to value for money	N	No direct implications – the report does set out a number of actions being taken to contribute to the future financial sustainability of the Council however no decision is being made on these in this report.
Risk	Y	The main risk is capacity and pace to deliver the actions in line with the action plan. There is a significant amount of work to be undertaken in a short space of time however project plans are in place to manage progress and this will be reported through the programme board to SLT on a monthly basis.
Supporting Corporate Strategy	Y	Overall the Peer Challenge recommendations contribute to the Council Efficiency theme however they cut across all strands of the Corporate Strategy
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

Appendices:

Appendix A – Peer Challenge Action Plan Update June 2019

Background Papers:

Peer Challenge Action Plan Executive Report (Item E.85/18

<https://mg.swdevon.gov.uk/ieListDocuments.aspx?Cid=149&MId=1148&Ver=4>

The LGA Said	Therefore we will	Original				SHDC	South Hams Progress Update	Revised Due Date
		Due Date	Action Owner	Status				
1. Ensure there is both sufficient strategic capacity and direction to enable the Councils to effectively plan for and deliver their aspirations into the medium term								
Initiate member/officer arrangements to agree the building blocks for a new council's vision from May 2019.		1.1 Continue to hold joint Leder and Deputy Leader meetings of each Council and the Chief Executive		Leaders and Chief Executive	Complete	26/06/19 - These meetings recommenced in March 2019 and will be held on a 3 monthly basis (unless required more frequently). In June 2019, a joint meeting was also held with the LGA to consider any support that was available to the Councils in progressing with the actions identified in this plan		
		1.2 Ensure that key officers commence work with Members from the very outset of the new administration (via Member Induction) so that those relationships are formed from the outset	May-19	Chief Executive	Complete	26/06/2019 - A thorough Member induction programme was developed and implemented in May 2019. The induction process ensured that Members had a number of opportunities to meet with key officers. There has also been a renewed focus on officers ensuring early engagement with Lead Members in developing policy and reports for committee		
Link the work on the new vision to a refresh of the corporate and business planning arrangements	More work is needed to ensure fuller member engagement on developing the corporate strategies	1.3 Develop draft corporate strategy delivery plans with evidence bases, KPI's and projects	Feb-19	Extended Leadership Team	Complete	26/06/2019 - Draft delivery plans have been developed against each of the corporate themes		
		1.4 Hold full Member workshops to enable all Members to shape the draft plans for the new Council to consider	Mar-19	Commissioning Manager	Complete	31/03/2019 - Workshop held with all Members to consider the draft plans and suggest any amends		
		1.5 Undertake engagement with Public, Businesses and partners on Corporate theme delivery plans on an ongoing basis for final refinement and approval by Members	June/July 2019	Members	Delay	27/06/2019 - Executive Lead Members are currently considering the current corporate themes to ensure that they are aligned to the direction of the Council following elections in May 2019. This has meant that public and stakeholder engagement will be delayed.		
Homes: A housing strategy should be produced , in association with partners, to set out housing need, delivery plans, funding, partner roles etc		1.6 Continue with the development of the Homes Strategy Delivery plan and engage with the public and partners on our plans	Jun-19	Customer First Specialist Manager	ongoing	27/06/2019 initial scoping work undertaken with officer working group. Exec members updated on progress and emerging themes. Officers will meet monthly to ensure coherent approach to new/existing initiatives. Evidenced based strategy to be developed over next 12 months through stakeholder consultation. Key project for Programme Board.		
		1.7 Develop proposals for affordable homes and drive forward place shaping work with communities and town centres	Ongoing	Customer First Specialist Manager	ongoing	26/06/2019 - Head of Place Making is Co-ordinating a series of meetings, to be led by Town Councils, to identify, consider and assess actions projects. The objective would be to collectively bring forward actions that will sustain vibrant Town Centres that meet the needs of the immediate community and its hinterland.		
Enterprise: An Economic Growth Strategy should be developed in association with partners, aligned to the Local Industrial Strategy being prepared by HOTSW		1.8 Develop a strategy for engaging with businesses - with Members taking a lead role in encouraging business growth and opportunities	Sep-19	Portfolio Holder & Head of Placemaking Practice	ongoing	26/06/2019 - Closer liaison with organisations including the Heart of the South West Local Enterprise Partnership (HotSW), the County Council, the One Public Estate Forum enables the Council to access shared local intelligence and specialist support for inward investment and growth of local companies. Officers will also scope and test the inclusion of commercial development in the roll out of a planning pre-app 'gold service'. A possible second phase to this would be to expand the scope beyond planning into other Council and partner (including DCC, Environment Agency) activities, such as licencing; and a project management service to business' seeking to move premises.		

		Original					Revised Due Date
The LGA Said	Therefore we will	Due Date	Action Owner	SHDC Status	South Hams Progress Update		
		1.9 Ensure that we have sufficient capacity to apply for grants such as the Future High Street Fund	Sep-19	Chief Executive & Head of Place Making Practice	ongoing	31/05/2019 - The Chief Executive is proposing a restructure of the Senior and Extended Leadership Teams. This will ensure sufficient management capacity to deliver on such grant applications 28/06/2019 Officers and the Lead for Enterprise for each Council are discussing priority projects that can be scoped and developed with organisations including HotSW and Plymouth City Council. The objective would be to jointly seek funding from Government and other sources. The future appointment of a Director of Place and Enterprise provides greater scope for a senior Officer to monitor funding opportunities. Officers are establishing, through the series of Town Centre meetings, a network of collaborative organisations and associated individuals with specialist knowledge and experience who can work together to monitor and bid for funds as they can be available. This grouping and other partner organisations will prepare and agree outline project proposals in anticipation of funding announcements.	
Reconvene the Joint Steering Group	It will be important to reconvene a version of the JSG, This is essential to plot the future strategic direction of the Council	1.10 Build upon the success of previous & current joint working groups (such as Leisure, Waste, JLP) by considering and implementing joint working groups for specific projects. Proposal for an early joint working group to consider Customer Experience	Apr-19	Leaders and relevant ELT Member	ongoing	30/04/2019 - Joint Waste Working Group and JLP Groups continue to meet. A Joint Working Group developed this Peer Challenge Action Plan with Officers and it is proposed to hold a Joint Working Group in the Autumn to consider the results of the Customer Satisfaction Survey (given that the services and	
		1.11 Develop a draft terms of reference for a future strategic Joint Working Group	Mar-19	Monitoring Officer / Members of Joint Working Group	Complete	31/05/2019 - Terms of Reference agreed and Members appointed to Joint Working Group - Cllr J Pearce, Cllr H Bastone, Cllr D May, Cllr K Baldry Terms of Reference can be found here : http://mg.swdevon.gov.uk/documents/s21763/Appendix%20B%20Joint%20Working%20Group%20Draft%20Terms%20of%20Reference.pdf	
The Councils will need to review the organisational structure to ensure it is fit for the future	Consider the appointment of a new post of Chief Executive	1.12 Recommend to Council that the current Executive Director be appointed to the substantive post of Chief Executive	Feb-19	Leaders	Complete	28/02/2019 - Appointment to Chief Executive post made	
	Extended Leadership Team need a clearer remit in order to release strategic capacity & clearer links to SLT	1.13 Undertake a review of Senior and Extended Leadership Team roles to align to best deliver against the Council corporate themes and future priorities	Nov-19	Chief Executive	ongoing	27/06/2019 - The Chief Executive and Leaders have been working with the Local Government Association to design the future management structure for the Councils. Proposals are currently out for consultation with staff with a view to a report being considered by Council later in July 2019. The JLP review should be concluded by December 2019	
	Staff struggle to know where to go to get things done in the current structure (role and responsibilities are unclear)	1.14 Undertake to refine the management structures while maintaining the benefits of our specialist and case management model	Nov-19	Chief Executive	ongoing	31/05/2019 - The organisation structure chart has been updated in line with the current interim management measures. The staff survey demonstrates that staff still don't all feel clear who the Leadership Team of the Council are. The review of SLT and ELT structure should aim to simplify	

			Original				
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	1.15 - Ensure we successfully implement our new approach to employee continuous improvement (including 1:1's etc)	Apr-19	Head of HR and People Managers	ongoing	30/04/2019 - An organisational development strategy is in place. The recent focus has been on embedding a new approach to personal continuous improvement. This moves away from an annual appraisal and ensures that managers are regularly reviewing individual performance and wellbeing		
The organisational restructure should be informed by an audit of capacity pressure points	1.16 Undertake a capacity Audit across Council service areas to understand our pressure points and report back to Members in September 2019	Sep-19	Support Services Specialist Manager	ongoing	27/06/2019 - Framework for assessing organisational capacity developed. Self Assessment tool for Heads of Practice and Managers will be rolled out throughout July and August with the results consolidated by September.		

		Original					Revised Due Date
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2. Strengthen the council's political governance arrangements							
With both councils having elections in May 2019, it will be essential for tangible progress to be made to rebuild relationships to shape the future vision in readiness for the new administrations		2.1 Develop a comprehensive Member Induction programme with an early focus on the Councils corporate themes and objectives. This will include a number of joint induction sessions	May-19	Democratic Services Lead	Complete	01/05/2019 - Induction programme developed and officers presentations developed. Resource packs ready. Prospective candidates were all provided with an outline of the timetable. There is a significant amount of information to provide Members with in a short period of time. The Corporate Theme session will be short but give a flavour for whats included. The Intranet has been updated with useful information.	NA
		2.2 Recommence joint working to develop and monitor progress in delivering this Peer Challenge Action Plan	Mar-19	Leaders (<i>note original plan stated Deputy Leader</i>)	ongoing	March 2019 - An initial meeting held with Cllr Wright, Cllr Bastone, Cllr Baldry and Members of WDBC to develop this action plan. Ongoing progress monitoring will be by O&S Panel however a further JWG will be arranged in Autumn 2019 to jointly review progress (12 months on from the Peer Challenge)	
		2.3 Ensure htat where matters for Members consideration impact both Councils, Officer undertake joint SHWD briefings of relevant lead Members at an early stage to enable input to shape proposals from the outset. This will be driven by the committee forward plans	Apr-19	SLT&ELT	ongoing	21/05/2019 - Report authors and Heads of Practice are actively considering where joint briefings on reports and development of proposals can be carried out with leads Members of both SHDC and WDBC. Since the May 2019 elections, Lead Members have also been identifying these areas. This action is ongoing. 28/05/2019 - Joint briefings are planned in the next couple of months on the JLP, Climate Change and Risk Management	
		2.4 Consider the opportunity for areas of Council business where joint committee meetings would be beneficial (such as scrutiny of effectiveness of Joint Services delivery contracts (Leisure/Waste etc) and make recommendation to Council	Jun-19	Democratic Services Lead	Delayed	28/06/2019 - With a high percentage of Members elected to the Council in May 2019 being new, the current focus is on developing understanding of the Councils own position and priorities and developing its own forward plan rather than exploring joint committee meetings at this stage. June was a stretch target and as such proposal to push the due date back to December 2019 to have considered opportunities for any joint committee meetings	Dec-19
A number of members did not appear to be able to balance their responsibility for council-wide and ward representation	Members have a strong sense for the wards they represent but this should not mean that this should be of greater importance than a corporate perspective of what may be best for the council and wider area	2.5 Ensure that Members are fully aware of the issues facing the Council and the Council priorities. This will be highlighted through the Member induction/re-induction programme as set out in 2.1	May-19	SLT & Democratic Services Lead	Ongoing	31/05/2019 - The induction sessions are providing Members with an overview of the current decisions that need to be made in order to set a balanced budget in 2020/21 (and ongoing). Once the corporate strategy themes have been set by Members, decisions will be made in alignment with the Councils direction. e Section 151 Officer has a number of finance and budget sessions planned over the coming months	
		2.6 WEST DEVON ONLY	NA	NA	NA	NA	NA
		2.7 WEST DEVON ONLY					
		2.8 WEST DEVON ONLY					
		2.9 WEST DEVON ONLY					
Both Councils' backbench members felt excluded from decision-making		2.10 - As set out in 2.3, ensure that officers engage with Lead Members on items which require Member consideration early in the development of the proposal. This will in turn enable the Lead Member of each authority to engage with the wider membership on key proposals	Immediate	Lead Members / SLT&ELT	Ongoing	31/05/2019 - Officers are continue to develop forward plans for decisions which will inform wider Member engagement. Officers are encouraged to have discussions with lead Members before beginning to draft reports so that they reflect the political direction of the Council. Furthermore, the Leader has appointed the Leader of the Liberal Democrat party on the Council to a role on the Executive and a Liberal Democrat Chair of Overview and Scrutiny. 20/06/2019 - The Chief Executive is currently consulting on the restructure of SLT. One of the proposed roles will be responsible for forward planning and ensuring that from an officer perspective engagement and consultation with Members happens in a structured and timely manner	

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	2.11 Joint Working Group will consider the merits of using Policy Advisory Groups (PAGS) to engage with backbench members.	Mar-19	Joint Working Group	Complete	31/03/2019 - The Joint Working Group considered the merits of using Policy Advisory Groups however concluded that they would not add significant value to the Council and may indeed create additional steps in decision making. The decision was therefore not to explore policy advisory groups further at this time but to ensure that informal briefings with all Members are considered as required	
	2.12 WEST DEVON ONLY					
	2.13 Ensure that Officers are aware of decision making powers of Hub/Executive in order to ensure that report recommendations reflect those powers - for example only recommending a matter to Council when required	Apr-19	Monitoring Officer	Ongoing	28/06/2019 - This is part of ongoing agenda monitoring and will be subject to future training / updates for Extended Leadership Team.	

The LGA Said		Therefore we will	Original Due Date	Action Owner	SHDC Status	South Hams Progress Update	Revised Due Date
3. Ensure a continued organisational focus on achieving financial sustainability							
It will be important to ensure that financial self-sufficiency becomes the byword over the medium term and focus is maintained to achieve this		3.1 Focus on the financial sustainability of the Councils through Member induction	May-19	Group Manager Strategic Finance	ongoing	24/06/2019 - The outline of the finances has been part of the initial session of Member Induction. More detailed finance training on the Medium Term Financial Strategy is being organised for the week beginning Monday 2nd September. This is with an external trainer who is an LGiU (Local Government Information Unit) Associate.	
Council savings plans would benefit from having more detail in order to restore Member confidence in the financial positions		3.2 Commence budget engagement with wider membership earlier than in the past to enable Officers and Members to jointly develop proposals for savings	Jul-19	Group Manager Strategic Finance	Ongoing	24/06/2019 Staff and the Extended Leadership Team have been asked for their ideas to input into the Budget Proposals. The Extended Leadership Team are meeting on 26th June to put forward proposals for Members to consider. A Budget update report will be presented to Members at the 18th July Executive. This will give an update on the financial modelling and ask Members for a recommendation to Council on the level of Council Tax Support Grant payable to Town and Parish Councils for 2020/21 onwards. The Budget Proposals will be part of a Budget Workshop for Members in September (when the Government's Spending Review is likely to be announced) and Members will also be presented with the Medium Term Financial Strategy (at the Executive on 19th September), where Members will set out their strategic intention for all of the different strands of funding available to the Councils.	
		3.3 Engage with Devon Pensions on the Councils' Pension Strategy (Actuarial Valuation) for 2020-21 onwards	Mar-19	Group Manager Strategic Finance	ongoing	24/06/2019 - The Council's S151 Officer has written to Devon Pensions regarding this and will be taking this forward alongside the timetable for the current Triennial Revaluation of the Devon Pension Fund.	
		3.4 WEST DEVON ONLY					
		3.5 To work with the waste contractor (FCC) on any opportunities for further savings and income generation (e.g. by increasing the Council's trade waste offering	Summer 2019	Group Manager Strategic Finance	ongoing	24/06/2019 - Ongoing and is being considered as part of the new contract arrangements through partnership working	
		3.6 Review all Fees and Charges for 2020/21 onwards	Jan-20	Head of Finance Practice	Ongoing	18/06/2019 - A fees and charges report will be taken to SH O&S on 23/01.	
		3.7 Consider the level of grant for Town and Parish Councils for 2020/21 onwards, for the Council Tax Support Grant	Summer 2019	Group Manager Strategic Finance	Ongoing	24/06/2019 A report will be presented to the Executive on 18th July detailing options for the consideration of the level of grant for Town and Parish Councils for 2020/21 onwards for the Council Tax Support Grant.	
		3.8 Respond to Government Technical Consultations on the design of the new Business Rates Reform scheme and the Fairer Funding Review	Feb-19	Group Manager Strategic Finance	Complete	31/03/2019 - Consultation responses have been submitted and sent to all Members of the Council and our local MPs 28/06/2019 - The Council will continue to respond to any further technical consultations that may be issued as part of the Government Spending Review (anticipated September 2019) but for the purpose of this action plan, this is considered to now be transferred to business as usual	

		Original					
The LGA Said	Therefore we will	Due Date	Action Owner	SHDC Status	South Hams Progress Update	Revised Due Date	
	3.9 Keep all Members updated on changes to the Local Government Finance System (e.g. New Homes Bonus and Negative Revenue Support Grant) that will be announced as part of the Spending Review for 2019	ongoing	Group Manager Strategic Finance	Ongoing	25/06/2019 - The S151 Officer will keep Members updated on any announcements regarding changes to the Local Government Finance system as they are announced.		
	3.10 Continually monitor the savings plans for 2019-20 to ensure these remain on track	Throughout the year	Group Manager Strategic Finance and Finance Head of Practice	Ongoing	24/06/2019 - Savings plans are monitored on a regular basis with budget monitoring reports regularly provided to budget holders. Finance Head of Practice is closely monitoring with members of ELT		
	3.11 To review all Partnership Grants for 2020/21	Summer 2019	Commissioning Manager and Head of Finance Practice	Ongoing	28/06/2019 - A report to review all Partnership Grants for 2020/21 is on the Forward Plan to be considered by Executive on 19th September		
	3.12 Continue to explore opportunities for investment in commercial property, residential property and council owned assets. Individual projects will have their own timetable and project plan (setting out key dates)	Ongoing	Head of Assets Practice	ongoing	31/03/2019 - This is ongoing - funding for the 2019/20 Capital Programme has been approved and borrowing strategy in place 24/06/2019 - Projects are progressing in accordance with each projects timescale. An updated commercial property strategy is on the forward plan for consideration at Executive on 18th July 2019		
	3.13 Develop proposals for income generation through charging for discretionary services or consultancy – such as the successful HR consultancy delivered to other Councils	April / May 2019	Customer First Specialist Manager	ongoing	31/03/2019 - Draft proposals have been developed and will be considered by the Senior Leadership Team. The Council has a £20,000 income target for 19/20 for this type of income 27/06/2019 An income opportunities register has been created and proposals collated and prioritised in line with the adopted Risk and Opportunities Policy. Proposals have been assessed against a range of criteria and are now being progressed where considered to be profitable. Equally a number of proposals have been parked at this stage. The register has been used to inform budget setting through ELT although it is envisaged that a number are more likely to produce a return in 20/21.		

		Original					Revised Due Date
The LGA Said	Therefore we will	Due Date	Action Owner	SHDC Status	South Hams Progress Update		
4. Prepare a viable future accommodation strategy							
In the short-term, the Council should investigate the disposal and alternative use value of its headquarters and test with Members the desire for greater use of shared accommodation and a reduction in member-only accommodation		4.1 Consider short term options for the future accommodation requirements of both Councils for Members to consider	Apr-19	Head of Assets Practice	Ongoing	17/06/2019 Head of Assets Practice is working with Members through Member working groups	
In the longer-term consideration should be given to the councils moving to a new purpose-built shared accommodation. This could assist the councils finances and make a powerful statement in terms of working together		4.2 Consider longer term options for the future accommodation requirements of both Councils for Members to consider	April 201	Head of Assets Practice	Ongoing	17/06/2019 - as per 4.1	

The LGA Said		Therefore we will	Original			SHDC South Hams Progress Update	Revised Due Date
			Due Date	Action Owner	SHDC Status		
5. Clarify partnership priorities and seek to strengthen key sub-regional partnerships							
The relationship with Dartmoor National Park has many strengths but further work is needed to gain improved outcomes from it	Relationships between officers of both authorities were more distant than those of Members	5.1 Work with Dartmoor National Park to identify areas for closer working such as housing, economic growth and tourism	Sep-19	Customer First Specialist Manager	ongoing	31/03/2019 - Conversations are already taking place at Chief Executive level around potential opportunities 27/06/2019 Customer First Specialist Manager has met with DNP and we are in process of agreeing a shared Graduate Planning role (probably with another neighbouring authority too). Other areas of shared expertise have been discussed both on a profit and not-for-profit basis – a proposal around Enforcement (planning) is under preparation but is dependent on us having the capacity (current staffing issues are preventing this at the moment	
		5.2 Develop a partnerships roadmap to identify current partnerships, the benefits, the reporting structures and the financial contributions	Jun-19	Commissioning Manager	ongoing	31/03/2019 - this work has commenced through the development of the Corporate Strategy themes and consideration should be given to which partnerships can support us in delivering against the themes 27/06/2019 - A report to review all Partnerships Grants for 2020/21 is on the Forward Plan to be considered in September (Executive 19th September).	
Be clear on which partnerships derive the greatest value		5.3 Form a Joint Member Working Group to evaluate any shared partnerships	Sep-19	Commissioning Manager	ongoing	28/06/2019 - The Commissioning Manager has considered and identified only two shared partnerships - 1) The shared service arrangement between SH and WD and 2) the Community Safety Partnership	
		5.4 Identifying (through dialogue with partners and VCS) future potential opportunities aligned to corporate strategy themes and on a commissioning basis	Oct-19	Commissioning Manager	ongoing	25/06/2019 - depending on what the corporate themes end up being	
Ensure the most relevant partnerships receive appropriate resource commitment and contribute in the delivery of shared priorities	The localities model is capable of being developed further and could be rolled out with partners to support other agencies work in the community	5.5 Look to engage with partners to understand what opportunities are available in the model which have mutual benefit and enhance support to our communities	Mar-20	Group Manager Service Delivery	Ongoing	28/06/2019 - Conversations have commenced with Town and Parish Councils to identify any opportunities for officers to work closer to support the interests of both parties. For example, working with TAPCs to develop education and awareness around issues affecting the area. These discussions are however at an early stage	
		5.6 Ensure that a key aspect of Member induction is the focus on communicating council key messages and direction to TAPCs	May-19	Leaders / Democratic Services Lead	Ongoing	19/06/2019 - This is an ongoing piece of work and we will look to develop clear messaging to ensure that key messages are communicated. This links to 5.7	
Town and Parish Councils felt the relationships was somewhat one sided	Engage with Parish and Town Councils earlier in respect of proposed service changes so that we work together to effect real change	5.7 Reinstate the Leaders Key Messages in South Hams and introduce it in West Devon, monthly through the Member Bulletin. This will provide Membrs with the key messages and discussion topics to relay to TAPCs	May-19	Leader	Ongoing	28/06/2019 - So far this has not been introduced given the focus on Member induction and awareness. It will be introduced by September 2019	
		5.8 Consider re-establishing South Hams Parish Links meetings for key officers to attend along with Members to update on Council matters.	Jun-19	Leader	Complete	28/06/2019 - Data shows that when these previously operated, they were not well attended. It is however acknowledged that where a specific matter impacts an area, engagement meetings should be arranged with neighbouring parishes. This ensures a focus for the meetings and an efficient use of Council officer resources	Sep-19

The LGA Said		Therefore we will	Original Due Date	Action Owner	SHDC Status	South Hams Progress Update	Revised Due Date
6. It will be essential to ensure clarity on what the new IT is expected to provide and confidence that it will deliver this							
There is an expectation that resolving IT issues, particularly around the IT platform, will resolve most capacity issues but there is a lack of evidence to support this		6.1 Ensure tht any recommendations on the future ICT provision are based on comprehensive evidence	Jul-19	Head of IT Practice / Support Services Specialist Manager	Ongoing	30/04/2019 - The contract with the current IT platform provider has been extended for two years as agreed with Members 31/05/2019 - Review of current IT provision, customer experience, Member views and future possible options undertaken 28/06/2019 - Report scheduled for Executive July 2019 to consider preferred way ahead	
Work should be undertaken to specify future requirements and costs so that budget provision can be amended if required		6.2 Ensure we explore a wide range of options to ensure any future ICT system provides value for money and a good customer experience	Jul-19	Head of IT Practice / Support Services Specialist Manager	Ongoing	31/05/2019 - links to 6.1 28/06/2019 - a budget of £150,000 has been allocated within the MTFs for both South Hams and West Devon (so £300,000 a year in total from 2020/21)	
		6.3 If required, commence a procurement for new technology solutions	Autumn 2019	Head of IT Practice / Support Services Specialist Manager	Not yet due		

Report to: **Overview and Scrutiny Panel**
Date: **11 July 2019**
Title: **Waste Procurement Close Down report**
Portfolio Area: **Commercial Services - Cllr Baldry**

Wards Affected: **All**

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

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

Author: Justin Dudley Role: **Project Specialist**

Contact: justin.dudley@swdevon.gov.uk

Recommendations:

That the Overview and Scrutiny Panel notes the Frontline Services Waste Procurement Project Close Report and makes any necessary recommendations.

1. Executive summary

- 1.1 South Hams District Council took the decision to enter into a three-stage procurement project for its Frontline Waste Service. This took place over a 14 month period concluding with a Full Council Decision in December 2018 which resolved that the Council award a contract to a private sector bidder, FCC Limited.
- 1.2 South Hams District Council awarded the contract for its Frontline Waste Collection, Street Cleansing and Public Convenience Cleansing Services to FCC commencing on 1 April 2019.
- 1.3 In order to support the procurement project for the Frontline Waste Service, a Project Team was established together with a Project Board.
- 1.4 Throughout the procurement process, the Project Team sought guidance and approvals at strategic stages of the project from a Member led Project Board. The Project Board's terms of reference were set out in a Memorandum of Understanding and the Project

consisted of 3 members from South Hams District Council and 3 from West Devon Borough Council including the Deputy Leaders from both authorities.

- 1.5 This report provides an overview of the project detailing the successes, lessons learnt and the realisation of any immediate benefits.

2. Background

- 2.1 This project was required in order for the Council to continue to provide high quality, statutory services in relation to refuse collection, recycling, street and toilet cleansing services for both Councils, while ensuring that they remained cost effective.
- 2.2 The commissioning process allowed South Hams to benchmark historic in-house costs against the market to ensure that best value for service provision was achieved in terms of both cost and quality.
- 2.3 The Project commenced with the issue of the Official Journal of the European Union (OJEU) notice in November 2017 and was completed with the Full Council decision in December 2018.
- 2.4 The project was allocated a budget of £125,000 to take both South Hams and West Devon through the procurement stages.
- 2.5 The Project Scope included a number of objectives:-
 - 2.5.1 Inform Council on the options for future provision of the service;
 - 2.5.2 Ensure the final service specification accords with current legislation and is flexible to respond to any future statutory requirements;
 - 2.5.3 Continue to provide competitive, high quality waste and cleansing services infrastructure for residents and visitors;
 - 2.5.4 Improve on the current recycling rate where possible;
 - 2.5.5 Ensure that value for money is achieved;
 - 2.5.6 Improve the quality of service through greater use of technology which better meets the requirements of customers and integrates with existing systems where necessary, subject to affordability;
 - 2.5.7 Address specific priority issues and aspirations identified by internal and external stakeholders, subject to affordability;
 - 2.5.8 Work towards the future aims of The Waste and Resource Management Strategy for Devon including working towards the 'aligned service'.

3. Outcomes/outputs

- 3.1 The project was delivered on time, hitting all Project Milestones.

3.2 The joint project exceeded the budget by £40,000 with a total spend of £165,000. 3 stage Competitive Dialogue procurements are generally longer than normal procurement exercises thus can cost more but can lead to better overall outcomes as it enables the Council to work with bidders to develop its final solution. An overall budget of £125,000 was optimistic given the known costs. To put this into context, the cost of running the procurement exercise for one authority alone (West Devon) 10 years ago was £125,000. Due to the advantages of joint working both authorities were able to benefit from sharing the expenditure proportionally.

Comparison of Budgeted to Actual Expenditures – Budget of £125,000 against projected spend £160,625				
Budget Item	Actual Costs to Date	Estimate to Complete	Total Estimated Costs	Forecast Actual Expenditure to end
Specialist Advisor	96000	0	96000	96000
Legal Support	35585	2915	38500	38500
Other Expenditures	26125	0	26125	26125
Other Expenditures include supplies, materials, training courses, addition Officer resource etc.				

3.3 Project Controls - The higher level project management strategy worked very effectively allowing the Project Board to perform the 'Gatekeeping' and 'sign off' function at key stages of the project. This provided check and balance whilst ensuring Member involvement and engagement throughout the life of the project. The project board consisted of 3 elected members from both Councils which met on a monthly basis.

3.4 The expected and unexpected Project objectives that we can measure in the short term have been delivered.

- a. Increase in Council Officer capacity enabling reprioritisation of resources.
- b. Proposed restructure of Senior Leadership Team responsibilities to focus on the Councils current priorities (i.e. a Director of Place and Enterprise rather than Commercial Services)
- c. Plan in place to move towards the Devon aligned service. For South Hams a complete service change to be introduced in September 2020.
- d. Comprehensive set of Service Specification documents.
- e. Robust contract Management process in place.
- f. A constituted Partnership Board in place.

- 3.5 The Project delivered a competitive tendering process which gave an outcome which provided both Authorities with significant financial savings over the life of the contract.
- 3.6 The Project delivered on time a signed services contract with all of the associated asset leases.
- 3.7 The Project was recognised by the LGA with the recent 'peer review' report singling The Waste Procurement Project as an exemplary piece of work.
- 3.8 The Project team were shortlisted for corporate team of the year award in recognition of their work.

4. Residual project risks

- 4.1 Due to the size of the procurement, the project held an extensive risk register and some tasks have not been completed. The 3 outstanding project risks that are currently being managed by the Project Manager are detailed below

Risk	Impact	Mitigation
Not completing the installation of the IT solution which was not fully in place for the Contract start date.	Provision of Management Information and service reporting/resolution not in line with required service levels.	Closely monitor and challenge IT project plan through to a conclusion.
Not having a construction contract in place for the works the Ivybridge depot.	No legally binding agreement in place to modify the Ivybridge depot to support the service change in Sept 2020.	Draft construction contract with FCC to consider and a deadline to have this in place by End of Summer
Not completing the outstanding schedules within the main contract (i.e. Admissions agreement, Business continuity plan).	Although the main Terms and Conditions are signed final 2 outstanding schedules have not been signed off by both solicitors.	Pursue Devon County to answer outstanding queries (Admissions agreement). Business continuity due from FCC by 1 st August.

- 4.2 For the full Project Risk Register see Appendices B and C

5. Lessons Learnt and measure of Satisfaction with the project.

- 5.1 A record of all the lessons learnt were recorded throughout the project lifecycle. See Appendix D for the lessons learnt log. This will inform future Projects to ensure a greater success rate.
- 5.2 On the completion of the project an anonymous 'survey monkey' questionnaire was sent out the Project team, Project Board and the wider membership. See Appendix E for the list of responses.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	There are no direct Legal or Governance issues associated with this report. Legal and governance issued where addressed throughout the process at the appropriate time on the Project. The Overview & Scrutiny Panel is responsible for oversight of the Council's performance including specific projects.
Financial implications to include reference to value for money	N	There are no direct financial implications to this report.
Risk	Y	There are some outstanding risks which are being monitored by the Project Manager and Head of Waste Practice as set out in paragraph 4 above.
Comprehensive Impact Assessment Implications		
Supporting Corporate Strategy	Y	Efficient and Effective Council
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	N	

Supporting Information

Appendices:

Appendix A - Waste Procurement and Mobilisation Project Plan

Appendix B - Waste Procurement Risk Register

Appendix C - Waste Contract Mobilisation Risk Register

Appendix D - Waste Project Lessons learnt log

Appendix E - Waste procurement Project Satisfaction Survey

Background Papers:

None

Proposed Procurement Timetable

Procurement Stage		From	Until
1.	Issue of OJEU notice	07 Nov 2017	
	Publication of OJEU notice and procurement documentation	09 Nov 2017	
2.	Deadline for return of SQs	11 Dec 2017	
3.	Evaluation of SQs and selection of shortlisted tenderers	11 Dec 2017	14 Dec 2017
	Issue of ITPD and ISOS TUPE information provided on basis of signed Confidentiality Undertaking	18 Dec 2017	
4.	Open Day: depot tour;	19 Dec 2017	
5.	CD (Outline Solutions) opens, one dialogue meeting per tenderer	8 Jan 2018	19 Jan 2018
	Deadline for submission of clarifications		21 Feb 2018 (17:00Hrs)
	Deadline for response to clarifications		23 Feb 2018 (17:00Hrs)
6.	Deadline for submission of tenders (Outline Solutions)	5 Mar 2018	
7.	Evaluation and selection of tenderers for dialogue on Detailed Solutions	5 Mar 2018	23 Mar 2018
8.	Refinement of Contract documents		5 Apr 2018
9.	Issue of Contract documentation (Detailed Solutions)	6 Apr 2018	
10.	Dialogue meetings (Detailed Solutions)	16 Apr 2018	08 Jun 2018
	Deadline for submission of clarifications		12 Jun 2018 (17:00Hrs)

	Deadline for response to clarifications		15 Jun 2018 (17:00Hrs)
11.	Deadline for submission of tenders (Detailed Solutions)	22 Jun 2018	
	Informal Council South Hams		28 th June
	Informal Council West Devon		2 nd July
	Presentation of Detailed Solution by Tenderers to the evaluation team	3 July 2018	
12.	Evaluation and selection of tenderers for dialogue on final tenders	25 Jun 2018	11 th Jul 2018
	Moderation	12 th July	13 th July
	Report to Board		16 th Jul 2018
	HUB		17 th Jul 2018
	Executive		19 th Jul 2018
	WD Full Council		24 th July 2018
	SH Full Council		26 th July 2018
13.	Refinement of Contract documents	3 Aug 2018	29 Aug 2018
14.	Issue of draft Contract documentation (Final Tenders)	29 Aug 2018	
15.	Dialogue (Final Tenders), two dialogue meetings per tenderer	17 Sep 2018	20 Sep 2018
	Board meeting	24 Sep 2018	
16.	Close CD and issue Contract documentation (call for Final Tenders)	24 Sep 2018	
	Deadline for submission of clarifications		10 Oct 2018 (17:00Hrs)
	Deadline for response to clarifications		12 Oct 2018 (17:00Hrs)
17.	Deadline for submission of tenders (Final Tenders)	22 Oct 2018	

18.	Final evaluation (including clarification process)	22 Oct 2018	06 Nov 2018
	Moderation meeting	07 Nov 2018	08 Nov 2018 (if required)
19.	Clarify, specify and optimise final tenders	08 Nov 2018	14 Nov 2018 (16 Nov 2018)
	Project Board	15 Nov 2018	
	Hub (WD)	20 Nov 2018	
	Executive (SH)	22 Nov 2018	
	Council (WD)	04 Dec 2018	
	Council (SH)	06 Dec 2018	
20.	Notification to suppliers and commencement of Alcatel period	07 Dec 2018	17 Dec 2018
	Confirm commitments and final due diligence	10 Dec 2018	14 Dec 2018
21.	Award Contract – (confirmation of no challenge to Alcatel)	18 Dec 2018	
22.	Mobilisation period	18 Dec 2018	31 Mar 2019
23.	Sign Contract and Leases		29 Mar 2019
24.	Contract start date		1 April

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Project:- Waste and Cleansing Procurement

	ID	Date logged	Risk Description	Risk Owner	Initial			Proximity	Mitigations	Proximity	Current			Update
					Rating at point logged						Risk rating after treatment			
					Likelihood	Impact	Risk Rating			Likelihood	Impact	Risk Rating		
Technical	1.1	14/09/17	Scope changes may arise during project.	Project Team	3	3	9	8 months	Refer to PID and Mandate and any changes to scope should be agreed by the Board	10 months	2	3	6	
Risk 1.0	1.2	14/09/17	Client may introduce significant change during project (positive or negative).	Project Team	3	3	9	8 months	Refer to PID and Mandate and any changes to scope should be agreed by the Board	10 months	2	3	6	
	1.3	14/09/17	Basis of estimating contracting figure may be wrong.	Project Team	2	3	6	8 months	Figures are historic and gained from a mature service.	10 months	1	3	3	
	1.4	14/09/17	New technology may be developed during project lifetime.	Project Team	2	2	4	8 months	Project is only a short period and advances during this time is unlikely.	10 months	1	2	2	
	1.5	14/09/17	Unexpected interactions may occur at key IT interfaces. Data inconsistencies across interfaces may require rework.	Project Team	2	2	4	8 months	IT interfaces are minimal check that the tender submission system has been used before	6 Months	2	2	4	
	1.6	14/09/17	It may prove impossible to meet some requirements within tender limitations.	Project Team	2	4	8	8 months	Soft market testing completed with recommendations from this testing in place.	10 months	1	4	4	Down graded as we near the end of the project
	1.7	14/09/17	Final solution may not meet requirements.	Project Team	2	3	6	8 months	Bidders day held and CD process allows tailoring of cost. Will end procurement if no competitive offer received.	10 Months	2	3	6	
	1.8	14/09/17	The use of innovative technology to receive tenders may prove unreliable.	Project Team	2	4	8	8 months	Tender system checked and appropriately trained staff.	10 months	1	4	4	
	1.9						0						0	
Management Risk 2.0														
	2.1	14/09/17	Project management systems may not be adequate to support project requirements.	Project team	2	3	6	8 months	Project structure and a comprehensive file structure in place with appropriate templates. Also a governance structure in place for updates and approvals.	8 months	1	3	3	Down graded as we near the end of the project
	2.2	14/09/17	Poor decision-making may result in inappropriate task allocation.	Project team	2	3	6	8 months	Strong governance in place with memorandum of understanding setting out responsibilities/tolerances	8 months	1	3	3	
	2.3	14/09/17	Project may be given inappropriate priority within the programme.	Project team	2	4	8	8 months	This is currently high on the agenda.	8 months	1	4	4	Down graded as we near the end of the project
	2.4	14/09/17	Other projects may divert key resources	Project team	3	4	12	8 months	Programme board in place to judge that resources are appropriate to sustain levels of projects.	8 months	2	4	8	1 2
	2.5	14/09/17	Business-as-usual demands may reduce project resources, funding or contingency.	Project team	3	4	12	8 months	As long as current business-as-usual workload and does not increase then Project resource should allow capacity for this project.	8 months	3	4	12	2 3
	2.6	14/09/17	Key resources may be unavailable when required. Specific skills may not be available when required	Project team	4	4	16	8 months	We currently 'buy in' any expertise that we don't have. i.e. Legal, Waste services consultancy	8 months	2	4	8	Down graded as we near the end of the project
	2.7	14/09/17	The client's requirement may be misunderstood.	Project team	2	2	4	8 months	Experienced staff in place that know the locality and member	8 months	2	2	4	
	2.8	14/09/17	Client may fail to provide required information on time.	Project team	2	4	8	8 months	Project team meetings will keep a track of tasks that are outstanding and plot three progress.	8 months	2	3	6	
	2.9	14/09/17	Health & safety legislation may change during the project.	Project team	2	2	4	8 months	Health and Safety legislation unlikely to change during tender period.	8 months	2	2	4	
	2.10	14/09/17	Corporate reputation incident may damage support for the project. Senior management may lose confidence in project team.	Project team	2	4	8	8 months	Project structure and a comprehensive file structure in place with appropriate templates. Also a governance structure in place for updates and approvals.	8 months	1	4	4	
	2.11	14/09/17	Failure to manage project budget effectively could lead to over spend	Project team	3	3	9	8 months	Gain a clear understanding of what the project situation is and monitor against spend every month.	8 months	2	3	6	
	2.12	18/10/17	The over use of consultants cause the project budget to be over spent.	Project team	4	4	16	8 months	Review of consultants use and fees required then project cost through the whole project life to gain project financial position.	8 months	2	4	8	5
	2.13	08/11/17	SH/WD not working collaboratively due to political instruction causing duplication of for officers and negatively effecting work capacity.		4	4	16	8 months	Joint working is agreed for the Board meeting. Whilst it may not be feasible to hold all working group meetings jointly officers will consult with members to ensure that wherever possible joint working is achieved.	8 months	1	4	4	Down graded as we near the end of the project
	2.14	01/05/18	Breach of GDPR causing litigation	Project team	2	3	6	8 months	Advice sort from GDPR compliance officer on how to deal with any potential issues that GDPR compliance might cause. Templates in filing structure.	8 months	2	3	6	
	2.15	20/08/18	Risk of South Hams in-house service deteriorating due to the uncertainty of the procurement process	Project team	4	4	16	8 months	Staff communications plan in place which lays out when and where we are going to update the staff on the progress of procurement.	8 months	4	4	16	1

2.16	20/08/18	Risk of West Devon service deteriorating due to the uncertainty of the procurement process	Project team	4	4	16	8 months	Staff communications plan in place which lays out when and where we are going to update the staff on the progress of procurement.	8 months	3	4	12	
Commercial Risk 3.0													
3.1	21/09/17	Contractual terms may contain internal inconsistencies.	Project team	2	5	10	8 months	Harmonised client/subcontractor terms may reduce risk exposure.	8 months	1	5	5	
3.2	21/09/17	No/Low number of bids received	Project team	2	5	10	2 Months	Project team are being extremely accommodating and dialogue continues to be open and engaging. Will continue to monitor.	2 Months	1	5	5	Final tenders are in.
3.3	21/09/17	Other departments may not deliver as expected.	Project team	3	3	9	2 Months	Project team meetings bring key people together and will keep a track of tasks that are outstanding and plot there progress.	2 Months	2	3	6	
3.4	21/09/17	A key supplier may go out of business.	Project team	2	5	10	2 Months	Unlikely to happen although still needs to be considered. Finance checks done at evaluation stages.	2 Months	1	5	5	
3.5	21/09/17	Mergers between suppliers may erode competitiveness.	Project team	2	3	6	2 Months	Very unlikely	2 Months	1	3	3	
3.6	21/09/17	Key subcontractors may refuse to work together.	Project team	2	4	8	2 Months	Unlikely to happen although still needs to be considered.	2 Months	2	4	8	
3.7	21/09/17	Changes in client personnel may require additional project management effort.	Project team	3	3	9	2 Months	Mature/experience staff in place.	2 Months	2	3	6	
3.8	21/09/17	New contract cost exceeds budget WD	Project team	2	4	8	2 Months	CD process allows tailoring of cost.	2 Months	2	4	8	
3.9	21/09/17	New contract cost exceeds budget SH	Project team	2	4	12	2 Months	CD process allows tailoring of cost. Will end procurement if no competitive offer received.	2 Months	1	4	4	
3.10	21/09/17	The 'aligned service design' is not achieved significantly affecting contract and future operational costs.	Project team	4	5	20	2 Months	Ensure that whole council memberships are fully briefed and aware of financial impact before recommendations are presented	2 Months	1	5	5	Adjusted as SH council agreed to implement new service by sept 2020
3.11	21/09/17	WD Resource not available to meet timetable	Project team	3	5	15	2 Months	Secure consistent resource for project duration where possible to include consultants and legal support	2 Months	1	5	5	Additional support now in place so likelihood reduced to 1
3.12	21/09/17	SH Resources not available to meet timetable	Project team	3	5	15	2 Months	Secure consistent resource for project duration where possible to include consultants and legal support	2 Months	1	5	5	Additional support now in place so likelihood reduced to 1
3.13	14/01/17	Ensuring that the process is competitive to secure the best outcome for both Councils	Project team	4	5	20	2 Months	Ensure that all bidders are given full timely information in order to prepare bids. Ensure that all clarifications are responded to quickly and thoroughly. Ensure that full background information is provided on request. Support all bidders in engaging with process easily.	2 Months	2	4	8	Down graded as we near the end of the project
3.14	10/10/18	Torr Quarry - It appears from the Land Registry that the buildings don't fall within the land boundary as defined by the title plans held by the Land Registry. This could lead to the need for the authority to relocate (demolish and rebuild) the units.		1	4	4	Life of the Contract	There is a VERY low likelihood of this occurring. The Council will indemnify the Contractor in the respect of any claims.	Life of the contract	1	4	4	
External Risk 4.0													
4.1	21/09/17	Changes in legislation may impose changes in the solution (positive or negative).	Project team	2	3	6	8 months	No imminent legislation changes that would affect this project	8 Months	2	3	6	
4.2	21/09/17	Interest rates may change during the project (favourably or unfavourably).	Project team	2	4	8	8 months	Bank of England base rate has been stable for a number of months and the feeling is that it will not be changing anytime soon.	8 Months	2	4	8	
4.3	21/09/17	Political factors may influence senior management support for the project.	Project team	3	4	12	8 months	Communications plan will set out who to communicate to and when. Informal members session arranged with additional 'drop in' session to inform all members.	8 Months	2	4	8	Through lessons learnt we have improved our communications both in frequency and targeted comms.
4.4	21/09/17	Pressure groups/ opposition may disrupt project progress.	Project team	3	4	12	8 months	Ensure that whole council memberships are fully briefed and aware of financial impact before recommendations are presented. Communications plan will set out who to communicate to and when.	8 Months	2	4	8	
4.5	21/09/17	Force majeure event may occur, disrupting the project.	Project team	3	3	9	8 months	Unknown, unknowns	8 Months	3	3	9	
4.6	21/09/17	Client may withhold final acceptance for reasons outside contract.	Project team	3	3	9	8 months	Ensure that whole council memberships are fully briefed and aware of financial impact before recommendations are presented	8 Months	2	3	6	

4.7	21/09/17	Failure to respond effectively to public relations / media could negatively impact on decision.	Project team	4	4	16	8 months	Key Comms milestones identified within Comms Plan and Comms representative on the Project team to manage Comms Plan.	8 Months	2	4	8	Comprehensive Comms plan in place.
4.8	02/02/18	Bidder capital exposure in luie of Carillion collapse (linked to 2.4)	Project team	3	5	15	8 months	WYG consultants assure us through there own checks that this is not a project risk at this point	8 Months	1	5	5	

Red Red - These risks can have a significant impact on the business or project and must be managed by the project board or service management team. Mitigations must be in place and managed to ensure that the risk is not realised or can be controlled

Amber Amber - These risks need to be managed to prevent them causing an impact on the business or project. Clear plans with owners need to be in place and they should be managed by the project team or service leads on a regular basis

Green Green - These risks have low impact and/or low likelihood of occurring. Have a plan to prevent them escalating but only light touch monitoring required

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Likelihood			Impact		
5	Almost certainly will occur	This event is expected to occur in most circumstances	5	Major	Financial: Financial loss of over £1Mill Service Quality: Major drop in performance or inability to deliver mandatory services Reputation: Long term negative media coverage, or national media exposure Legal/Regulatory: Significant prosecution or fines, incarceration of directors Health & Safety: Significant injuries or fatalities to employees or third parties Morale/Staffing: Some senior leaders leave / high turnover of experienced staff, insufficient staff to complete statutory functions
4	Most likely to occur	This event will probably occur in most circumstances	4	Significant	Financial: Financial loss of between £500k & £1Mill Service Quality: Major drop in performance or inability to deliver discretionary services Reputation: Sustained negative media coverage, or South West or 'affected industry' publication exposure Legal/Regulatory: Regulator/Ombudsman report requiring major project to correct or prosecution with fines, etc. Health & Safety: Limited hospital care required for employees or third parties Morale/Staffing: Widespread morale problems and high turnover. Not perceived as employer of choice
3	Likely to occur	This event might occur at some time	3	Moderate	Financial: Financial loss of between £100k & £500k Service Quality: Drop in performance or delays to delivering a wide range of services Reputation: Short term negative media exposure Legal/Regulatory: Regulator/Ombudsman report with immediate correction to be implemented, or risk of prosecution Health & Safety: Simple 'medical professional' type care for employees or third parties, e.g. GP visit, minor injuries unit visit Morale/Staffing: General staff morale problems and increased turnover
2	Potential to occur however likelihood remain low	This event is not expected to occur	2	Minor	Financial: Financial loss of between £10k & £100k Service Quality: Drop in performance or delays to a service area or sustained loss of access routes for services Reputation: Local or 'industry' interest, single story over multiple news outlets Legal/Regulatory: Reportable to regulator/Ombudsman, no or little follow up needed Health & Safety: Minor injuries to employees or third parties Morale/Staffing: Pockets of staff morale problems and increased turnover
1	Unlikely to occur under normal circumstances	This event may only occur in certain circumstances	1	Insignificant	Financial: Financial loss of less than £10k Service Quality: Drop in performance or delays to a process or temporary loss of an access route to a service Reputation: Limited local interest, single story Legal/Regulatory: Not reportable to regulator/Ombudsman, simple fix Health & Safety: Minor first aid required Morale/Staffing: Isolated staff dissatisfaction

	Insignificant	Minor	Moderate	Significant	Major
Almost certain	5	10	15	20	25
Most Likely	4	8	12	16	20
Likely to occur	3	6	9	12	15
Potential to occur	2	4	6	8	10
Unlikely to occur	1	2	3	4	5

Proximity	Risk proximity means how far away in time will the risk occur
Daily	
Weekly	
Monthly	
Yearly	

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Risk Register Template

ID	This is the unique reference for the risk - typically number 1,2,3 etc
Risk description	This should explain fully what the risk is, standard format would be "The risk is that..... which could lead to.....which would result in....." Do not use this section to explain what you plan to do to prevent the risk from happening
Risk Owner	This person needs to be in a position where they can make agreements , spend money or take whatever action is necessary to prevent the risk from occurring
Likelihood	Score 0-5, what is the likelihood as at the date the risk is identified of the risk occurring if we do nothing at this stage?
Impact	Score 0-5, what impact would it have on the project or service if it did happen
Risk rating	This automatically calculates and is Likelihood x Impact
Proximity	When is the risk likely to become an issue - imminent, 1 month, 6 months, 1 year etc
Treatment	What can you do about the risk to prevent or reduce the likelihood of it occurring? 1) Avoid - can you take any actions which would prevent the risk from becoming an issue - maybe stopping doing something, changing the way things are done etc 2) Transfer - can we transfer the risk to someone else outside of the project / service ? Typical examples would be to insure for loss of equipment etc - therefore transferring the risk to the insurance company 3) Mitigate - If we cannot avoid or transfer the risk then we should consider mitigating actions - these are actions which reduce the impact of likelihood of a risk becoming an issue. 4) Accept - sometimes we just have to accept a risk (although this should be a last resort option!)
Mitigations	Here you should capture mitigating actions and regularly review them to ensure that they are happening
Risk after treatment	This rates the risk to the project after risks have been treated
Update	Here you should keep a track of any updates - this is the section which will be provided to the project board / service management team

Likelihood	Impact
1- Unlikely to occur under normal circumstances	1 - Very low impact to delivery
2- Potential to occur however likelihood remain low	2 - Minor impact to service delivery with potential for some financial / reputational implications
3- Likely to occur	3 - Impact on service delivery and financial / or reputational implications
4- Most likely to occur	4 - High impact on service delivery resulting in services / resources being unavailable for a long period
5 - Almost certainly will occur	5 - Severe impact on service delivery resulting in closure of some services / ceasing of project and / or significant financial and/or reputational implications

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Risk register - Waste Services Mobilisation

Created By:- Justin Dudley

Date Created:- 15-10-2018

Date Last Updated:- 13-03-2019



Project-	ID	Date logged	Risk Description	Risk Owner	Initial				Current				Update	
					Rating at point logged	Likelihood	Impact	Risk Rating	Proximity	Mitigations	Risk rating after treatment	Likelihood		Impact
Technical Risk 1.0	1.1	24/12/18	Scope changes may arise during project.		4	3	12	6 months	Key staff involved in drawing up task list which should cover most of Scope objectives, ongoing review will draw out further actions as necessary.	3 months	3	3	9	
	1.2	24/12/18	Client may introduce significant change during project (positive or negative).		3	3	9	6 months	Weekly progress meetings arranged to monitor progress against Project plan	3 months	2	3	6	
	1.3	24/12/18	Unexpected interactions may occur at key interfaces. Data inconsistencies across interfaces may require rework and cause a delay in the delivery of the IT solution.	IT Stream/ Case managers	3	4	12	6 Months	FCC will design a new platform to meet our needs as the 'Members of Public' app does not deliver what we want. This could cause a delay to the delivery of the IT solution.	3 months	3	4	12	
	1.4	24/12/18	Final solution may not meet performance requirements.		2	4	8	6 Months	Method statements outline the solution and as long as we ensure this is what is delivered then the contract monitoring will audit the performance of the contractor.	3 months	2	3	6	
Management Risk 2.0														
	2.1	24/12/18	Project management systems may not be adequate to support project requirements.		3	4	12	6 Months	Lessons learnt from previous stages have informed the methodology for the implementation stage	3 months	2	4	8	
	2.2	24/12/18	Poor decision-making may result in inappropriate task allocation.		3	4	12	6 Months	Helen and Jane have been requested to oversee all work streams.	3 months	2	4	8	
	2.3	24/12/18	Project may be given inappropriate priority within the programme.		2	5	10	6 Months	Unlikely as forward plan is already in place	3 months	1	5	5	
	2.4	24/12/18	Other projects may divert key resources		2	5	10	6 Months	Unlikely as forward plan is already in place	3 months	1	5	5	
	2.5	24/12/18	Business-as-usual demands may reduce project funding or contingency.		3	4	12		This will be closely monitored	3 months	2	4	8	
	2.6	24/12/18	Key resources may be unavailable when required. Specific skills may not be available when required.		3	3	9		Resources have been identified already and as long as business as usual doesn't increase we should be ok.	3 months	3	3	9	
	2.7	24/12/18	The client's requirement may be misunderstood.		3	4	12		Regular and Constant stream of dialogue in place and the contract is instu in West Devon and experienced	3 months	2	4	8	
	2.8	24/12/18	Client may fail to provide required information on time.		3	4	12		Use of the portal at the early stages gives an audit trail and the team will monitor and chase when required.	3 months	1	4	4	We now have a dedicated email inbox to take all project enquires.
	2.9	24/12/18	Health & safety legislation may change during the project.		1	4	4		Short project timescales means this is unlikely	3 months	1	4	4	
	2.10	24/12/18	Corporate reputation incident may damage support for the project. Senior management may lose confidence in project team.		3	4	12		Senior management involved at every stage and monitor all work streams.	3 months	1	4	4	
	2.11	24/12/18	Appropriately process for Contract monitoring in place at the start of the Contract		3	4	12		Training plan in place, monitoring forms will be on 'all on mobile' for ease	3 months	2	4	8	
	2.11	24/12/18	Appropriately trained staff for Contract monitoring in place at the start of the Contract		3	4	12		Training plan in place, monitoring forms will be on 'all on mobile' for ease.	3 months	1	4	4	Training already started and a collective review will happen in may to moderate scores and feed back improvements
Commercial Risk 3.0														
	3.1	24/12/18	Contractual terms may contain internal inconsistencies.		3	4	12		Regular review process in place with page turn session organised before final submission to contractor.	2 Months	2	4	8	
	3.2	24/12/18	Other departments may not deliver as expected.		3	4	12		Work streams in place with leads to help drive a consistent approach. Also regular Work stream lead meetings in place to share progress.	2 Months	2	4	8	
	3.3	24/12/18	A key supplier may go out of business.		1	5	5		Highly unlikely as financial checks have been done at regular points in the process	2 Months	1	5	5	
	3.4	24/12/18	Key subcontractors may refuse to work together.		2	4	8		Sub contractors already aware of the situation and on board with the process	2 Months	2	4	8	
	3.5	24/12/18	Changes in client personnel may require additional project management effort.		2	3	6		Unlikely at this stage	2 Months	2	3	6	
	3.6	24/12/18	Changes in legislation may impose changes in the solution (positive or negative).		3	3	9		Unlikely due to short timescales	2 Months	1	3	3	
	3.7	24/12/18	Interest rates may change during the project (favourably or unfavourably).		2	2	4		Contract price agreed	2 Months	1	2	2	
	3.8	24/12/18	Political factors may influence senior management support for the project.		3	3	9		Project Board will remain in place to give political advice and guidance.	2 Months	2	3	6	
	3.9	24/12/18	Local resources/companies may lack the required skills.		2	3	6		Unlikely	2 Months	1	3	3	
	3.10	24/12/18	Pressure groups / opposition may disrupt project progress.		3	4	12		Comms Plan/protocol in place.	2 Months	2	4	8	
	3.11	24/12/18	Force majeure event may occur, disrupting the project.		3	3	9		N/A	2 Months	3	3	9	
	3.12	01/03/19	T&C's not being ready for the contract signing date.		3	4	12		Helen to raise urgency with FCC Director to speed up the flow of information.	2 Months	2	4	8	Page turn session booked in internally in order to get immediate decisions.
External Risk 4.0														
	4.1	01/02/19	In light of the contract award the current supplier of Agency staff place their staff elsewhere to protect their staff as FCC don't have a contract with them.		3	4	12		Ask FCC to negotiate a contract with our supplier to maintain continuity.	2 months	1	4	4	An arrangement have been reached with another agency firm.
	4.2	12/03/19	Admissions agreement not being ready for the Contract signing		3	4	12		This is accepted practice that this will not be ready as we are dealing with Devon County so progress is slightly out of our control	4 months	3	4	12	Request has been made to Devon County to supply a completion date.
	4.3												0	
	4.4												0	

Likelihood	Description
5	Almost certain This event is expected to occur in most circumstance
4	Likely This event is will probably to occur in most circumstance
3	Possible This event might occur at some time
2	Unlikely This is not expected to occur
1	Rare This event may only occur in certain circumstance

Impact	Description
5	Major Severe impact on service delivery resulting in closure of some services / ceasing of project and / or significant financial and/or reputational implications
4	Significant High impact on service delivery resulting in services / resources being unavailable for a long period
3	Moderate impact on service delivery and financial / or reputational implications
2	Minor Minor impact to service delivery with potential for some financial / reputational implications
1	Insignificant Very low impact to delivery

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Risk Register Template

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ISSUE LOG
Frontline services Waste procurement project.

Date Created: 07/09/17
Date Last Updated: 30/04/19



Service	Waste
Programme	Frontline Waste Services Project

ID	Description	Priority (Select from drop)	Date Logged	Logged By	Action Owner	Latest Update	Closed Date	Status (Select from drop down)
P001	Project Board require base line docs (PID, Project Plan, Risk Reg etc.) in paper format. Reading a large amount of documents on an iPad is very difficult and the Board didn't like it.	Low	02/10/17	Justin	Justin	Large docs will in future be sent in paper format.		
P002	Electronic Voting isn't compatible from Microsoft outlook to Apple iPads. When I sent the first opportunity to the Board to vote electronically it didn't work.	Low	02/11/17	Justin	Justin	Don't use this form of voting.	02/11/17	Logged
P003	'Secure' Mod.gov Project group can be set up for members to receive project paperwork.	High	16/11/17	Justin	Justin	All seems to work fine although be careful as iPad don't pick up colours on highlight reports and risk registers.	16/11/17	Logged
P004	Using Survey Monkey to provide feedback on the project process seems to work and is a great way for receiving feedback anonymously	Low	16/11/17	Justin	Justin	Survey Monkey to be used at key stages of the project to inform and improve the next phase.	16/11/17	Work In progress
P005	Internet issues - Both councils internet and Network access went down during the Moderation of the initial SQ's. This meant accessing our secure filing structure was extremely difficult.	Medium	14/12/17	Justin	Justin	This was seen as something which was unavoidable unless the had a paper copy of everything, which goes against the Councils agile working policy.	Yes	
P006	Standard Questionnaires' form needs to be re-formatted allowing bidders to input information in whilst being readable to the moderator (Q6 - references)	Low	14/12/17	Justin	Lucy	Lucy has ammend the SQ form for future use.	14/12/17	Closed
P007								
P008	Clarifications - Indicate who will be responsible for responding, this should be in line with the responsible docs person list.	Medium	28/02/18	Justin	Justin		Yes	
P009	Clarifications - Agree a 'service standard' i.e. response to clarification from officer within 48 hours.	Medium	28/02/18	Justin	Justin		Yes	
P010	Moderation - Ensure those assessing the Quality element, don't see the Price element until they have finished scoring.	High	25/02/18	Justin	Lucy	Process has been changed to suit.	Yes	
P011	Look at Council reporting structure and ensure this falls inline with Project Board meeting dates.	Medium	28/02/18	Justin	Justin		Yes	Closed
P012	Dialogue Days - Clarifications must be sent through the Portal to ensure there is an audit trail.	Medium	03/04/18	Natalie	Natalie	This wasn't really adhered to which left a slight uncertainty on whether all questions that were asked were answered.	Yes	
P013	Clarifications - Build in a weekly meeting of 'key staff' to gain answers to Clarifications.	Medium	04/04/18	Justin	Justin	Weekly meetings booked in through the Detailed solutions stage to clear up outstanding clarifications. Worked really well.	Yes	Closed
P013a	Send outstanding clarifications to the meeting attendees 48 hours before the clarification meeting so preparation can be carried out.	Medium	19/06/18	Justin	Natalie		Yes	
P014	Detailed solution presentation by the bidders to all of the project team and not just the evaluation team to create greater understanding by the project team.	Low	20/05/18	Justin	Justin	Need to ensure project team are aware of the	Yes	
P015	Project Board to receive the Procurement Paperwork in Paper format (except the appendices) and not through electronic means as the Council does not have a system that the Project Board are comfortable using i.e. None of the members have 'Egress switch'.	Medium	25/05/18	Justin	Justin	Agreed at the board to provide procurement docs (except appendices) in paper format on the next occasion.	Yes	
P016	Member drop in sessions 'surgery style' to try and ensure we give the members every opportunity to ask questions about the procurement process.	Medium	10/06/18	Justin	Jane	This is a series of 'mop up' sessions that are over and above the informal Council sessions which are the main method of communicating project updates.	Yes	
P017	Review of moderation team to ensure the right people are moderating the right areas also to include the specialists in areas where new method statements have been added such as Health and Safety and Fleet management.	Medium	10/06/18	Justin	Lucy	This has reduced the work pressures on some people are moderating areas of their expertise. E.g. Ian Luscombe and Health & Safety.	Yes	
P018	Gain ceiling prices for the Consultants/legal coast	Medium	01/07/18	Justin	Neil/Justin	WYG have provided this and Andrew Ogalo has been requested to provide this.	Yes	
P019	FAQ's raised from the informal council meetings and from the drop in sessions should be collated and displayed on members area of the intranet.	Medium	17/07/18	Justin	Justin/Natalie	Complete	Yes	
P020	More detailed financials session required for the board members in the final tender stage so they can make an informed decision.	High	01/08/18	Justin	Justin	Organised for the next stage of the project	Yes	
P021	Email docs to Board Members well in advance of the Board meeting and then give them any document modifications in the form of a word table so this gives time to consider what they are being asked to read.	Medium	01/09/18	Justin	Justin	Seemed to be well received by members.	Yes	
P022	Q&A sessions before SH Full Council allowed Members to ask questions to calm any concerns they may have before debate in Full Council	Medium	07/12/18	Justin	Jane		Yes	
P023	Pre-planned press statements for all possible outcomes allowed us to react swiftly in updating staff and press on the outcomes of the Council Decision.	High	07/12/18	Justin	Helen/Lesley		Yes	
P024	There were various occasions throughout the project that we struggled to ensure we had quorate and on some occasions were were unable to be quorate which meant decisions could not be taken.	Medium	30/04/19	Justin		It is essential that Members accept the appointment knowing what the commitment is. When the West Devon members are appointed in the new Council I suggest that, as well as informing them of the scheduled dates for the forthcoming year (eighteen months?), they be asked to confirm availability immediately so that if there are dates they are unavailable they may be adjusted. That should make it difficult to be unavailable at short notice later on.	Yes	

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ISSUE LOG	
Frontline services Waste procurement project.	
Service	Waste
Programme	Frontline Waste Services Project - Mobilisation

Date Created:	27/12/18
Date Last Updated:	05/03/19

Note: Column L and M contains list (do not delete)



ID	Description	Priority (Select from drop)	Date Logged	Logged By	Action Owner	Latest Update	Closed Date	Status (Select from drop down)
M01	Reduce work streams numbers to reduce to opportunity of tasks not being allocated and tracked.	Low	27/12/18	Justin	Justin/ Natale	Work streams reduced	27/12/18	Logged
M02	Increase the number of 'touch base' meetings with Contractor to fortnightly Face to Face meetings and fortnightly Conference meetings.	Low	16/02/19	Justin	Justin/ Natale	Now in place	25/02/18	Logged
M03	Modify the Highlight report to feedback individual work stream progress so the Board have the right level of detail in their updates.	Low	25/02/19	Justin	Justin	Created	29/03/19	Logged
M04	Ensure there is a list of Contracts (mainly services such as Telephone lines and Broadband, Gas, Electric etc.) is made which include contract end dates and any termination penalties.	Medium	05/03/19	Justin	Justin	Noted for future projects	29/03/19	Logged
M05	When considering meeting dates/ key decision points consider what might be going on the Council at that time i.e. Elections, Council summer Break etc.	Low	01/03/19	Justin	Justin	Noted	29/03/19	Logged
M06	Ask the Work stream leads to update the board themselves which allowed more insightful Q&A.	Medium	11/03/19	Justin	Justin	Asked to come to next meeting	29/03/19	Logged
M07	When providing the Final Contract to the Contractor solicitor for confirmation, is an electronic version acceptable? As when the contract was to be printed of the Print Room wanted over a week to Print and bind it.	Medium	30/03/19	Justin	Justin	Noted	29/03/19	Logged
M08	Ensure all electronic devices are able to be unlocked on day one by providing log details and passwords.	Medium	01/04/19	Justin	Mike W		29/03/19	Logged
M09								

What aspect of the project has gone well?

Please provide a short paragraph

Planning has been exemplary, in my view, and documentation has been clear, useful and sufficient. The group worked well together. Officer support has been fantastic.

I feel that we were always kept regularly informed as the project progressed the outcome

Feedback to and from the depot. It's been good to have reliable up to date information and proper details of what is going on on the ground. I haven't been a regular attender or an official member of the group, but it seems to me this has been the main benefit of the group. our participation in the outsourcing contract ahs been very limited.

it ran on time throughout the whole process. We complied with all aspects regarding legal tendering. Members kept fully briefed and involved at all stages. The end contract achieved critical financial benefits

The project was very well co-ordinated, kept to time, and had a very successful outcome. Key risks were mitigated effectively. Project documentation was comprehensive. It was an incredibly thorough piece of work.

Co-ordination of the project and key staff team work across the project was excellent. Member input was also really strong - and in the appropriate amount at the right time. The project was timely and on budget. The success of the project was highlighted by the peer review team and could be used as a blueprint for the future.

The project has kept to the timescales set out within the original project plan and has also delivered the much needed savings. Everyone has done their outmost to ensure the smooth running of this project. The project meetings have kept the project on track and ensured tasks were completed on time.

Regular meetings were held weekly to ensure actions were completed in a timely manner. Actions and time frames were provided to owners of the tasks and most were completed on time

Co-operation between the 2 authorities. The Officer hard work above and beyond reasonable work load

All of it

Good adherence to timescales. Project on track, well managed and documented

Kept to timetable, thank to officers' tremendous effort

the regular meetings and co ordination of clarifications etc from Justin and Natalie have been great and ensured the information needed is clear and kept on track for all involved.

So far as I'm concernedeverything

In your opinion what would of made the project even better?

Please provide a short paragraph

There were some points where legal support seemed to be a little disjointed and "out of the loop". However, everything seemed to go really well, to me.

i would have liked more updates on the progression of the project to get a better understanding of how the conclusion was arrived at

More direct involvement in the outsourcing contract would have been beneficial to the group. Sometimes it wasn't clear that our message got through to officers e.g. about using social media only re Christmas wrapping paper.

Difficult to think of anything!

The workload and pressure on key officers was extremely intense and left other areas of the organisation under-resourced or under pressure at key times in the process. We should consider building in more officer resource into the costs for future projects.

The project was tight on resources - we spent less than most single councils would and carried out BAU at the same time. This undoubtedly put strain on the day to day service and some individuals - so either more time or more resources would have made the task more manageable. Some support services did not engage with the project or the process as fully as others - this did cause pressure on colleagues or support work being carried by specialists. a clearer plan for expectation and engagement - and a clear sense of prioritisation of work and who support tasks were allocated to would help. The ability for the project lead to go straight to the support task owner rather than through another HoP would also assist.

Difficult to say as I feel this project has been exemplary. It would have been better to have had slightly more time between the tender results coming back in and having to write the reports to Members. The timescales were met as Members and staff went above and beyond to meet the tight timeframes.

Individual CoP leads managing their own areas of work in collaboration with the service once actions had been tasked

I regret the decision to privatise, which was not proved to my satisfaction.
Nothing as far as I am concerned.

Maybe better communication with Members over dates of working group meetings etc to ensure attendance.

More than 2 bidders. Attendance at Project board meetings. Low threshold to be quorate

I think the project has worked well. Time restraints due to other work pressure have made it challenging at times but overcome.

As said I'm totally happy with how it's been handled so far.

Do you have any other comments, questions, or concerns?

Please provide a short paragraph

No

Very happy with the officer input and contract outcomes as per target.

Not really. I'm afraid I didn't attend regularly enough to get a real handle on the thread of things.

Just to say "thank you" - job well done!

I was incredibly proud of all the team achieved in the project period. Key staff worked above and beyond to make the procurement and the associated work timely, high quality and efficient. Everyone involved should be really pleased with the results - it was a phenomenal effort.

I have pleased that the Peer Review team acknowledged the success of this project and I agree that this is a model that we could package and almost sell to other Authorities as best practice.

A six member board was not always quorate because some Members did not attend, nor notify their non attendance.

No

No - all good thanks! S

Worried about South Hams staff possible reaction

personally I think they way it has worked and been co ordinated has worked extremely well

No

Report to: **Overview and Scrutiny Panel**
Date: **11 July 2019**
Title: **ICT Resilience Update**
Portfolio Area: **Support Services – Councillor N Hopwood**

Wards Affected: **All**

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

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

Contact: mike.ward@swdevon.gov.uk **01803 861310**

Recommendation:

- 1. That the Panel note the progress made to date in maintaining resilient IT systems and networks since June 2018**

1. Executive summary

- 1.1 Resilient IT systems are critical to the Council in delivering its services and to enabling its staff to work in an agile way. It is the service that enables all officers and Members access to information and communications tools.
- 1.2 Maintaining resilient systems is the responsibility of the IT Community of Practice, supported by the IT Service Desk (where issues are captured when reported)
- 1.3 An update was previously provided to the Panel in June 2018 with a resolution that a further update be provided in twelve months' time.
- 1.4 This report is an update on both the work completed and currently planned which serves to further improve the resilience of the IT service and availability times.
- 1.5 Good progress has been made so far with further actions planned as set out in this report.

2. Background

- 2.1 The IT Community of Practice is responsible for delivery and availability all back office software, email, Skype and telephony, networking, connectivity, remote access and security.
- 2.2 The previous IT (*28 June 2018 O&S7/18*) resilience report detailed the following work as "in progress".
 - 2.2.1 New Internet link to Kilworthy Park (West Devon Borough Council head office) which would allow continuity of access and telephony in the event that Follaton House loses Internet connectivity.
 - 2.2.2 The specification and purchase of new, more fault tolerant core network switches (devices which push data around our network) to replace current aging equipment.
 - 2.2.3 Commissioning of new web filtering system to protect internet users from malicious sites.
- 2.3 The following work was detailed as "planned"
 - 2.3.1 Following a period of evaluation and consultation, the migration of members email to cloud hosted Microsoft Office365 allowing more freedom of access without compromising security.
 - 2.3.2 The implementation of an application architecture refresh for the Civica Software to improve response speed and availability.
 - 2.3.3 Following the successful response to the severe weather, we will ensure that procedures are in place so that the Council is continuously ready to respond in a similar way whenever officer access to Follaton House or Kilworthy Park are compromised, with office systems and telephony uninterrupted.
 - 2.3.4 Conduct a Business Continuity rehearsal to ensure the requirements of the Organisational Business Continuity Plan are met.

3 Outcomes/outputs

Progress to date is as follows

- 3.1 The new Internet link was successfully commissioned giving speeds of 0.5 GB/sec – The enables us to replicate data backups to Kilworthy Park every 2 hours.
- 3.2 In all, 26 core network switches have been replaced with new more fault tolerant devices and there have been no network issues since. Other configuration changes have also improved speed and reliability.
- 3.3 The new web filtering software was successfully commissioned.

- 3.4 Implementation of the new Civica load balanced platform architecture is partially complete and it is planned to finish this work by the end of August 2019.
- 3.5 Given the organisation's dependence on remote access to deliver services, an order was placed in June 2019 to purchase an additional Pulse Secure remote access appliance which can be utilised as both a test device and a live failover in the event of a fault developing in one of the existing pair of devices. This will help to mitigate against the issues recently experienced where the Pulse system occasionally failed on computers. More detail on this is set out in the report to Panel on 13 June 2019 (Agenda Item 9)
- 3.6 The Microsoft Office 365 programme was temporarily halted due to staffing resources being prioritise to build a new Intranet platform then migrate existing content and train content authors.
- 3.7 Business continuity rehearsals have been conducted with systems and data successfully being restored to facilities in Kilworthy Park, but the exercise has highlighted the need for additional hardware at the site to deliver an acceptable level of performance.
- 3.8 Further work is required to ensure the requirements of the business are met and system recovery times are agreed.

Additional work in progress or completed

- 3.9 In addition to the work proposed in the last report, the following work further provides additional reassurance, enhances the resilience of the IT service.
- 3.10 The IT CoP regularly publicises the risk Malware poses to the organisation, provides information and training on how to identify it, and tests officers' level of knowledge by delivering face to face training, sending out educational emails and phishing tests.
- 3.11 We have installed and are currently configuring a new network storage device to replace the existing aging file storage device which hosts staff files and data.
- 3.12 Currently upgrading Exchange server and Exchange architecture to improve maintenance and recovery times. This also prepares for migration to Office 365 when required.
- 3.13 Regular IT health checks are undertaken which are conducted by accredited external companies. These are annually commissioned standards tests of system security, designed to asses our suitability for connection to government networks.
- 3.14 We received a "Good Standard" in the Cyber Security Report from Devon Audit Partnership
- 3.15 Increased speed of internet connection from 100Mb to 1GB allowing greater connection capability.

Current Performance

- 3.16 The IT COP maintains statistics around network and application availability. Appendix A shows a selection of server uptime statistics for main business systems. Server uptime is considered to be very good. The downtime included in the reports includes that which occurs as a result of planned, out of hours or overnight down time
- 3.17 When officers report issues which are affecting their productivity, it is generally a client application issue which we address by ensuring we are continuously testing and deploying current releases of applications such as W2 and APP

4 Options available and consideration of risk.

- 4.1 The programme of improvements above contributes to reducing the risk of service interruption and to ensure the solutions meet the requirement of the Councils business continuity plan.
- 4.2 Where risks are identified, they will be entered in the corporate risk register for consideration.

5 Proposed Way Forward

- 5.1 To continuously work towards reducing risk to business continuity by researching and implementing hardware, software and process improvements.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	
Financial	N	
Risk	N	
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

Overview and Scrutiny Panel Agenda Item 9 13 June 2019 – “IT System Update”



Overview and Scrutiny Panel O&S7/18 28 June 2018

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Cabinet/Scrutiny)	Not Applicable



IT Resilience – Appendix A

Report for Check Planning Portal

Report Time Span:	01/12/2018 00:00:00 - 25/06/2019 00:00:00		
Sensor Type:	HTTP Advanced (5 m Interval)		
Probe, Group, Device:	Follaton probe > Servers > swfvchubweb1.swdevon.lan		
Uptime Stats:	Up:	99.394 % 	[203d 07h 26m 36s]
Request Stats:	Good:	98.993 % 	[58499]
Average (Loading time):	2,325 msec		



Shows the health of Civica W2 servers by retrieving a document.

Report for App Pool Civica APP Live

Report Time Span:	01/12/2018 00:00:00 - 27/06/2019 13:34:00		
Sensor Type:	PerfCounter IIS Application Pool (5 m Interval)		
Probe, Group, Device:	SWFPRTG3 > Servers > swfvcaas1 [Civica APP application server]		
Uptime Stats:	Up:	99.263 % 	[98d 19h 36m 51s]
Request Stats:	Good:	98.498 % 	[42900]
Average (Application Pool State):	100 %		

Civica APP application up time

Report for Skype Services Group

Report Time Span:	01/12/2018 00:00:00 - 25/06/2019 00:00:00		
Sensor Type:	Business Process (180 s Interval)		
Probe, Group, Device:	Follaton probe > Group Sensors > Group Check Sensors		
Uptime Stats:	Up:	95.806 % 	[196d 00h 17m 08s]
Request Stats:	Good:	95.446 % 	[93801]
Average (Skype Services):	95 %		

All servers in the Skype group

Report for Service: OracleServiceRBLIVE



Report Time Span:	01/12/2018 00:00:00 - 27/06/2019 13:56:00		
Sensor Type:	WMI Service (180 s Interval)		
Probe, Group, Device:	Follaton probe > Servers > swfvrb1[SH RevBens Oracle]		
Uptime Stats:	Up:	94 % 	[194d 04h 34m 32s]
Request Stats:	Good:	93 % 	[92706]
Average (Sensor Execution Time):	391 msec		

Northgate Revs and Benefits. Down time is between 2:00 am and 4:00 am each night for backing up databases.

Report for Civica Financials Web Access (SHDC)

Report Time Span:	01/12/2018 00:00:00 - 27/06/2019 14:46:00		
Sensor Type:	HTTP (180 s Interval)		
Probe, Group, Device:	Follaton probe > Servers > swfvfms2 [Finance SHDC Apps]		
Uptime Stats:	Up:	99.999 % 	[207d 07h 12m 03s]
Request Stats:	Good:	99.986 % 	[99483]
Average (Loading time):	33 msec		

Report for Email Flow

Report Time Span:	01/12/2018 00:00:00 - 26/06/2019 08:22:00		
Sensor Type:	SMTP&IMAP Round Trip (1 h Interval)		
Probe, Group, Device:	SWFPRTG3 > Servers > swfvex2.swdevon.lan [Windows Webserver]		
Uptime Stats:	Up:	99.636 % 	[60d 23h 18m 49s]
Request Stats:	Good:	92 % 	[1471]
Average (Total):	32,376 msec		

Measures the ability of the mail system to send and receive emails.

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Report to: **Overview and Scrutiny Panel**

Date: **11 July 2019**

Title: **OVERVIEW AND SCRUTINY ANNUAL REPORT**

Portfolio Area: **N/A**

Wards Affected: **All Wards**

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) **Any recommendations will be presented to the Special Council Meeting on 25 July 2019**

Author: **Darryl White** Role: **Senior Specialist – Democratic Services**

Contact: darryl.white@swdevon.gov.uk

RECOMMENDATION

That the Panel RECOMMEND to the Council that the Annual Report for 2018/19 be approved.

1. Executive summary

- 1.1 It is a constitutional requirement for the Overview and Scrutiny Panel to report annually to full Council on its workings and make recommendations for future work programmes and amended working methods (if appropriate);
- 1.2 As a consequence, the Panel's draft Annual Report is presented at Appendix A.

2. Background

- 2.1 The last financial year has been one of significant change for the Council and the Panel has played a key role during this year in taking stock of the key issues, successes and challenges that have been met by the Council and how these have been addressed.

3. Options available and consideration of risk

- 3.1 Not only is it a constitutional requirement for the Overview and Scrutiny Panel to produce an Annual Report, but it is also recognised as being good practice to do so.

3.2 Whilst an alternative to the report could be a verbal report from the Chairman of the Panel, it is considered more appropriate to have a formal written document accessible to the public and published on the Council website.

4. Proposed Way Forward

4.1 It is proposed that the contents of the Report be approved.

4.2 Members' views on the presentation and content of the report would be helpful to inform and shape future Annual Reports.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The production of an Annual Overview and Scrutiny Report is a requirement of the Council Constitution.
Financial	N	There are no financial implications directly arising from this report.
Risk	Y	There are no risk implications directly arising from this report.
Supporting Corporate Strategy		The Annual Report has been set out in accordance with each of the themes that underpin the Council's Corporate Strategy.
Comprehensive Impact Assessment Implications		
Equality and Diversity		There are no equality and diversity implications directly arising from this report.
Safeguarding		There are no safeguarding implications directly arising from this report.
Community Safety, Crime and Disorder		There are no community safety or crime and disorder implications directly arising from this report.
Health, Safety and Wellbeing		There are no health, safety or wellbeing implications directly arising from this report.
Other implications		The publication of this Annual Report may help understanding and raise the profile of the Council's Overview and Scrutiny function.

Supporting Information

Appendices:

A: The Draft Overview and Scrutiny Annual Report

Background Papers:

- The Council Constitution; and
- Overview and Scrutiny Panel agendas and minutes from the 2018/19 Municipal Year.

Overview and Scrutiny **Annual Report**

2018 - 2019



Foreword from the Panel Chairman



Cllr Michael Saltern

Chairman of
South Hams
District Council
Overview and
Scrutiny Panel

In presenting the Annual Overview & Scrutiny Report for 2018/19 I would like to draw attention to the newly published guidance for Overview & Scrutiny Panels which was released May 19.

2019 statutory guidance

It recommended that authorities should operate an assumption of transparency towards overview and scrutiny committees, and highlights 10 principles that would help to develop a supportive culture

- Recognising scrutiny's legal and democratic legitimacy
- Identifying a clear role and focus
- Ensuring early and regular engagement between the executive and scrutiny, for instance via a work programme
- Managing disagreement, particularly over party politically contentious issues, for example via an executive-scrutiny protocol
- Providing the necessary support, including access to resources and to senior officers where appropriate. County and unitary authorities are required to appoint a statutory scrutiny officer;
- Ensuring impartial advice from officers
- Communicating scrutiny's role and purpose to the wider authority
- Maintaining the interest of full Council in the work of the scrutiny committee: ensuring that there is a link between full council proceedings and overview and scrutiny
- Communicating scrutiny's role to the public
- Ensuring scrutiny members are supported in having an independent mindset.³²

I highlight this as it is clear that although coming into force just after this year, I can state unequivocally that during the 18/19 year every aspect of this guidance was applied based on the commitment and full respect for their responsibility by each of the Panel Members, Council officers and wider Council Membership.

Attendance by Council members from other Committees was a regular feature and their participation, understanding and interest was clear throughout.

I extend personal thanks to the Panel Members who underpinned the utmost transparency and balance of challenge and support which is so vital to the process. There is a key requirement within the skill set of Panel Members this being "independence of mind" which is essential in fulfilling their role. I commend all of the Panel Members for portraying that requirement throughout the year.

I must conclude with my deep appreciation to the Lead Officer for Scrutiny Mr Darryl White for his efficiency and support for Panel Members throughout the year and all of the officers for their reports, presentations and total commitment to the principles of Overview and Scrutiny.

Cllr Michael Saltern

Introduction

We are pleased to present the Overview and Scrutiny Annual Report which outlines our work during the 2018-19 Municipal Year and which provides general information on the overview and scrutiny function at South Hams District Council.

Overview and Scrutiny is a key part of the democratic decision-making process in local councils, where Panel Members can contribute to shaping Council policy, community wellbeing and accountability. The Panel does this by: reviewing Council services and policies, community issues and key decisions and making recommendations for improvement.

The four key principles of Overview and Scrutiny are:

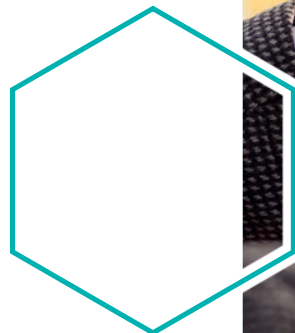
- Provides a 'critical friend' challenge to executive policy makers and decision-makers;
- Enables the voice and concerns of the public to be heard;
- Is carried out by 'independent minded Members' who lead and own the scrutiny role; and
- Drives improvement in public services.

The Panel Members consider these principles when selecting topics to investigate whether it is holding the Executive to account, reviewing policies, policy development or the scrutiny of external bodies.

The Council recognises the importance of the overview and scrutiny function in its governance arrangements and officer support.

The Council's governance arrangements specify that all 31 Members of the Council are considered to be either an Executive Member (of which there are 6); a Development Management Committee Specialist Member (of which there are 12); or an Overview and Scrutiny Panel Specialist Member (of which there are 13).

The lead officers supporting the Panel for 2018/19 were the Council's Group Manager – Commercial Services and the Senior Specialist – Democratic Services.



Panel Membership

Cllr Michael Saltern
Chairman



Cllr Peter Smerdon
Vice-Chairman



Cllr Jonathan Hawkins

Cllr Keith Baldry



Cllr Michael Hicks

Cllr John Birch



Cllr Elizabeth Huntley

Cllr Ian Blackler



Cllr David May

Cllr Basil Cane



Cllr Trevor Pennington

Cllr John Green



Cllr Karen Pringle

4



The role of the Overview and Scrutiny Panel

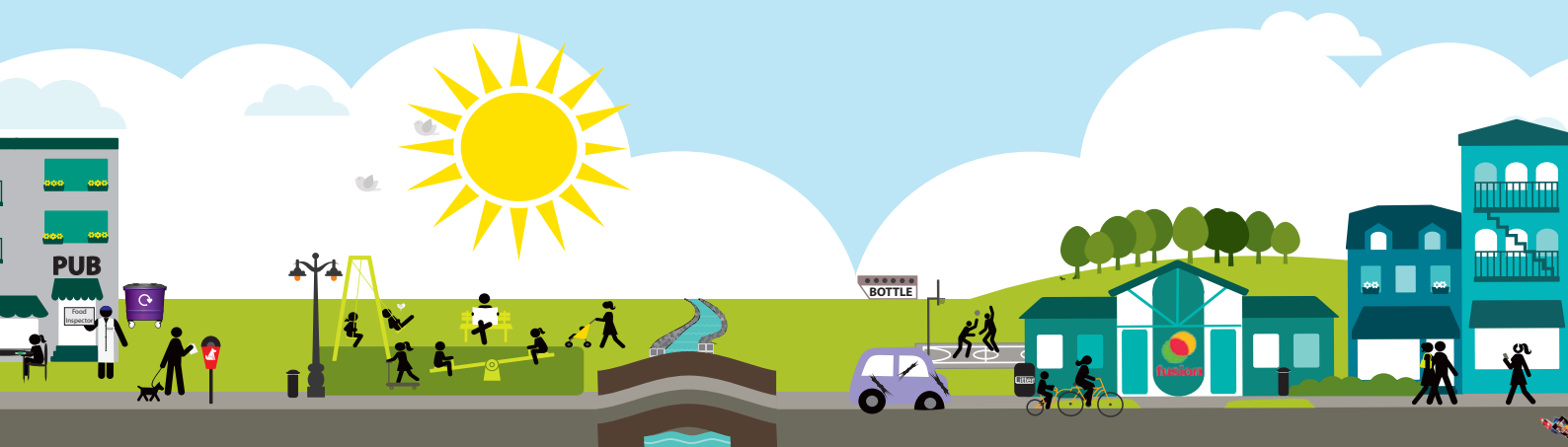
Overview and Scrutiny is a key part of the Council's political structure and it plays a vital role in improving the services that people of the District use – whether a resident, employed here or just visiting. Overview and Scrutiny does not just look at the way the Council does things, it can look at anything which affects the lives of people within the District and it allows citizens to have a greater say in Council matters.

Overview and Scrutiny allows Members to review and scrutinise decisions, look at existing practices and make recommendations to help ensure the residents of the South Hams receive excellent services. The overall aim is to ensure overview and scrutiny adds value to the Council's decision-making process and makes a positive contribution towards policy development.

The detailed terms of reference and procedure rules for the Overview and Scrutiny Panel can be found at: Part 2 – Article 5; Part 3 – Delegation Scheme; and Part 4 – Rules of Procedure of the Council Constitution. The Council Constitution can be accessed via the following link:

www.southhams.gov.uk/article/3689/Our-Constitution

5



Agenda Items – Corporate Priorities

The Overview and Scrutiny Panel met formally on eight separate occasions during the 2018/19 Municipal Year.

In addition, the Panel met jointly with the Development Management Committee on one occasion to consider the draft Budget Proposals (and Fees and Charges) for 2019/20. Due to the relevance of the matter to both Member Bodies, a Performance Update on the Development Management Service was also presented to the Joint meeting.

In considering its work programme, the Committee gave great emphasis to the Council's Corporate Strategy and the six strategic themes, which are shown in the image alongside this text.

The Panel has consequently received a number of reports (and made a number of recommendations) which are linked to these strategic themes. Whilst it is acknowledged that a number of these cut across a number of these themes, for the purpose of this Annual Report, they are aligned to the theme that is considered the most relevant:





Action	18/19 Progress
Civica / IT: Lessons Learnt	<p>The Panel considered a report that sought endorsement of the conclusions of the Civica / IT lessons learnt exercise and the proposed actions and proceeded to RESOLVE that:</p> <ol style="list-style-type: none"> 1. the conclusions of the lessons learnt exercise and the proposed actions be endorsed; and 2. in the future for key projects: <ol style="list-style-type: none"> a. adequate procurement processes and frameworks be put in place (including, if deemed appropriate, the creation of a Member Board) that ensures that the Council maximises the advantages to the Council and its residents; and b. Members and relevant stakeholders be more involved as the project evolves; 3. the Audit Committee be asked to examine whether the Council has maximised all the potential avenues outlined in the agenda report.
ICT Resilience Update	<p>Members considered a report that provided an update on the Council’s IT systems and the steps being taken to meet the expected Business Continuity requirements of the organisation.</p> <p>Such was felt to be the importance of this matter that the Panel noted the contents of the report and requested a further update in twelve months’ time.</p>
Review and Effectiveness of Car Parking Equipment – Verbal Update	<p>In response to it becoming apparent that a number of car parking machines had been broken (and remained unfixed) for a period of time, the Panel received a verbal update in this regard.</p> <p>During the debate on this matter, it became evident that there were a number of other issues with the contractual arrangements and the Panel resolved that:</p> <ol style="list-style-type: none"> 1. it expresses its deep concerns over: <ol style="list-style-type: none"> a. Whether the current contract remained fit for purpose; and b. The apparent shortcomings in: contract management; inconsistencies of maintenance of equipment; and inadequacy of spare parts held; 2. A full report be presented to its 6 September 2018 meeting that addressed each of the concerns raised and the direction of travel in relation to future service provision for Council Car Parks; and 3. Senior officers be asked to review other rolling contracts managed by the Council to ensure that they each remain fit for purpose. <p>Following consideration of the full report, the Panel proceeded to endorse the actions that had been taken by officers and the steps being taken by the Metric Group. In recognition of the issue remaining unresolved, the Panel also concluded that, in the event of the compensatory offer from the Metric Group remaining unsatisfactory, then senior representatives of the Group should be invited to attend a future meeting.</p> <p>As a result of Metric Group representatives failing to attend a Panel meeting, it was then resolved that the Executive recommend to Council that officers consider, as a matter of urgency, the appointment of a new company to provide and maintain the Council’s Car Parking Pay and Display Machines, with a progress report being presented to a future Panel meeting.</p>

Medium Term Financial Strategy Presentation	<p>The Panel received a presentation that outlined a series of recommendations on the Medium Term Financial Strategy.</p> <p>After a lengthy debate, the Panel “RESOLVED that the following views be expressed to the Executive and the Council as part of the development of the Medium Term Financial Strategy:</p> <ol style="list-style-type: none"> 1. That the strategic intention be set to raise Council Tax by the maximum allowed in any given year (without triggering a Council Tax Referendum) to endeavour to continue to deliver services. (NB. the actual Council Tax for any given year will be decided by Council in the preceding February); 2. That an application be submitted for Business Rate Pilot status for 2019/20, with agreement being given to a 40% District / 34% Devon County Council / 1% Fire split for the 75% scheme. In the event of the Pilot bid being unsuccessful, that agreement be given to the Council remaining part of the Devon Business Rates Pool for 2019/20; 3. That Central Government and Devon MPs be actively lobbied to support a 2019/20 Devon Pilot bid; 4. That the Council actively lobby and engage with the Government, Devon MPs and other sector bodies (e.g. the District Councils Network and the Rural Services Network) for a realistic Business Rates Baseline to be set for the Council for 2020 onwards; 5. That the Council responds to the technical consultation in support of the Government eliminating Negative Revenue Support Grant. In addition, the Council should continue to lobby for Rural Services Delivery Grant allocations that adequately reflect the cost of rural service provision; 6. That £500,000 of New Homes Bonus funding be used for 2019/20 to fund the Revenue Base Budget and then reduce this funding to £400,000 by 2020/21 and £250,000 by 2021/22 for modelling purposes; 7. That, as part of the Budget Setting process, a review be undertaken by Members into the annual level of contributions to Earmarked Reserves (£722,300) and the adequacy of the existing level of Unearmarked Reserves (£1.8 million) and Earmarked Reserves (£8.3 million) (NB. this will assess the adequacy of Reserves levels in light of future plans and pressures); 8. That the Council takes specialist pension advice on the options for the Council’s Pension position, with the aim of reducing the current contributions, increasing affordability, whilst best managing the pension deficit; 9. That the Council continue with the Local Government Terms and Conditions of the Employment Green Book for at least 2019/20. That a review of all options for reducing staff costs (by varying terms from the Green Book from 2020/21) be undertaken, with an initial report being presented back before the end of 2018/19.
IT Procurement Exercise	Having considered an exempt report, the Panel endorsed the proposed IT Procurement exercise and recommended to the Executive that it approves the proposed way forward.
Business Continuity Plan – Verbal Update	Following a verbal update on the Business Continuity Plan, the Panel thanked the lead officer and was suitably assured that adequate progress was being made.

Ombudsman Annual Review Letter 2018	The Committee reviewed the Ombudsman Annual Letter for 2018 and welcomed the improved performance in respect of dealing with customer complaints. In particular, Members were assured that the Council was reviewing (and taking learning points) from each complaint received.
Regulation of Investigatory Powers Act (RIPA) 2000 Policy and Update	The Committee reviewed the RIPA 2000 Policy and recommended its approval to the Council. This recommendation was then approved without amendment by the Council. Also, the Panel welcomed the Investigatory Powers Commissioner's Office report and recommendations and the fact that there had been no RIPA Authorisations to the Council since the last annual update.
General Data Protection Regulation (GDPR) and Data Protection Policy Update	Members considered an amended Data Protection Policy and an update on the General Data Protection Regulation and recommended to Council that they be approved. These recommendations were subsequently approved by the Council.
Draft Member Induction Programme 2019	The Panel considered the draft Member Induction Programme for 2019 and, subject to inclusion of some minor amendments, Members unanimously approved the roll-out of the Programme.
Development Management – Performance Update	At the joint Budget meeting of the Panel and Development Management Committee, a Development Management – Performance Update was also presented for consideration. The joint meeting proceeded to recommend to the Executive and Council that: <ol style="list-style-type: none"> 1. The actions being taken to secure improved performance within the Development Management Service be endorsed; 2. As part of the 2019/20 Budget Setting process, support be given to the addition of a Level 5 Specialist, at a cost of £29,000, within the Development Management service (to be funded through planning income); and 3. In the event of recommendation 2 being approved, a further service capacity review be undertaken by the Panel six months after the additional Level 5 Specialist takes up their post.

Fees and Charges 2019/20

The joint meeting of the Panel and the Development Management Committee considered the setting of Fees and Charges for 2018/19 as part of the draft Budget Setting process. In so doing, the meeting recommended to the Council (via the Executive) that:-

1. the proposed fees and charges set out for Parks, Open Spaces and Outdoor Sports be approved;
2. the proposed Environmental Health Charges be approved;
3. the proposed Fees and Charges for Development Management be approved;
4. delegated authority be given to the Group Manager for Commercial Services, in consultation with the lead Executive Member, to set the Dartmouth Lower Ferry Fees to take account of market conditions, including competitor charges;
5. there are no changes to the Car Park Charges for 2019/20, except for where this has been agreed as an alternative to the implementation of Pay on Entry at public toilets (NB. a report will be presented to the Executive in this respect in due course);
6. the proposed changes to Boat Storage Charges be approved;
7. delegated authority is given to the Group Manager for Commercial Services and Section 151 Officer, in consultation with the Portfolio Holder, to set the Commercial Waste charges, once all the price modelling factors are known;
8. officers undertake a review into all aspects of fees and charges related to zoo licensing, with these being reported back to the joint Budget Consultation meeting in January 2020.

Budget Proposals for 2019/20 Onwards Update

The joint meeting also considered the Budget Proposals for 2019/20 Onwards and recommended to the Council (via the Executive) that support be given to:

1. the increase in Council Tax for 2019/20 of £5;
2. the financial pressures amounting to £1,354,700;
3. the net contributions to/from Earmarked Reserves amounting to £782,300;
4. the proposed savings of £1,060,226 for 2019/20;
5. the proposed use of £500,000 of New Homes Bonus funding to balance the 2019/20 Revenue Budget (as shown in Appendix E of the presented agenda report); and
6. the following measures being implemented to close the predicted 2019/20 Budget Gap of £75,007:
 - a. reduce the contribution to the Planning Policy and Major Developments from £75,000 to £50,000;
 - b. remove the £7,000 allocated to the 'Communities Together Fund'; and
 - c. reduce the contribution to the Land and Development Reserve from £50,000 to £7,000.
7. the content of the Capital Programme Proposals for 2019/20 that totals £1,290,000 be supported;
8. the content of the Capital Programme Proposals for 2019/20 that totals £14,001,000 be supported; and
9. the proposed financing of the 2019/20 Capital Programme of £15,291,000 from the funding sources be supported.

Employee Terms and Conditions	With regard to the 'Employee Terms and Conditions' agenda item that was due for consideration by the Executive, assurances were given to the Panel that copies of all relevant consultation documents would be circulated to all members of staff and every response submitted would be taken into account before any final agreement was reached.
Peer Challenge Action Plan	<p>Consideration was given to a report that provided Members with a copy of the Peer Challenge Action Plan and the Panel RESOLVED that:</p> <ol style="list-style-type: none"> 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.

COMMUNITIES

Council and residents working together to create strong empowered communities



Action	18/19 Progress
Community Funding Task and Finish Group	<p>The Panel supported the recommendations of the Task and Finish Group to reduce funding levels allocated to the South Hams Community and Voluntary Service and the South Devon Area of Outstanding Natural Beauty. However, when these recommendations were presented to the Council, the majority of Members voted to defer these decisions to enable for further consideration as part of the wider 2019/20 Budget Setting process.</p> <p>Such was the displeasure of the Task and Finish Group Members at this overturn that the Panel Chairman took the decision that no further Task and Finish Groups would be established during this Council term.</p>
Customer Satisfaction Survey	<p>The Panel considered the results of the recent Customer Satisfaction Survey and noted with concern the results and requested the production of a comprehensive Action Plan that would be presented to the next Panel meeting.</p> <p>When the draft Action Plan was presented, the Panel recommended to the Executive that:</p> <ol style="list-style-type: none"> 1. the proposed Customer Satisfaction Action Plan be endorsed; 2. the proposed Customer Service Standards be supported; and 3. the direction of travel in relation to the Housing Benefits / Contact Centre pilot be endorsed.



HOMES

Enabling homes that meet the needs of all

Action	18/19 Progress
Homelessness Strategy Action Plan 2018/19	<p>The Panel considered and recommended that the Executive adopt the Homelessness Strategy Action Plan for 2019/20. In addition, the Panel also resolved that:</p> <ul style="list-style-type: none"> ● Those actions that were identified as being incomplete and rolled over to the 2018/19 Action Plan ('Vulnerable Customer Charter to be finalised' and 'Work with Schools to be expanded to include all major Secondary Schools') be progressed as soon as practically possible; ● all Members should be in receipt of updates on: <ul style="list-style-type: none"> ● a copy of the Citizens' Advice Bureau report on the Social Prescribing pilot; ● the membership of the Health and Wellbeing Board; ● a Briefing Note on those properties that the Council owned within the South Hams that were currently leased to South Devon Rural Housing Association; ● an interactive Member Briefing Session on the Homelessness agenda be convened (<i>NB. this session was subsequently held and regarded by Members as being one of the best Learning and Development sessions that they had attended during the four year Council term</i>); ● future Annual Reports include reference to actual Case Studies.
Neighbourhood Planning: Support to Groups – Verbal Update	<p>Following receipt of a verbal update on Neighbourhood Planning, the Panel resolved that:</p> <ol style="list-style-type: none"> 1. it welcomed the re-launching of the Council's offer to Neighbourhood Planning Groups and asks that it include reference to the Council's statutory responsibilities and funding streams that were potentially available; 2. the re-launched version of the offer be circulated to Members and Town and Parish Councils as soon as is practically possible; 3. Town and Parish Councils be informed about the benefits of working together with neighbouring parishes to develop and progress a Neighbourhood Plan; 4. all Members encourage Groups (and other potentially interested parties) to attend future Neighbourhood Planning Workshops convened by the Council; 5. the Council is careful that it is realistic and does not over promise the support that it can provide to Neighbourhood Planning Groups; and 6. a Toolkit be produced and finalised before the end of August 2018.

Community Housing Strategy Update	<p>A report was considered by the Panel that sought to provide it with an update on progress with the Community Housing Strategy and the programme of action going forward. To expand upon the report, officers also conducted a presentation that outlined some of the design ideas that were being developed through one of the early schemes at South Brent.</p> <p>The Panel proceeded to welcome both the contents of the report and the officer presentation.</p>
Devon Building Control Partnership Update	<p>The Panel received a performance overview from the Devon Building Control Partnership and endorsed the contents of the agenda report. In addition, the Panel also welcomed the assurances given whereby more information (including the agenda and published minutes) relating to meetings of the Building Control Partnership Committee would now be distributed to the wider membership.</p>
Next Steps – Enabling Homes to Meet the Needs for All	<p>A report was presented to Members that set out a business case for the formation of a Housing Wholly Owned Company and concluded that, on balance, there was no requirement for such a Company at this time.</p> <p>Whilst it was by no means a unanimous view, the majority of Members recommended that the Executive agree the following principles:</p> <ul style="list-style-type: none"> ● that there is no requirement to form a South Hams District Council Housing Wholly Owned Company at this time; ● that Council borrowing in order to acquire or develop affordable homes is acceptable in principle; ● that affordable homes may be acquired or developed via the Community Housing Strategy OR through existing work with Registered Providers or Developers (NB, these properties will be allocated in accordance with Local Lettings Plans and may be managed via the Council’s Direct Lets Service; and ● That the Council’s affordable housing development / acquisition plans be guided as outlined in the agenda report.
Section 106 Agreements Update	<p>Members considered an update report on Section 106 Agreements and resolved that:</p> <ol style="list-style-type: none"> 1. The report, progress and improvements made in monitoring and administering Section 106 Agreements be welcomed; 2. In the future, the monitoring of administration of Section 106 Agreements be reported through the Internal Audit Reporting Cycle; 3. The Panel Work Programme be updated to include a ‘Review into the Process for Spending Section 106 Deposits for Affordable Housing at its next meeting; 4. A Langage Energy Centre Update be considered by the Panel at a future meeting; 5. Officers consider the most appropriate means of disseminating the Schedule to all Members and Town and Parish Councils. <p>In considering the process for spending Section 106 funding for Affordable Housing, the Panel concluded that it was content with the current process for spending Section 106 Affordable Housing monies and therefore recommended to the Executive that the current process is retained.</p>



ENVIRONMENT

Protecting, conserving and enhancing our built and natural environment

Action	18/19 Progress
Public Toilet Pay on Entry Contract Award	An update was given to the Panel on the Public Toilet Pay on Entry Contract Award. During which, Members were informed that two tender submissions has been received and, following the evaluation stage, the next step would be to award the contract.
Waste Performance Measures	During consideration of the quarterly performance measures, Members stated that they had been inundated with complaints relating to the waste service. In highlighting the reputational damage that had been caused to the Council, the Member informed that the Working Group was giving its full support to the improvement measures that were being put in place by officers.
Call-in of Executive Minute E.46/18: 'Public Toilets Review'	<p>During this year, a call-in was invoked by the Panel on the decision arising from Executive Minute E.46/18 'Public Toilets Review'.</p> <p>In debating the Call-in, a number of Members expressed sympathy with the process concerns that had been identified and felt that there were a number of lessons to be learnt. As a consequence, the following motion was PROPOSED and SECONDED and when put to the vote was declared CARRIED:-</p> <p><i>'That Minute E.46/18 'Public Toilets Review' be referred back to the Executive at its meeting on 13 December 2018 for further consideration and with the following comments:-</i></p> <ol style="list-style-type: none"> 1. <i>That the Panel support a further consultation exercise being carried out with those local town and parish councils who have requested that opportunity, with the outcome being reported back to the Executive meeting on 7 February 2019; and</i> 2. <i>That the Panel:</i> <ul style="list-style-type: none"> - <i>note that the financial information that was presented to the Executive meeting on 22 November 2018 had since been verified by Internal Audit and (with the exception of the facility at Fore Street, Kingsbridge) had been found to be accurate; and</i> - <i>identify that significant inconsistencies had occurred during the consultation exercise for this project and would hope that lessons would be learned for future projects.</i>



ENTERPRISE

Creating places for enterprise to thrive and business to grow

Action	18/19 Progress
Commercial Investment to Support Economic Activity	The Panel highlighted the decision of the Executive in respect of the 'Council Owned Asset Investment and Development' exempt agenda item. Whilst some Members were of the view that this exempt information should be made publically available, the majority of the Panel did not agree. However, the Panel unanimously agreed that there was a need for greater emphasis to be placed on openness, transparency and earlier engagement with local ward Members in such matters.
Activities to Support Economic Growth	<p>Members gave consideration to a report that sought to recommend that the Commercial Property Strategy be adopted. Upon the conclusion of the debate, the Panel resolved that:</p> <p>The following views be expressed to the Executive:</p> <ol style="list-style-type: none"> 1. That the Panel endorse the principle of a Commercial Property Strategy that includes the following multiple objectives: <ul style="list-style-type: none"> - To support regeneration and the economic activity of the District; - To enhance economic benefit; - To grow business rate income; - To assist with the financial sustainability of the Council as an ancillary benefit; - To help the Council continue to deliver and/or improve frontline services in line with the Council's adopted strategy and objectives; and 2. That the proposed Commercial Property Strategy be revised, with a detailed Terms of Reference for the Investment Member Group being drafted and further consideration being given to the proposed delegated decision-making process in time for consideration at the next Executive meeting.
Town Centres Strategy	Members requested a report that set out whether and what the approach of the Council should be to the vitality of town centres. Following an extensive debate, the Panel supported the proposed way forward, subject to the inclusion of an additional action whereby: 'a meeting of representatives of the Town Councils, their Neighbourhood Planning Groups, local Ward Members and Council Officers be convened to discuss and consider the issues raised in the agenda report and to formulate, if possible, an agreed way forward.'
Langage Energy Park – Update	<p>In consideration of a report that provided an update on Langage Energy Park, the Panel:</p> <ol style="list-style-type: none"> 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.



WELLBEING

Supporting positive, safe and healthy lifestyles and helping those most in need

Action	18/19 Progress
Food Safety Audit Action Plan	The Panel received and welcomed an update on the Food Safety Audit Action Plan and Food Safety Service Plan and thanked and paid tribute to the achievement whereby 100% of due food safety inspections had been completed during 2017/18.
Fusion Lifestyle Annual Review Presentation	<p>Representatives from Fusion Lifestyle attended two Panel meetings during 2018/19.</p> <p>At the first meeting, the focus of the Panel was on Fusion's Strategic Community Development Team and adopted Development Plan that sought (amongst other things) to: increase regular participation numbers; target older people, young peoples and disadvantaged and deprived communities; promote healthy living; and develop greater methods of partnership working.</p> <p>Secondly, representatives were in attendance to conduct a presentation to the Panel that summarised their performance between January and December 2018. In the deliberations, it was apparent that Members were very supportive of the progress that was being made by Fusion Lifestyle and resolved that the Panel:</p> <ol style="list-style-type: none"> 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.
Community Safety Partnership (CSP)	In line with statutory requirements, the Panel considered its annual update from the CSP and raised a number of issues that were to be taken forward. In their concluding comments, Panel Members were of the view that the CSP was a very effective Partnership that was making a real difference in the South Hams, Teignbridge and West Devon areas.

Drug and Alcohol Abuse Task and Finish Group

The Panel approved the formation of a Drug and Alcohol Abuse Task and Finish Group and received regular progress updates.

During these updates, the Panel noted the contents of a Briefing Note on designing out intravenous drug use in Council public conveniences and recommended to the Executive that £2,500 be spent from the Repairs and Maintenance Earmarked Reserve to pay for the works necessary to design out the use of intravenous drugs in the male toilets at Coronation Road, Totnes.

When considering the concluding Review report, the Panel resolved that:

1. the Council be RECOMMENDED that it support and participate (wherever possible) in Police and Public Health England campaigns around drug reporting, harm minimisation and education;
2. the response from the Group that CCTV linking into a central hub is cost prohibitive be acknowledged;
3. the Member Budget Workshop explore the possibility of obtaining annual funding for youth activities / engagement as a diversionary approach to Crime and Disorder (including drug use) within the South Hams District;
4. the Member Budget Workshop explore the possibility of obtaining funding from Outside Bodies so to enable the Council to support part 3 of the recommendation by a part-time post or by other means;
5. subject to the availability of funding, the Council proactively supports and participates in Junior Life Skills as part of a preventative approach and early intervention / education for young people; and
6. the Council supports and proactively participates in partnership working with multi agencies and other initiatives relating to the prevention of drug use and anti-social behaviour amongst young people. Such support and activity to be explored by Members of the Task and Finish Group with subsequent referral back to the Overview and Scrutiny Panel.

Safeguarding Update

In recognising the importance of the Safeguarding agenda, the Panel requested receipt of a formal report and proceeded to "**RESOLVE** that Members:

1. *review safeguarding as an annual standing agenda item;*
2. *ask that the following items be included in the next safeguarding update report:*
 - *a summary of the number of cases;*
 - *the types of cases;*
 - *any trend analysis; and*
 - *identified areas of particular risk;*
3. *be sighted on how to meet our safeguarding duties; the measures in place and the associated risks ;*
4. *support the inclusion of Safeguarding Briefings for Members after the local elections in May 2019; and*
5. *support a Safeguarding Policy review being undertaken during 2019/20."*

Agenda Items – Public Forum

In line with its openness and transparency agenda, the Council has adopted provision for the Overview and Scrutiny Panel to set aside 15 minutes at the start of each meeting to enable members of the public to raise issues and/or questions in line with its Procedure Rules.

During 2018/19, the Panel was presented with 1 questions/issues for consideration that focused on the following issue:

- a request for the Council to publish a list of the sites it was currently considering for development. In response, assurances were given to the questioner that this list was to publicly available on the Council website within a week of this question being asked



Standards Update and Governance Matters

In accordance with the Council Constitution, the Overview and Scrutiny Panel is responsible for monitoring complaints (including Ombudsman complaints and those against Members alleging a breach of the Code of Conduct) and for the standards responsibilities under the Localism Act.

As part of these responsibilities, the Panel has considered:

Recommendations from the Code of Conduct Hearing Panel on the Complaints Process

The Panel considered a series of recommendations from the Hearing Panel and resolved that:

1. A full review of the Council's Code of Conduct be undertaken by the Monitoring Officer, in consultation with the Members of the Code of Conduct Hearing Panel, with the findings being presented back to a future meeting of the Panel;
2. Officers be asked to write to Town and Parish Council Clerks outlining the total number of town and parish councillor complaints that had been received by the District Council and the consequent costs that were associated with their administration;
3. The Council be **RECOMMENDED** that representations be sent to the Secretary of State and local MPs outlining the Council's concerns over the current regulations (e.g. the lack of any meaningful penalties and the unfairness of District Councils having to absorb the costs of administering the scheme for its local Town and Parish Councils (*NB. this recommendation was subsequently approved by the Council at its next meeting*);
4. Town and Parish Council Clerks promote the benefits of informally resolving complaints before a formal process is instigated;
5. Officers be asked to convene a 'Code of Conduct and Councillor Behaviour' training session for town and parish clerks and councillors;
6. A meeting be held between the Hearing Panel Members; the Monitoring Officer; and the Devon Association of Local Councils County Solicitor to express the concerns of the District Council over the number of complaints that were being received against local town and parish councillors; and
7. The Monitoring Officer be encouraged to revisit the Council's pool of Investigating Officers in an attempt to build capacity to ensure that complaints are dealt with in a more timely manner.

Hearing Decision Notices Arising from Meetings of the Code of Conduct Sub Panel

The Panel noted the contents of the Decision Notices relating to alleged breaches of the Code of Conduct by Cllr Coles of Dartmouth Town Council and Cllr Adams of Totnes Town Council.

Review of Procedure for Dealing with Standards Complaints

The Panel considered a report that presented a review into the Council's 'Dealing with Standards Complaints' procedure and **RECOMMENDED** to Council that, with effect from May 2019:

1. the revised 'Dealing with Standards Complaints' procedure (as attached at Appendix A of the presented agenda report) be adopted; and
2. the review of the associated Hearing procedure be delegated to the Monitoring Officer, in consultation with the Chairman of the Overview and Scrutiny Panel.

The Council approved these recommendations at its meeting on 21 February 2019.

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.

and **RESOLVED** that:

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. Council be **RECOMMENDED** 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.

(NOTE. these recommended appointments were approved at the Annual Council meeting held on 16 May 2019).

The 2019-20 Work Programme

The Overview and Scrutiny Panel has the ability to set its own annual work programme and it is acknowledged that sufficient flexibility is built in to enable for items to be included at short notice.

However, at the time of preparing this Annual Report, the following substantive agenda items have already been added to the 2019/20 Work Programme:

- ◆ Food Safety Audit;
- ◆ Peer Challenge Action Plan Update;
- ◆ Community Safety Partnership – Annual Report;
- ◆ Safeguarding – Annual Report;
- ◆ Draft Budget Proposals 2020/21;
- ◆ Waste Procurement – Project Closedown Report;
- ◆ Customer Satisfaction Survey 2019;
- ◆ Member Induction 2019 Review;
- ◆ Ombudsman Annual Review Letter 2019;
- ◆ IT Systems Update;
- ◆ IT Resilience;
- ◆ Review of Council’s Property Assets;
- ◆ Delivery of Social Affordable Housing within the South Hams;
- ◆ General Dispensations – Multi & Dual Hatted Members;
- ◆ Town Centre Strategies Update;
- ◆ Development Management – Six Month Capacity Review; and
- ◆ Fusion Leisure – Annual Presentation and Report.



South Hams
District Council

OVERVIEW AND SCRUTINY PANEL

DRAFT ANNUAL WORK PROGRAMME – 2019/20

Date of Meeting	Report	Lead Officer
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)	
	Delivery of Social Affordable Housing within the South Hams	Chris Brook / Issy Blake
	Homelessness Strategy Action Plan – Annual Update	Issy Blake
17 October 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Town Centre Strategies Update (including reference to working with local communities and Neighbourhood Plans)	Tom Jones
	Development Management: Service Capacity – 6 Month Review	Drew Powell / Pat Whymer
21 November 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Community Safety Partnership: Annual Report	Louisa Daley
	Safeguarding: Annual Report	Louisa Daley
	Ombudsman Annual Letter	Catherine Bowen
	2019 Customer Satisfaction Survey	Nadine Trout
	Quarterly Performance Indicators	Jim Davis
23 January 2020 (am)	Draft Budget 2020/21 (joint meeting with DM Committee Members)	Lisa Buckle
23 January 2020 (pm)	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	

	Food Safety Service Plan: Six Monthly Update (to include: opportunities available to increase income and those areas identified for improvement and future development (with reference being made to training and public health advice)).	Ian Luscombe
27 February 2020	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	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