

# West Devon Hub Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>
<b>Date:</b>	<b>Tuesday, 19th March, 2019</b>
<b>Time:</b>	<b>2.00 pm</b>
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Sanders <b>Vice Chairman</b> Cllr Samuel</p> <p><i>Members:</i> Cllr Edmonds Cllr Mott Cllr Jory Cllr Leech Cllr Oxborough Cllr Roberts Cllr Sampson</p>
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk

**1. Apologies for absence**

**2. Declarations of Interest**

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

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

**3. Items Requiring Urgent Attention**

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

**4. Confirmation of Minutes**

Minutes of meeting held 29 January 2019

**1 - 8**

**5. Public Questions**

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

**6. Hub Committee Forward Plan**

**9 - 12**

**7. It's Time for a Rural Strategy -Cllr Edmonds**

**13 - 22**

**8. Review of Enterprise Strategy - Cllr Oxborough**

**23 - 28**

**9. Draft Corporate Strategy Delivery Plans - Cllr Sanders**

**29 - 64**

**10. Syrian Vulnerable Persons Scheme Update -Cllr Leech**

**65 - 72**

**11. Customer Satisfaction - Cllr Roberts**

**73 - 82**

**12. Peer Review Action Plan - Cllr Sanders**

**83 - 106**

**13. Northern Outreach - Cllr Roberts**

**107 - 122**

**14. Car Parking Strategy - Cllr Sampson**

**123 - 126**

- |   |                  |
|---|------------------|
| <b>15. Employee Terms and Conditions - Cllr Edmonds</b>                         | <b>127 - 138</b> |
| <b>16. Exempt -Public and Press excluded</b>                                    |                  |
| <b>17. Accommodation Strategy -Cllr Jory</b>                                    | <b>139 - 154</b> |
| <b>18. Internal Audit Review of Commercial Property process<br/>- To Follow</b> |                  |

PART TWO ITEMS ARE THOSE WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED (if any)

If any, the Committee is recommended to pass the following resolution:

**“RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting on the grounds that exempt information may be disclosed as defined in the paragraphs given in Schedule 12A to the Act.”

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813664 or email [darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)

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# Agenda Item 4

At a Meeting of the **HUB COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **29<sup>th</sup>** day of **JANUARY, 2019** at **2.00 pm**

**Present:** Cllr P R Sanders – Chairman  
Cllr L Samuel – Vice Chairman

Cllr C Edmonds	Cllr N Jory
Cllr C Mott	Cllr R Oxborough
Cllr A Roberts	Cllr R F D Sampson

**In attendance:** Head of Paid Service  
Section 151 Officer  
Commissioning Manager (Waste)  
Senior Specialist Environmental Health  
Head of Environment Services Practice  
Commissioning Manager  
Group Manager Business Development  
Specialist Democratic Services

**Other Members in attendance:**

Cllrs Cheadle, Evans, Lamb, Moody, Moyse, Musgrave, Parker, Sellis and Yelland.

**\*HC 61 APOLOGIES**

Apologies for absence were received from Cllr A F Leech.

**\*HC 62 DECLARATIONS OF INTEREST**

Members were invited to declare any interests in the items of business to be discussed but none were made.

**\*HC 63 URGENT BUSINESS**

The Chairman agreed that the Commissioning Manager could raise an item that was considered urgent as it related to a workshop for Members that would take place the following week on Tuesday 5 February, 2019 regarding the Council's Corporate Strategy. The Commissioning Manager confirmed that the workshop would be led by Hub Committee Members who would each lead on a theme. The Leader confirmed that it was important for all Members to attend and share their experience to help develop the vision and delivery plan for each theme and in doing so set down the future of the Council through the Corporate Strategy.

**\*HC 64 MINUTES**

The Minutes of the Hub Committee meeting held on 4 December 2018 were confirmed and signed by the Chairman as a correct record, subject to a correction to the minute numbering being made.

**\*HC 65 HUB COMMITTEE FORWARD PLAN**

Members were presented with the Hub Committee Forward Plan setting out items on the agenda for Hub Committee meetings for the next four months. Minor amendments were noted and it was confirmed that the meeting of Hub Committee provisionally scheduled for 16 April 2019 has been cancelled.

**\*HC 66 QUARTER 3 REVENUE BUDGET MONITORING 2018/19**

Members were presented with a report that enabled them to monitor income and expenditure variations against the approved budget for 2018/19, and provided a forecast for the year end position.

The Lead Member for Performance and Resources introduced the report.

It was then **RESOLVED** that the forecast income and expenditure variations for the 2018/19 financial year and the overall projected underspend of £65,000 be noted.

**HC 67 CAPITAL BUDGET MONITORING 2018/19**

Members were presented with a report that advised them of the financial position as at 31 December 2018 for the purposes of budget monitoring. The majority of the capital projects were within the individual capital budgets approved by Members, with the exception of two schemes which were slightly overspent by £2,249 and £4,703 respectively (this equates in total to 0.03% of the 18/19 Capital Budget).

The Lead Member for Performance and Resources introduced the report.

It was then **RESOLVED** that:

- (i) the contents of the report be endorsed; and
- (ii) Council be **RECOMMENDED** to fund the capital requirement of the Public Conveniences Pay on Entry equipment of up to £50,000 from the Strategic Change Earmarked Reserve.

**HC 68 BUDGET PROPOSALS 2019-20 ONWARDS UPDATE REPORT**

Members were presented with a report that set out the Revenue Budget proposals for 2019/20, in line with the Medium Term Financial Strategy approved by Council on 25 September 2018. The Council was currently forecasting a £504,242 budget gap by 2020/21 and the report set out proposals for the Council to achieve a balanced budget in 2019/20, as shown in Appendix B.

The Leader introduced the report. He advised Members that there were two updates since the publication of the report, being a proposal to increase the establishment by one Level 5 Planning Officer and secondly, that Devon County Council (DCC) had confirmed that the Communities Together Fund (a Grant Fund whereby DCC allocated £1 per resident and WDBC allocated 10p per resident) would cease. The result was a budget pressure for the WDBC allocation of the Planning Officer post and a saving of approximately £5,000 from the Communities Together Fund, as the previous papers had included this allocation.

In light of the loss of the Communities Together Fund, and the difficulties Members faced in reducing grants to community groups and partnerships, Members discussed the possibility of creating a moderate fund (eg. £500 per Member) for each Member to be able to allocate to a specific purpose within their ward. The rules of the fund could enable pooling to create a larger grant. It was agreed that such a scheme should be proposed for consideration within the report to be presented to Council on 12 February 2019 setting out revenue budget proposals.

A number of Members thanked the Group Manager for Strategic Finance and her team for the work undertaken in producing the budget, and one Member quoted the positive comments in the recent Peer Review report. The work of the Financial Stability Review Group and the Invest to Earn Group was also recognised.

The Leader concluded by thanking Members for their comments, and by stating that whilst it looked possible for the Council to balance its 2019/20 Budget, there were still difficult decisions to take and hard work to do in the future.

It was then **RESOLVED** that Council be **RECOMMENDED** to approve:

- i) The increase in Council Tax for 2019/20 of 2.99% (Band D of £231.63 for 2019/20 – an increase of 13 pence per week or £6.72 per year).
- ii) The financial pressures shown in Appendix A of £420,000\*
- iii) The contributions to Earmarked Reserves of £120,000 and transferring the one-off 2019-20 budget surplus of £73,135 into the Future Financial Stability Earmarked Reserve to assist in meeting the predicted budget gap of £504,242\* in 2020/21.
- iv) The savings of £684,700\* as shown in Appendix A
- v) The use of £375,000 of New Homes Bonus funding to fund the 2019/20 Revenue Budget as set out in 4.6 of the report
- vi) The recommendations of the Financial Stability Review Group on Earmarked Reserves (set out in 10.2 and 10.3) and to agree for these to be recommended in the final Budget Proposals report for 2019/20 presented to Council on 12<sup>th</sup> February 2019.
- (vii) To delegate authority to the S151 Officer, in consultation with the Leader and Deputy Leader to agree the final amount of New Homes Bonus funding for the Dartmoor National Park Sustainable Community Fund for 19/20
- (viii) The utilisation of a collection fund surplus of £84,000 in 2019/20
- (viii) the Total Net Expenditure of the Council is £7,049,096\* for 2019-20.
- (ix) the Council Tax Support Grant paid to Town and Parish Councils being reduced by 8.6% for 2019/20 as per Appendix A.
- (xi) the fees and charges set out in Appendix D (Planning) and E (Environmental Health) for 2019/20.

- (xii) the recommendation of the Waste Working Group to commence the garden waste subscription period from the 1<sup>st</sup> April 2019 instead of the current October renewal date. (Current subscriptions will be extended until the 1<sup>st</sup> April 2020 without additional charge.) Any shortfall income from 2019/20 and 2020/21 whilst service growth is achieved should be covered from reserves (the Strategic Waste Earmarked Reserve) and paid back through increased income generated in future years. (This is set out in 4.21 to 4.25 of the report).
- (xiii) That the level of reserves as set out within this report and the assessment of their adequacy and the robustness of budget estimates be noted. This is a requirement of Part 2 of the Local Government Act 2003.

(NB. \* It was noted that the figures marked with an asterisk would be changed for the budget report being presented to the February Council meeting, to take account of the Level 5 planning specialist post, the cessation of the Communities Together Fund and the proposal for a moderate fund (e.g. £500 per Member) for each Member to be able to allocate to a specific purpose within their ward.)

**\*HC 69 FUTURE GOVERNANCE ARRANGEMENTS FOR FRONTLINE SERVICES (WASTE AND CLEANSING)**

Members were presented with a report that sought approval to amend the Memorandum of Understanding to enable the mobilisation of the contract, since the Council approved the award of a partnership contract for the delivery of the services in scope, in December 2018. The report also set out the details of the setting up of a Partnership Board, as required under the terms of the contract.

The Lead Member for Commercial Services introduced the report.

It was then **RESOLVED** that:

- (i) the recommendation of the Frontline Services Project Board that the Memorandum of Understanding be amended to include the mobilisation of the contract be approved; and
- (ii) the setting up of a Partnership Board as outlined in principle and as required under the terms of the contract be noted.

**HC 70 BUSINESS CONTINUITY MANAGEMENT STRATEGY AND WORK PROGRAMME**

Members were presented with a report that presented a Business Continuity Strategy and Work Programme for recommendation to Council for approval. The report set out how the Council was under a legal duty through the Civil Contingencies Act 2004 to have a suitable and sufficient Business Continuity Strategy to ensure that at times of an emergency the Council could continue to support the emergency services.

The Leader introduced the report.

It was then **RESOLVED** that

- (i) the Business Continuity Management Strategy, and proposed work programme had been considered; and
- (ii) that Council be **RECOMMENDED** that the Management Strategy and work programme be adopted.

**\*HC 71 PUBLIC TOILET REVIEW UPDATE**

Members were presented with a report that requested that Members note and endorse the progress made in respect of the public toilet review, in consultation with Parish Councils and local Ward Members. This report also includes an update on the consultation feedback received from Okehampton Town Council and Tavistock Town Council in order that Members receive a complete service view. The report further requested that Members make a recommendation to Council that the following public toilets should close by 31 March 2019:

- Buckland Monachorum – Bedford Bridge
- Dartmoor Forest – Princetown
- Okehampton – Market Street
- Tavistock – Bedford or Bus Station (depending on proposal from Tavistock Town Council).

The Lead Member for Commercial Services introduced the report and reminded Members that this was not an opportunity to reconsider facilities for closure. The Head of Paid Service explained the reason for the revised Appendix A that had been circulated.

In respect of the figures within Appendix A, some Members queried the accuracy of the figures. In response, the Head of Environmental Services Practice advised that not all facilities had specific meters and in some instances the costs were apportioned, for example across the cleansing contract. To conclude the discussion, it was agreed that where the Council held the level of detail required, precise figures per individual facility would be circulated to Members in respect of the information presented in Appendix A. Further, in view of the presented information not showing a breakdown of the costs, the Lead Member for Commercial Services amended the wording of the first recommendation to note rather than endorse.

It was then **RESOLVED** that:

- (i) the information in respect of the public toilet review for rural toilet facilities be noted; and
- (ii) in accordance with the resolution of 16 October 2018, the facilities which were not being taken over or in respect of which the requested contribution was not being made, the Committee noted that they will be referred to the Council meeting of 12 February 2019 for closure.

**\*HC 72 CORPORATE STRATEGY KEY PERFORMANCE INDICATORS**

Members were presented with a report that detailed progress made to date in developing key performance indicators related to the Corporate Strategy and also recommended next steps to improve Corporate Strategy reporting.

The Lead Member for Performance and Resources introduced the report.

It was then **RESOLVED** that the proposed actions as detailed in section 5 of the report be endorsed.

## HC 73 **COMMERCIAL DEVELOPMENT FINANCING**

Members were presented with a report that provided an update on the three in-borough developments that had been approved under delegated authority, and sought approval for how they would be funded through the pre-development, construction and initial letting period.

The Lead Member for Assets introduced the report and provided more detail on each of the proposed developments. He confirmed that there was considerable public interest in the proposals for Tavistock, and the Leader confirmed that a public meeting had been arranged to provide more details of the project to take place on the evening of 18 February, 2019.

It was then **RESOLVED** that Council be **RECOMMENDED** to:

1. Undertake prudential borrowing of £10.631 million, to fund the commercial developments set out in Exempt Appendix A
2. Allocate £468,700 of S106 funding (as described in paragraph 3.26) to part fund the Tavistock temporary accommodation development
3. Utilise £139,000 of Affordable Housing budget to part fund the Tavistock temporary accommodation development
4. Utilise the £100,000 Okehampton capital receipt to part fund the Okehampton retail hospitality pod development  
Fund the £502,385 upfront borrowing costs during the construction period of the projects (as set out in Exempt Appendix A) from earmarked reserves as described in paragraph 3.29.

[NB: Cllr Mott left the meeting during this item and before the vote]

## HC 74 **CAPITAL BUDGET PROPOSALS 2019/20**

Members were presented with a report that set out the Capital Bids to the 2019/20 Capital Programme and a suggested way they could be funded. All items within the Capital Programme were based on budget estimates and would be subject to the normal project appraisal procedures.

The Leader introduced the report.

It was then **RESOLVED** that Council be **RECOMMENDED** to:

- (i) approve the Capital Programme proposals for 2019/20, which total (£500,000 (set out in Appendix A);
- (ii) approve the Capital Programme proposals for 2019/20, which total £5,553,000 (set out in Exempt Appendix C); and
- (iii) finance the 2019/20 Capital Programme of £6,053,000 from the funding sources set out in Section 4.

(The meeting terminated at 16.20 pm)

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Chairman

**(NOTE: THESE DECISIONS, WITH THE EXCEPTION OF  
HC 67 (2), HC 68, HC 70 (2), HC 73 and HC 74 WHICH ARE  
RECOMMENDATIONS TO FULL COUNCIL  
ON 12 FEBRUARY 2019, WILL BECOME EFFECTIVE  
FROM WEDNESDAY 6 FEBRUARY, 2019 UNLESS CALLED IN,  
IN ACCORDANCE WITH SCRUTINY PROCEDURE RULE 18).**

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## WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the four months starting June 2019. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

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

*Cllr Sanders – Leader*

*Cllr Samuel – Deputy Leader*

*Cllr Sampson – Lead Member for Commercial Services*

*Cllr Leech – Lead Member for Health and Wellbeing*

*Cllr Oxborough – Lead Member for Economy*

*Cllr Jory – Lead Member for Environment and Assets*

*Cllr Roberts – Lead Member for Customer First*

*Cllr Edmonds - Lead Member for Resources and Performance*

*Cllr Mott – Lead Member for Strategic Planning and Housing*

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

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

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Decision	Consultees and means of consultation
Customer First	<b>Title:</b> Coastal Concordat <b>Purpose:</b> To consider the Concordat agreed between SHDC and Marine Management Organisation in respect of planning matters below the mean low tide	TJ/Cllr Roberts	Report of the Head of Place Making Practice  Coastal Concordat	June 2019	
Commercial Services	<b>Title:</b> Grounds maintenance service <b>Purpose of report:</b> To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area	HD & CA/ Cllr Sampson	Report of the Group Manager Commercial Services and Head of Environment Services Practice	TBC	
Customer First	<b>Title:</b> Review of the Housing Assistance Policy <b>Purpose of report:</b> To recommend to Council to any necessary changes following a review of the Housing Assistance Policy	DS/Cllr Leech	Report of the Senior Specialist Environmental Health	4 June 2019	
Environment & Assets	<b>Title:</b> Community Housing Capital Financing <b>Purpose of report:</b> To seek authority to progress delivery of two sites, to include the funding requirements	C Brook/ Cllr Jory	Report of Head of Assets	4 June 2019	Invest to Earn Member group
Commercial Services	<b>Title:</b> Frequency Trial – Residual Waste Collections <b>Purpose of report:</b> To consider a trial of 3 weekly refuse collections starting Autumn 2019	JS/Cllr Sampson	Report of the Commissioning Manager - Waste	4 June 2019	
Customer First	<b>Title:</b> Member Locality Fund – Process for Applications <b>Purpose:</b> To seek agreement to a process to enable Members to grant funds to community groups and projects	NT/Cllr Roberts	Report of the Commissioning Manager	4 June 2019	
Environment & Assets	<b>Title:</b> Accommodation Strategy <b>Purpose of report:</b> To make recommendations for a future accommodation strategy	C Brook/ Cllr Jory	Report of Head of Assets	July 2019	Invest to Earn Member group



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# Agenda Item 7

Report to: **Hub Committee**  
Date: **19 March 2019**  
Title: **Support for a Rural Strategy**  
Portfolio Area: **Resources and Performance – Cllr Edmonds**  
Wards Affected: **All Wards**  
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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) **After Call In  
27 March 2019**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: [Nadine.Trout@swdevon.gov.uk](mailto:Nadine.Trout@swdevon.gov.uk) 01822 813624 or  
[Lisa.Buckle@swdevon.gov.uk](mailto:Lisa.Buckle@swdevon.gov.uk) 01803 861413

## **RECOMMENDATION**

**That the Hub Committee RESOLVES to:**

**1. Support the Rural Services Network’s Rural Strategy and demonstrate the Council’s support by following the approach outlined in Section 5 of this report.**

### **1. Executive summary**

- 1.1 This report is presented by the Portfolio Holder for Resources and Performance and details work undertaken by the Rural Services Network on a Rural Strategy.
- 1.2 The report provides a simple one page overview of the Rural Strategy and reasons why it is considered prudent for the Council to support the Rural Services Network’s Strategy.

### **2. Background**

- 2.1 The Council is a member of the Rural Services Network (RSN) which is a national champion for rural services, ensuring that people in rural areas have a strong voice.

- 2.2 RSN role is to fight for a fair deal for rural communities to maintain their social and economic viability for the benefit of the nation as a whole. The RSN have four key priorities as follows:
- Public Sector Funding
  - Barriers to Access
  - Future of Rural Areas
  - Health and Wellbeing
- 2.3 Central Government has historically and systematically underfunded rural areas giving them less grant per head than urban areas – despite the fact that it costs more to provide the services. Rural residents earn less on average than those in urban areas and pay more Council Tax for fewer local government services. Government policy, implicitly, is that Council services in rural areas are more reliant on funding through council tax than their urban counterparts. RSN therefore demands fairer funding for all public services serving rural areas and has been instrumental in lobbying for the Rural Services Delivery Grant which equates to £464,365 for this Council in 2019/20. Nationally, the Rural Services Delivery Grant allocation for 2019/20 was increased to £81 million; an increase of £16 million on the previously planned £65 million allocation.
- 2.3 In February 2019 the RSN wrote to the Leader of the Council to ask that the Council sign up to the RSN Rural Strategy Campaign. Appendix A of this report provides key messages about the RSN Rural Strategy and its further ask of Government.

### **3 Outcomes/outputs**

- 3.1 The production of this report is to raise awareness of the RSN Rural Strategy and seek support from Members.

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

#### 4.1 Do nothing further

It is recognised that the RSN has made significant progress in lobbying Government for fairer funding which has aided in the delivery of the Rural Services Delivery Grant. However, in light of the current funding position of rural Councils, more work is still needed.

#### 4.2 Take action

- 4.1 By setting steps as detailed in section 5 the Council is proactively responding to the RSN's request and lobbying Government for fairer funding and access to services for rural residents. It is therefore deemed appropriate to pursue this option.

### **5. Proposed Way Forward**

- 5.1 A letter be written to the RSN by the Portfolio Holder for Performance and Resources on behalf of the Council, stating that the Council is in full support of the RSN Rural Strategy.

- 5.2 A letter also be written to the Right Honourable Geoffrey Cox MP, and Right Honourable Mel Stride MP to seek their support for the RSN Rural Strategy.
- 5.3 All Members are encouraged to circulate the following link: <https://www.rsnonline.org.uk/time-for-a-rural-strategy> to as many residents and contacts as possible to back the Rural Strategy Campaign.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Hub Committee has a responsibility to provide Leadership to the overall activities of the Council.
Financial	N	There are no direct financial implications as a result of this report.
Risk	Y	A failure to support the RSN Rural Strategy would lead to: A missed opportunity to lobby Government for fairer funding. These risks are mitigated by: The recommendations outlined in this report
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

### **Supporting Information**

Appendix A - RSN Rural Strategy Key Messages

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## Time for a Rural Strategy: Our messaging

The following document sets out our top line asks of Government and tailored messages and proof points for engaging with Government. It is aimed at helping to achieve cut-through with Parliamentarians in particular and designed to help make you our case and shape discussions with these individuals.

### Overarching message

- **SCENE SETTER:** England's rural areas are home to 9.4 million people according to 2016 population estimates. That is, 17% of the population of England live in small rural towns, villages, hamlets and isolated dwellings. This is more people than live in Greater London.
- **THE PROBLEM:** Rural communities are not a focus of Government decision-making and are frequently overlooked in a policy environment dominated by urban thinking and by urban policy concerns. As a result, these communities miss out on important benefits, or experience unintended consequences from policies which are poorly thought through from a rural perspective. In addition there can be distinct challenges in delivering to small and spread out settlements or where economies of scale are harder to achieve
- **THE SOLUTION:** In order for rural communities to be sustainable, mainstream policies must be workable in rural areas. Change is needed to overcome years of underinvestment and public sector austerity and issues with the rural policy framework.
- **WHY NOW:** With Brexit just around the corner, there is an urgent need for a new settlement for rural areas, which replaces the current model based heavily on European Union policies and funding streams.
- **THE CALL TO ACTION:** It is time for a Rural Strategy which raises rural opportunities and challenges up the political agenda to benefit the national interest.
- The proposed Rural Strategy must be comprehensive, long term and properly resourced with local delivery being the preferred course wherever possible.

### Issue area: Thriving rural economy

**Key message:** Businesses of all types, sizes and sectors should be supported to prosper, grow, and provide decently paid employment opportunities. In 2020 EU programmes such as the LEADER and EAFRD initiatives will end. These have provided vital support for rural business growth, diversification and innovation. A new Rural Strategy must account for this and provide businesses with the support they need to create thriving local economies.

**Proof points:**

- Most registered businesses in rural areas are small. Almost 18% have no employees, being sole traders or partnerships. 84% of employees in rural areas work in SMEs.
- There is a significant outflow of people from rural areas commuting to urban-based jobs.

- Whilst the unemployment rate in rural areas is relatively low, many job opportunities are poorly paid, seasonal or insecure. Many have two or more part-time jobs to make ends meet. Median average earnings for rural employment are £21,400, 10% less than in England as a whole (£23,700).
- Some Local Enterprise Partnerships have failed to take rural priorities into account – focusing their efforts on large urban projects.

#### **A new Government Rural Strategy must:**

- Scale up the Government’s ambitions for rural economies with the announcement of a significant investment programme.
- Ensure EU business support programmes are replaced with a dedicated, rural business – including social or community enterprises - support programme, which could be funded from the Government’s proposed Shared Prosperity Fund.
- Rural proof the Industrial Strategy: Where new initiatives are tested this should include rural pilots and where groups are set-up to take forward elements they should include rural specialists.
- Ensure LEP Boards receive training on rural proofing and require all LEPs covering rural places to identify and target their priorities through a bespoke strategy or action plan, the delivery of which is monitored.
- LEP end of year reports should be required to state what has been delivered in rural areas.

#### **Issue area: Broadband and mobile connectivity**

- Key message: Digital infrastructure is essential for a modern economy and to enable fair access to services and other opportunities, yet there remains a noticeable gap between connectivity levels in rural and urban areas.
- If constraints to digital adoption in rural areas such as skills and recruitment could be overcome, it could unlock at least £12bn of extra productivity per annum. A new Rural Strategy is needed to ensure all rural households and businesses have the option of affordable and reliable access to broadband and mobile networks.

#### **Proof points:**

- In England’s rural areas 15% of premises – households and businesses – are unable to access a broadband connection with the 10Mbps download speed –the speed Ofcom considers necessary for everyday online tasks.
- Indoor signal is still poor, with phone calls on all four networks only possible at 59% of premises in rural areas. 4G is only accessible inside 19%.

#### **A new Government Rural Strategy must:**

- Deliver the Government’s plans for a rural first approach to using public funds to stop rural areas falling behind in the roll out of full fibre networks.
- Allocate funding for broadband rollout in the Spending Review to build on the £200m mentioned in the Budget.
- Reinforce the Government’s efforts to promote the business benefits of upgrading to a superfast connection and encourage businesses to do so.
- Commit Ofcom to set sufficiently stretching targets when auctioning the next round of mobile network licences.
- Support the sharing of phone masts by providers (and if necessary regulate for) to increase coverage. Ensure rural communities feature prominently in plans to develop 5G networks.

## Issue area: Transport

**Key message:** Transport is crucial to life opportunities and poor links can compound isolation and loneliness. People of all ages must have the means to travel to services, jobs, and for social purposes.

**Proof points:**

- Rural residents need to travel on average 54% (over 10,000 miles) further than their urban counterparts and one in nine rural households does not have a car.
- Local authorities in rural areas have far less funding available to support bus services. In 2017/18 such expenditure in predominantly rural areas was £6.72 per resident, compared with £31.93 in predominantly urban areas. Expenditure to cover concessionary bus fares was £13.48 (rural) and £25.54 (urban).
- During 2016/17 alone, 202 bus services were withdrawn altogether in shire areas and a further 191 services were reduced or altered.
- Community transport schemes fall outside the current concessionary fares scheme.

**A new Government Rural Strategy must:**

- Reverse the widespread decline in rural bus services and make them a more attractive option for rural travellers.
- Deliver sustained support for complementary community transport schemes and ensure future transport innovations benefit rural communities.
- Commit to examine rural transport needs as part of the Government's Future of Mobility work and produce recommendations.
- Ensure the continuation of the Bus Service Operators Grant at its current levels and double the Government's Community Minibus Fund with rural areas as a target focus.

## Issue area: Housing

**Key message:** Rural communities will only thrive if they are home to residents from mixed age groups and backgrounds. A new Rural Strategy must ensure that those who are brought up locally or work in rural areas have a chance to buy or rent a home they can afford.

**Proof points:**

- Average house prices are £44,000 higher in rural areas than urban areas.
- Options for those on low-incomes seeking social rented housing are typically limited in small rural settlements. Only 8% of households in villages live in social housing compared to 19% in urban areas.
- Two thirds of rural local authorities say that affordable housing delivery decreased in their rural areas in 2017. This follows a change in planning policy, with developers no longer required to include any affordable homes on small market development sites.
- For every eight rural homes sold to tenants under Right to Buy, only one replacement home was built severely depleting stocks.
- Second homes and holiday lets often add to rural housing pressures.

**A new Government Rural Strategy must:**

- Put forward a realistic definition of affordable housing.
- Deliver a planning policy to fit rural circumstances and bring forward development sites at a price suited to affordable housing.

- Offer a specific grant programme designed by housing associations in small rural settlements for rural affordable housing.
- Take steps to reassure landowners that any land they release for rural exception sties will only be used for affordable housing and also widen to nearby parishes and settlements rather than local housing registers alone.
- Allow local authorities to retain 100% of the proceeds from Right to Buy sales to reinvest and replenish the stock of affordable homes in line with the Government’s lifting of the cap on local authority borrowing to build social housing.

## Issue area: Health and welfare

**Key message:** Rural communities often experience difficulties in accessing health and support services with poor transport links and sectoral recruitment issues creating barriers to access, as well as contributing to isolation. We need a Rural Strategy to break down these barriers so rural communities have equal access to services at equal cost, and are better prepared to cater for their ageing population.

**Proof points:**

- By 2039 half of rural households will contain people aged 65 or over.
- Rural and urban areas receive similar funding (per resident) under the NHS allocations to CCGs but this does not reflect the older rural demographic, which places extra demand on NHS services.
- NHS Sustainability and Transformation Plans (STPs) examine and redesign health services, but few have taken rural needs into account.
- Rural residents face an additional cost burden for adult social care provision. In 2017/18 they funded 76% of the cost of this through Council Tax. The urban comparator figure was 53%.
- Rates of delayed transfer of care from hospitals are higher in rural areas.
- Rural residents face longer journeys to reach a GP surgery than their urban counterparts. Those who travel by public transport (where it is available) or walk have an average 18 minute journey, compared with nine minutes in urban areas.
- Home care providers face various challenges, including difficulties recruiting staff and unproductive staff travel time between geographically spread clients.

**A new Government Rural Strategy must:**

- Deliver fair allocation of funding that reflects patterns of demand, accounts for extra costs of service provision and includes statutory social care provisions funded by central Government.
- Place emphasis on preventative approaches and encourage innovation, looking beyond traditional care models, for example to seek more local delivery for some services.
- Incorporate a housing policy ready for an ageing population: housing provisions for older people should be included in the Social Care Green Paper.

## Issue area: Access to jobs, skills and training

**Key message:** Young people from rural areas often experience difficulties travelling to Further Education colleges or sixth forms, curtailing their opportunities. A new Rural Strategy must ensure opportunities for jobs, skills and training are available to so young people can remain local and to stem ‘brain drain’.

**Proof points:**

- Average annual earnings in rural areas are £21,400, 10% lower than the England average of £23,700.
- There is a significant outflow of people from rural areas commuting to urban-based jobs or sixth forms.

- Young people from rural areas often experience difficulties getting to Further Education colleges.

A new Government Rural Strategy must:

- Recognise those travelling to post-16 education or training should be entitled to subsidised bus fares. Those aged 17 and 18 should receive the same free travel as the statutory and reimbursed provision for those up to 16.

## Issue area: Education

**Key message:** Rural schools play an important role at the heart of their communities and it is imperative to help them face rural challenges, remain sustainable and deliver high quality education. A new Rural Strategy must deliver a fairer funding formula to ensure all schools are properly resourced to ensure young people get the best start in life no matter where they live.

**Proof points:**

- More than 33% of rural schools can be defined as 'very small', 29% as 'small', against five and 16% of urban schools respectively.
- Running costs (per pupil) increase as school size shrinks and rise sharply where schools have fewer than 50 pupils. Core costs, such as teaching salaries, energy bills and catering, are all typically above average.
- Many rural schools have older buildings which are expensive to run and maintain.
- Teaching and support staff in rural schools frequently need to multi-task, meaning many pupils are taught in classes with mixed age groups.
- A third of rural head teachers say location impedes their ability to attract new teaching staff.
- Given their higher cost base, small or isolated schools are often seen as unattractive by Multi-Academy Trusts.

**A new Government Rural Strategy must:**

- Restate the Government's presumption against school closures.
- Deliver a National Funding Formula allowing for more than minimum staffing levels and should benefit all small rural schools.
- Set aside sufficient funding for smaller schools and make extra support available for small rural schools to collaborate.
- Ensure exposure to rural schools during teacher training and boost the provision of (affordable) key worker housing.

## Issue area: Public sector funding cuts

**Key message:** Central Government has historically and systematically underfunded rural areas giving them less grant per head than urban areas despite the fact that it costs more to provide the services. A new Rural Strategy must rectify this historic imbalance and take proper account of the added cost of rural service delivery while facilitating more decision-making locally, by those who understand the area.

**Proof points:**

- In 18/19, urban authorities will receive 49.34% (£123) per head in Settlement Funding Assessment grant more than their rural counterparts.

- Rural residents pay on average 20.17% (£91) per head more in council tax than urban counterparts due to receiving less government grant.
- From 2011 to 2017 revenue funding to pay for local authority services was reduced by £16 billion.
- There are roughly 10,000 Parish and Town Councils, mostly in rural areas. Increasingly, they are taking on facilities and services which principal local authorities can no longer afford to run.

**A new Government Rural Strategy must:**

- End the long funding squeeze to take pressure off vital services now at risk.
- Move to fair funding allocations.
- Remove the Government's threat to impose a cap on increases to the precept charged by parish and town councils.

Report to: **Hub Committee**  
Date: **19 March 2019**  
Title: **Enterprise Strategy**  
Portfolio Area: **Economy**  
Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny Committee

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

Date next steps can be taken: **After Call In 27 March 2019**

Author: **Tom Jones** Role: **Head of Place Making**

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**Recommendations:** That the Hub Committee **RESOLVES:**

1. To Note and support the draft Enterprise Strategy.

**1. Executive summary**

- 1.1 This report sets out the key objectives, actions and associated Officer resourcing of the draft Enterprise Strategy for West Devon.
- 1.2 The Strategy updates and adapts the WDBC Our Plan Annual Delivery Plan 2016-2018 (Economic Development Programme), primarily by aligning with the objectives of the Joint Local Plan and emerging Neighbourhood Plans.
- 1.3 This report summarises the key objectives, services, projects and actions of the Strategy.
- 1.4 The Strategy will be presented to the new Council with a view to reviewing followed by adoption at the earliest opportunity.

**2. Background**

- 2.1 West Devon Borough Council has a responsibility to support economic development in accordance with the Enterprise Theme.

- 2.2 The Council has not, however, been providing support proactively to commerce or pursuing Council-led opportunities in recent years since the staff resource has largely been focussed on preparing and adopting the JLP.
- 2.3 The JLP is approaching the point of adoption. This combined with the establishment of the Corporate Property Strategy has led to a number of Council-led projects advancing to the early stages; together with a more proactive approach to engaging with commercial interests and the economic needs of local communities. Some examples are outlined later in this report.

### 3 The updated Strategy

- 3.1 The Enterprise Strategy will establish that the blueprint for enterprise and growth for West Devon is set and defined by the South West Devon Joint Local Plan (JLP) and, as they emerge, Neighbourhood Plans.
- 3.2 It will also align with two higher tier plans, namely Devon County Councils 'A Strategy for Growth 2013 – 2020' (see <https://new.devon.gov.uk/economy/>); and the sub-regional strategy of the Local Enterprise Partnership, (the Heart of the South West – HotSW), (<https://heartofswlep.co.uk/>).
- 3.3 The Enterprise Strategy will be based on two key strands of activity for the Council:
- to act as the promotor and facilitator of development that is led by the private sector; and
  - to act within the market to directly deliver employment and enterprise, working with communities, businesses and land owners to deliver against the JLP, Neighbourhood Plans and identified need / other intelligence.

	Service	Brief Summary
<b>Enterprise to thrive and business to grow</b>	<b>Business engagement and support</b>	Support and advice from: <ul style="list-style-type: none"> <li>• Business Development Manager;</li> <li>• Strategic Planning;</li> <li>• Pre-app Services (Development Management);</li> <li>• Environmental Health; and</li> <li>• Assets</li> </ul> External (co-ordinate and fund) <ul style="list-style-type: none"> <li>• Heart of South West Local Enterprise Partnership Growth Hub;</li> <li>• Business Information Point Business Support; and</li> <li>• Greater Dartmoor Local Enterprise Action Fund</li> </ul>
	<b>Research and intelligence</b>	Town benchmarking Demographic projection figures and infrastructure needs (in collaboration with external partners) Retail assessment

		Leisure Assessment Employment Land Review Landowner survey
	<b>Maximising funding opportunities</b>	Guide, co-ordinate and collaborate to optimise benefits derived through s106 to support infrastructure needs Monitor to gain earliest knowledge of funding opportunities Prepare projects in outline in preparation for funding opportunities
	<b>Strategic working</b>	Alignment to the LEP Industrial Strategy Joint Local Plan delivery Network and lobby to improve success of funding bids Pre-application planning advice Broadband
	<b>Business Development</b>	Respond to enquiries received through HotSW LEP and DCC identify and collaborate to deliver business opportunities
	<b>Council Assets Strategy</b>	Existing assets strategy is to increase organically the holding of commercial employment units in our key towns and villages. This supports smaller enterprises looking for fit for purpose premises on fair lease terms.

- 3.4 The strategy recognises that the interests of the private sector don't always align perfectly with those of the Council and, importantly, it is through the second strand that we are able to mitigate that challenge.
- 3.5 Our adopted Assets Strategy and Commercial Property Strategy underpin our ability to deliver in the market. In approving these strategies, members recognise the importance of land ownership and commercial investment to support enterprise and our financial sustainability. Our Assets Strategy sets out a programme of development of commercial units on land that we own.
- 3.6 The strategy seeks to establish an approach whereby the Council empowers community groups to work through Town Councils and Neighbourhood Planning Groups to provide intelligence for each of the main towns and for rural areas. The Town Council could provide the focus for receiving and disseminating information and ideas from other groups including Chambers of Commerce, BIDs and industry groups including the NFU.
- 3.7 The Council's proposed Communities and Enterprise Directorate would then act as a conduit for ideas and opportunities that can be considered, assessed and, if viable and appropriate, acted upon by the Assets Team with a view to delivery. This would be either directly or through partnership.

## Strategic level

- 3.8 At the strategic level the objective will be to ensure that the opportunities identified in the development plan (JLP and Neighbourhood Plans) are realised:
- land for economy related uses are identified in the development plan;
  - guided by the policy framework of the development plan, Officers will work pro-actively with stakeholders to bring forward development on that land
- 3.9 Working with community groups the Council will better understand the needs of the different industry groups and seek opportunities to support stability and growth. One means to provide support will be to offer planning, environmental health and other services, including in combination with other agencies such as Trading Standards, through planning led agreements paid for by the company in question. Funds secured through this route could be used to employ agency workers to fill the officer resource gap needed to provide the service. Over time this would enable a view to be determined as to whether a part or full time Officer could be taken on to the pay roll.
- 3.10 During the immediate JLP post-adoption period the 2.5 full time equivalent Strategic Planning Team will be available to lead, co-ordinate and support these initiatives – although not full time. An example is the establishment of a Town Centres Working Group, which will be launched shortly and involve inviting each of the Town Councils to work together and individually to investigate and assess matters relating to the vibrancy of Town Centres and their role as a service centre to rural hinterlands. Led by the Head of Place Making, each Town Council will be invited to host a meeting to consider a specific subject and to discuss challenges and opportunities with representatives of the local community and the other Town Councils. The outcome would be a Borough wide Town Centres Strategy and a series of actions for Joint Ventures and private enterprise. This will enable the Borough Council to support and submit, on behalf of one of the towns, a bid to secure funding from the second round of the Future High Streets Fund (see details of the first round here <https://www.gov.uk/government/publications/future-high-streets-fund-call-for-proposals>, the second round will run in 2020.)

## Outputs

- 3.11 Through a more pro-active approach and collaboration to secure funding as and when opportunities arise, the Council will work with Neighbourhood Planning Groups and community stakeholders to identify and list deliverable projects, taking into account present and future economic land opportunities.
- 3.12 The over-riding objective of the strategy is to promote vibrant communities that effectively meet the needs of residents and commerce; and create opportunities for wealth generation within the community and for the Council.

3.13 More detailed monitoring may evolve over time. Initially, however, it is intended to measure success using the following Key Performance Indicators.

<b>KPI</b>	<b>Target</b>	<b>National Benchmark</b>
Business unit rental	80% business rental achieved	None
Businesses support	To deliver support to over 60 businesses	None
Employment land brought forward	*	None

\* Figures to be informed by JLP targets and not to include the Dartmoor National Park

## **4 Implications**

- 4.1 The Enterprise Theme, the Asset Strategy and the Corporate Property Strategy commits the Council to a more proactive approach to economic development.
- 4.2 At this time it is possible to identify the Assets Team and, temporarily, Strategic Planning Officers as the appropriate staff resource to take this agenda forward.
- 4.3 The Council is proposing to establish a Communities and Enterprise Directorate that would lead this area of work supported by, amongst others, the Head of Place Making and the Head of Assets. Other resources to support actions and projects as they progress would need to be sourced as necessary. Potential funding exists through bidding for Government and LEP initiatives as well as Planning Performance Agreements. Revenue from successful Council-led projects could also be used to provide enhanced support. The latter would need to be appropriately structured and governed.
- 4.4 The success of the strategy requires collaboration between the Assets and Business Development functions of the Council with Strategic Planning and Development Management. During the next two years and until the review of the JLP, Officers in the Place Making function of the Council would have the capacity to provide appropriate support. For longer term success the strategy requires income to be generated through DM pre-app such that the internal staff resource could be maintained or enhanced.

<b>Implications</b>	<b>Relevant to proposals Y/N</b>	<b>Details and proposed measures to address</b>
Legal / Governance	Y	Collaboration between Assets, Business Development, Strategic Planning and Development Management.
Financial	Y	Long term reliance on pre-planning application fees
Risk	Y	The absence of certainty regarding long term resource mean that expectations of any external partners need to be carefully considered before committing to projects and actions.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	No unusual matters identified
Safeguarding	Y	No unusual matters identified
Community Safety, Crime and Disorder	Y	No unusual matters identified
Health, Safety and Wellbeing	Y	No unusual matters identified
Other implications	Y	No unusual matters identified

Report to: **Hub Committee**  
Date: **19 March 2019**  
Title: **Corporate Strategy**  
Portfolio Area: **Leader of the Council**  
Wards Affected: **All Wards**  
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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) **After Call In**  
**27 March 2019**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: [Nadine.Trout@swdevon.gov.uk](mailto:Nadine.Trout@swdevon.gov.uk) **01822 813624**

## **RECOMMENDATION**

**That the Hub Committee RESOLVES to:**

- 1. Acknowledge the progress made to date on refining the Council's service offering under each of the Council's six corporate themes.**
- 2. Support the approach as detailed in section 5 of this report to further embed, promote and share the Council's Corporate Strategy with newly elected Members and their communities.**

### **1. Executive summary**

- 1.1 This report is presented by the Leader of the Council and reviews the Council's progress in refining the Council's service offering under each of the Council's six corporate themes, namely: Efficient and Effective Council, Communities, Enterprise, Environment, Home and Wellbeing.
- 1.2 The report provides a simple one page overview of the Council's Corporate Strategy as well as a detailed service offering per corporate theme which can be found at appendices A and B of the report.

- 1.3 The report in section 5 provides a suggested approach to further embed and promote the Corporate Strategy through a newly elected Member induction process and community consultation.

## **2. Background**

- 2.1 In May 2018 Council adopted a new Corporate Strategy including a core purpose, guiding principles and five high level themes to guide Council delivery over the next 5 years, see Appendix A.
- 2.2 Appendix A replaces the previous corporate strategy (Our Plan) which was devised in 2014 prior to the Council's significant transformation programme.
- 2.3 Throughout the summer of 2018 the Corporate Strategy themes were promoted by officers to local residents via roadshows and an online engagement portal where residents were encouraged to share their views and highlight the things most important to them under each theme. Responses were varied but common responses focused on the need for truly affordable local housing, the need for car parking in new developments and the importance of keeping the Borough clean and tidy. It is important to note however, that the roadshows and online promotion only prompted feedback from 68 residents.
- 2.4 In October 2018 Overview and Scrutiny Committee appointed a Corporate Strategy KPI (Key Performance Indicators) Task and Finish Group comprising Members and supported by senior officers. The Task and Finish Group presented their recommendations to Overview and Scrutiny Committee in January 2019. It was recognised by the Committee that the KPIs supplied were a good starting point. However, based on newly received feedback from the Local Government Association Peer Review team both Overview and Scrutiny Committee and Hub resolved more work was needed by both Members and officers, to set a powerful vision for the next 5-10 years, and develop clearer strategies aligned to each Corporate theme and that articulate desired outcomes for local residents.
- 2.5 As a result Hub in January 2019 instructed officers to pull together relevant evidence, policies, service offering, projects, partners and outcomes per corporate theme which can be viewed at Appendix B of this report.

## **3 Outcomes/outputs**

- 3.1 An all Member workshop was held on 5 February 2019 to review the content of Appendix B.
- 3.2 The workshop was well attended, with 19 out of 31 Members in attendance. Appendix C of this report provides a summary of feedback collected at the event and demonstrates the significant input provided by Members.

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

##### **4.1 Do nothing further**

It is recognised that significant progress has been made in the last couple of months to pull together the service offering aligned to each theme. However, to fully meet with the Local Government Peer Review recommendations much work is still needed.

##### **4.2 Take action option**

4.1 By setting steps as detailed in section 5 the Council is proactively responding to Peer Review feedback and providing a plan of action to articulate desired outcomes for local residents. It is therefore deemed appropriate to pursue this option.

#### **5. Proposed Way Forward**

5.1 In May 2019 it is expected that there will be a large number of new Members joining the Council due to many existing Members stepping down and not running in the 2 May 2019 elections. It is therefore considered prudent to devise a plan on how best to appraise new Members of the Council's Corporate Strategy and how they might share and promote the Council's corporate themes with their local communities. The plan is as follows:

- a. A dedicated session as part of the Member Induction Programme is held on the 8 May 2019 on the Corporate Strategy.
- b. The Council's Annual Report for 2018/19 is published in May 2019 promoting the achievement against each of the corporate theme and shared with newly elected Members at the induction.
- c. A report is presented to Hub on 9 June 2019 detailing a clear framework for Members to engage with their communities on the Corporate Strategy.
- d. Hub on 15 September 2019 consider the feedback gathered by Members from their community engagement.
- e. Council on 22 September 2019 agree a set of desired outcomes aligned to each of the Council's Corporate Themes based on Member and resident engagement.

#### **6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Hub Committee has a responsibility to provide Leadership to the overall activities of the Council.
Financial	N	There are no financial implications as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon Peer Review feedback could lead to:

		Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

### **Supporting Information**

Appendix A West Devon Corporate Strategy

Appendix B Detailed Service Offering Per Corporate Theme

Appendix C Corporate Strategy Member Workshop Feedback 05.02.19

# 5 year Corporate Strategy 2018 - 2023



West Devon  
Borough  
Council

## Our Core Purpose

To make a positive impact on the lives of local people by providing valued and easy to use services.

## Our Guiding Principles

- ▶ Provide value for money and good customer service
- ▶ Be open, honest, listening and responsive
- ▶ Work with partners and communities for mutual benefit
- ▶ Be open minded and embrace change

## Our Challenges

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- ▶ Withdrawal of core central government funding
- ▶ Setting a balanced budget without cutting statutory services
- ▶ It costs more to deliver services in a rural area
- ▶ High house prices and a dwindling working age population
- ▶ Managing development without compromising our high quality natural and built environment

## How we will measure success

- ▶ Provide key performance indicators for each corporate strategy theme
- ▶ Benchmark performance against national standards
- ▶ Monitor progress quarterly through our Overview & Scrutiny process
- ▶ Refine service standards through targeted annual delivery plans
- ▶ Report annually through our Annual Report process

## Corporate Strategy Themes

### COUNCIL

Delivering efficient and effective services



### HOMES

Enabling homes that meet the needs of all



### ENTERPRISE

Creating places for enterprise to thrive and business to grow



### COMMUNITIES

Council and residents working together to create strong and empowered communities



### ENVIRONMENT

Protecting, conserving and enhancing our built and natural environment



### WELLBEING

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



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## APPENDIX B: Detailed Service Offering Per Corporate Theme



### Delivering Efficient and Effective Services

#### Scene Setting

Delivering Efficient and Effective Council services underpins delivery of the other Council themes. It ensures that we embrace our guiding principles to:

- Provide value for money and good customer service
- Be open, honest, listening and responsive
- Work with partners and communities for mutual benefit
- Be open minded and embrace change

West Devon Borough Council has a proven track record of strong financial management and strategic financial planning. Government funding has reduced by £3 million in West Devon over the past ten years. This equates to 41% of the Council's net budget.

In responding to the reductions in government funding, the Council has, jointly with South Hams District Council, undertaken a Council wide transformation and implemented new ways of working. This transformation has seen almost all of our services now being fully shared between the Councils.

While this has significantly contributed to ensuring the Council can set a balanced budget, we are still forecasting a cumulative budget gap of £0.7 million by 2023/24.

A current focus for the Council is on developing alternative funding sources to close this gap, such as its Commercial Property Investments. The Council has approved a commercial property strategy of £50 million. The Council has taken a commercial approach and been pro-active in addressing economic regeneration in times of financial austerity. West Devon has approved a commercial property strategy of £50 million and the Council has supported a mixture of buying properties both in Borough and out of area acquisitions. The Council's strategy has multiple objectives, including supporting economic regeneration, enhancing economic benefits, growing business rates income and; as an ancillary benefit, assisting with the financial sustainability of the Council.

West Devon Borough Council, jointly with South Hams District Council directly employ 265.90 full time equivalent staff to deliver shared services (this does not include the South Hams Commercial Services employees which are not shared). Staff throughout the Councils continue to perform well with sickness levels below the national average. HR policies allow a fair relationship between employer and employee and regular staff briefings. Our Continuous Personal Improvement programme ensures staff are up to speed with Council priorities and able to evidence their achievements and identify any training needs.

The Peer Challenge undertaken in 2018 highlighted the resilience of our employees as a key strength of the organisation and we look to build further on this through the delivery of our Organisational Development Strategy.

In recent years the Council has used social media in a much more proactive manner and coupled with our continued development of our localities service, we have engaged with and informed people at the right time. This approach, along with continued investment in simple to use IT systems, has in turn led to a significant reduction in call volumes and a drop in the number of people visiting our offices. We have seen reductions in timescales for the delivery of almost all our services but as our IT systems become outdated, we know that we must now consider future IT systems that are easy for our customers to use and enable them to do more for themselves online.

While overall service performance continues to improve, we know that we can do more, particularly in respect of improving the customer experience.

We are now a Member of the Institute of Customer Service and in 2018 worked with them to deliver our first Customer Satisfaction survey.

The results were clear that overall customer satisfaction levels for West Devon Borough Council are below the national average for Public Services



The results highlighted a number of areas where we should look to improve including helping more customers at first point of contact and keeping our customers informed. This will be a key focus for the coming 12 months.

The full results of the 2018 Customer Satisfaction survey can be found [here](#)

### **How do we know how well we are doing?**

The Council has a number of measures in place to assess its operational performance. An Audit Committee meets five times a year and its role is to provide an oversight of the financial reporting and audit processes plus the system of internal controls and compliance with laws and regulations. The Council also has two internal audit staff managed by the Devon Audit Partnership who provide an opinion on the internal control environment and governance processes.

This strategy sets out a number of Key Performance Indicators that will be used to report on our efficiency and effectiveness along with a summary of the projects that we consider important in achieving the required levels of performance. Performance will be reported to Members on a quarterly basis through the Overview and Scrutiny Committee

## Service Offering

The following services are key to us being an efficient and effective Council.

Service	
<b>Contact Centre</b> <i>"Listening to our Customers, aiming to resolve at first point of contact"</i>	Ability to make online transactions 24/7 Call Centre available 0900 – 1700 Monday – Friday Webchat Social Media (Facebook / Twitter etc) Reception (Tavistock) 0900 – 1700 Monday – Friday
<b>Finance</b> <i>"Ensuring that we make decisions that support our financial challenges"</i>	S151 Officer Strategic Finance advice and guidance Accountancy and budget management (budget setting and monitoring) Treasury Management
<b>Legal</b> <i>"Enabling our Members and staff to make decisions that are legal and compliant"</i>	Legal advice and support to the Council, Members and all service areas Monitoring Officer and Governance support and advice
<b>Human Resources</b> <i>"Ensuring we support our staff to deliver efficient services"</i>	Recruitment Ensuring employee health and wellbeing Support to employees and managers Implementing tools and procedures to manage employee performance
<b>ICT</b> <i>"Enabling our staff and customers to communicate via phone and web"</i>	Provision of systems to support the work of the Council Website available 24/7 365 days of the year Providing equipment for employees to work
<b>Member Services &amp; Elections</b> <i>"Supporting the Democratic Decision Making of the Council"</i>	Support to Elected Members Ensuring transparency in decision making processes Identifying Member training and development needs
<b>Audit</b> <i>"Providing Internal Assurance on efficiency and compliance"</i>	Governance Framework Internal reviews of process and procedures Delivery of an annual audit plan
<b>Communications</b> <i>"Keeping people informed and increasing transparency of decision making"</i>	Engagement Portal Press Releases Messaging through social media and other platforms
<b>Corporate Projects</b> <i>"Ensuring we continuously embrace change and deliver projects that support our services"</i>	Management and Governance of organisation wide projects and risks

## Projects

The following projects are based around the Corporate Strategy Guiding Principles

Provide Value for Money and Good Customer Service		Short term (This Year)	Medium Term (1/2years)	Longer Term (3-5 years)
	<b>Enabling our customers to request services easily</b>	Review our website <i>(so that we can make sure it's easy to use)</i>		
		Review of complaints and development of action plan <i>(so that we learn and improve future customer experience)</i>		
		Carry out an annual Institute of Customer Service Survey <i>(so that we can see where we still need to improve)</i>		
	<b>Ensure we get it right first time</b>	Implement standardised form and process for reporting service failures <i>(so that we can make improvements quickly)</i>		
		Add feedback forms to all web processes <i>(so that we can monitor how easy it is to request a Council service)</i>		
	<b>Ensuring that we get the best from our workforce</b>	Implementing our Workforce Development Strategy <i>(so that our staff are supported, well trained and have the tools to do their jobs)</i>		
		Implement Customer Service Standards <i>(so that our staff are responsive to customer needs)</i>		
		Undertake a review of extended and Senior Management structure <i>(to ensure that we are best aligned to deliver our themes)</i>		

<b>Provide Value for Money and Good Customer Service continued</b>	<b>Making the best use of Council resources</b>	Growing our Commercial Property Investment programme <i>(to maximise our income to fund our services)</i>		
		Undertake a review of corporate accommodation <i>(to ensure we minimise costs)</i>	Reviewing our Treasury Management policy <i>(To ensure we get the maximum return on investment)</i>	
		Ensure a balanced budget is set each year <i>(so that we can fund our services)</i>		
		Undertaking a review of Single Person Council Tax discount <i>(To ensure we maximise Council Tax collection)</i>		
		Implementing a new payments system <i>(Increasing payment methods and ease of use)</i>		
		Development of consultancy offering to other Local Authorities <i>(generating income to contribute to our own services)</i>		
		Identify if there are other services we can provided to the public <i>(to increase income to help fund our service)</i>		
	<b>Improving transparency of how we're doing</b>	Implement clear performance targets with results available to the public and Members <i>(so that our progress in delivering against our themes can be monitored)</i>		
		Implement PowerBi performance monitoring system <i>(to provide real time performance statistics enabling us to prioritise resource where performance is dropping)</i>		

<b>Be open, honest, Listening and Responsive</b>	<b>By providing Members with the resources required to carry out their role</b>	Delivering a Member Induction programme ( <i>so that our Members are well informed to make decisions that support our themes</i> )	Ongoing rolling 12 month Learning and Development Plan for Members ( <i>to ensure that our Members have the skills they need</i> )	
		Member IT solutions review ( <i>so that Members have technology in place to be kept informed and to engage with stakeholders</i> )		
		Implementation of Member Development Programme ( <i>so that we can support the training needs of Councillors and future leaders</i> )		
	<b>Communicating our ambitions to our customers and stakeholders</b>	Implement Online budget engagement / webinars – Summer /Autumn 2020 ( <i>so that we can understand what's important to our residents</i> )		
		Reviewing our communications methods with stakeholders including the public ( <i>so that we can engage in a meaningful way</i> )		
		Increase the uptake of the Engagement Portal ( <i>so that our residents and stakeholders can help shape our decision making</i> )		
	<b>Increasing transparency in decision making</b>	Publishing of Councillor meeting attendance, training records and voting information online ( <i>so that our residents can see how decisions are made</i> )		
		Updating our transparency plans ( <i>so that we publish more information up front, reducing the number of requests for information</i> )		
		Implementing webcasting for our committee meetings ( <i>so that we increase the engagement and transparency of decision making with our residents</i> )		

## KPIs

The following KPI's are an indicator of how efficient and effective the Council is. Additionally, other themes will contain specific performance measures around service specific targets.

KPI	Target	National Benchmark
Increase customer satisfaction	5.1 point improvement from 2018 score	Stretch target of a 7.5 point improvement to meet national local council average
Increase right first time services	15% improvement from 2018 score	56.2% national local council average
Increase keeping customers informed	1.2 point improvement from 2018 score	Stretch target of 2.7 point increase to meet the UKCSI average for all service sectors
Increase Council Tax Collection rates	98%	Target top national quartile 98% for shire districts 17/18
Value for Money Assessment	Achieved / Not achieved	Achieve unqualified Value for money opinion
Council Income / Expenditure	Within 1% variance	Actual vs budgeted within 1% variance

## Stakeholders and Partners

Stakeholder / Partner	How we engage / inform		
	Ad-Hoc	Monthly / Quarterly	Annual
<b>Residents</b> that access our services	<ul style="list-style-type: none"> <li>Feedback form on the internet</li> <li>Engagement portal</li> <li>Formal mechanisms (complaints etc)</li> <li>Publishing key decisions and information on social media</li> </ul>	<ul style="list-style-type: none"> <li>Making Committee reports around decisions available online</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction survey</li> <li>Publishing a report on our performance</li> <li>Publishing our annual accounts and value for money assessment</li> </ul>
<b>Employees</b> that deliver our services	<ul style="list-style-type: none"> <li>1:1's with Managers</li> </ul>	<ul style="list-style-type: none"> <li>Team Meetings</li> <li>Staff briefings with Senior Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Away days to focus on corporate priorities</li> <li>Employee Survey</li> </ul>
Organisations which receive a proportion of Council Tax we collect (	<ul style="list-style-type: none"> <li>Meetings to discuss Council</li> </ul>		

<b>Devon CC, Fire and Rescue, Police)</b>	Tax collection rates		
Devon Business Rates Pool		<ul style="list-style-type: none"> <li>Quarterly meeting with all authorities in the Business Rates Pool</li> </ul>	
Our suppliers (including key suppliers of our services ( <b>FCC for Waste and Fusion for Leisure</b> ))		<ul style="list-style-type: none"> <li>Contract Management meetings to discuss operational performance &amp; customer satisfaction</li> </ul>	

### Lead Members & Officers

CLlr Edmonds - West Devon Portfolio Lead – Performance and Resources

Neil Hawke – Support Services Specialist Manager

Lisa Buckle – Section 151 Officer

Catherine Bowen – Monitoring Officer and Legal Head of Practice

Anita Ley – Customer Contact Manager

Lesley Crocker – Communications Head of Practice

Andy Wilson – HR Head of Practice

Isabel Blake – Revenues and Benefits Head of Practice



## *Council and residents working together to create strong and empowered communities*

### Scene Setting

Our Corporate strategy says that the Council will:

- **'make a positive impact on the lives of local people by providing valued and easy to use services'**
- **'work with partners and communities for mutual benefit'**
- **'be open, honest, listening and responsive'**

The Council currently supports the Communities theme in several ways such as the provision of grants, targeted use of Section 106 monies, partnership working, SeaMoor lottery funding and through its Locality service which provides a vital link between the Council, Members and Communities. This support builds community capacity and both enables and facilitates community relationships and projects that benefit local communities.

### Legislative Framework

Localism Act 2011 which seeks to give effect to the Government's ambitions to decentralise power away from Whitehall and back into the hands of local councils, communities and individuals to act on local priorities, covering areas such as community right to challenge and assets of community value.

### Performance

Notable performance to date includes:

#### **Approved neighbourhood plan for Bere Peninsula**

<https://www.westdevon.gov.uk/article/3891/Neighbourhood-Plans>

#### **SeaMoor Lotto**

- Lifton Community Centre - raising £338.00 annually
- Okehampton and District Community Transport Group - raising £650.00 p.a
- WD CAB - raising £390.00 p.a
- Plymouth and West Devon Home Start - raising £520.00 p.a
- Dartmoor Search and Rescue Team (Tavistock) - raising £468.00 p.a

#### **S106 funds awarded**

- Spreadsheet available on website

## Service Offering

	Service	Brief Summary
<b>Empowered communities</b>	<b>Neighbourhood planning</b>	Neighbourhood planning is a right for communities introduced through the Localism Act 2011; communities can shape development in their area through the production of Neighbourhood Development Plans, Neighbourhood Development Orders and Community Right to Build Orders. The Council receives £20,000 for each plan once a local referendum on the Plan has been carried out. Guidance provided on the website together with support from Place Making specialist and Case Manager.
	<b>Devolution of assets for community benefit</b>	There were several initiatives highlighted in the Annual Report for 2017-18. There are several more initiatives in the pipeline the most high profile is the proposal to transfer toilets in both areas to the parish/town council as primary option.
	<b>S106 community funding</b>	A section 106 agreement is a legal agreement between the Council and developer and linked to planning permissions. Agreements can ask for new facilities or the improvement of existing facilities in an area where planning development is taking place. Some agreements specify a particular project on which the money is to be spent. Where there is no specific project, the Council suggests a Town/Parish Open Space, Sport and Recreation Plan to identify and prioritise projects. If the spend is over £30,000 then it has to be approved by Hub Committee. Regular reports to Overview & Scrutiny on current spending Updates on the websites and through press releases
	<b>SeaMoor Lottery</b>	Joint Council lottery launched last year to support community projects in the local area: 50% of the ticket price goes to local good causes in the South Hams and West Devon. Buyers can choose which local charity to support when buying a ticket. Awareness raised by press releases and information on the website.
	<b>Communities Together Fund</b>	Communities Together funding is managed by the Council. It is allocated according to the number of electors with the Borough allocating 10 pence per elector and DCC paying £1 per elector. The fund supports new ideas to help communities to work together on projects that enhance and make a difference to residents.
	<b>Community Project Grants</b>	A wide variety of Community projects have been supported ranging from improvements/refurbishment of Village Halls, replacement of play park equipment, picnic bench provision, replacement and/or improvements to village notice boards, and refurbishment to a community boat shed and purchase of bat detectors.
	<b>Community led parking tariffs</b>	An opportunity for communities to work with Councils to determine parking tariffs suitable to the needs of their area.
	<b>Locality team</b>	A crucial link between the Council, Members and the local Communities, signposting to services both within the Council and locally and providing support and advice to local communities and people
	<b>Education vehicle</b>	Used by the Locality team to promote initiatives of community interest including waste and recycling changes at local shows and events.
	<b>Parish and Town Link meetings</b>	Eastern, Northern and Southern Links of parishes meeting quarterly to discuss wide range of local issues and attended by senior officer and/or Localities

## Projects

Project	Timescale	Objective
<b>Crowdfunding</b>	By 1 <sup>st</sup> April 2019	To trial an online crowdfunding platform and award £10,000 of grant funding to local community based projects.
<b>Public Toilet Review</b>	By 1 <sup>st</sup> April 2019	To maintain a public toilet service where feasible by transferring assets to town and parish councils.

## KPIs

KPI	Target	National Benchmark
S106 community based funding,	Achieve 100% spend	None
Neighbourhood plans	Complete 100% of plans within timeframe	None
Community led car parking tariffs	Work with 4 communities over next 5 years	None
Promote Lotto	Target: raise x for local good causes?	None

## Stakeholders and Partners

**Rural Service Network** – of which the Council is a member.

RSN is the national champion for rural services, ensuring that people in rural areas have a strong voice. The RSN fights for a fair deal for rural communities to maintain their social and economic viability for the benefit of the nation as a whole.

**Citizens Advice** – providing valued assistance to local communities with debt advice and consumer rights.

**Voluntary and community groups**

**Parish and Town Councils**

**Devon County Council**

**MPs**

## Lead Members & Officers

Cllr Lois Samuel – Lead Member for Partnership Arrangements

Cllr Caroline Mott – Lead Member for Neighbourhood Plans

Cllr Robert Sampson – Lead Member for Car Parks and Community Led Tariffs

Cllr Annabel Roberts – Lead Member for Localities and Monitoring of S106 Agreements

Cathy Aubertin – Operational Manager Environment Services

Thomas Jones – Head of Place Making Practice

Catherine Bowen – Case Management Manager (including Localities)



## Creating places for enterprise to thrive and business to grow

### Scene Setting

The blueprint for enterprise and growth is set and defined for the next 20 years by the South West Joint Local Plan (JLP). All enterprise activity undertaken by the Council, either in a facilitating role or through direct delivery is guided by this policy.

The JLP sets out requirements for employment across South Hams, West Devon and Plymouth (the Plymouth Housing Market Area and its Functional Economic Market Area). It establishes the full need for employment development and sets out a spatial strategy to guide communities and the development industry in meeting those needs.

A key objective of the JLP Strategy is to further the resilience and self-sufficiency of communities

Devon County Council has prepared and published an assessment of the economic conditions in the area and sets out an economic development strategy for the County: 'A Strategy for Growth 2013 – 2020' (see <https://new.devon.gov.uk/economy/>). The JLP is aligned with this.

The Local Enterprise Partnership, the Heart of the South West (HotSW) has prepared and published a sub-regional strategy, see <https://heartofswlep.co.uk/>, with which the JL is also aligned.

The County Strategy and the HotSW provide a focus for future initiatives in South West Devon. Officers work closely with these partners.

Our Enterprise strategy has two strands:

1. To act as the promotor and facilitator of development that is led by the private sector
2. To act within the market to directly deliver employment and enterprise, working with communities, businesses and land owners to deliver against the JLP and identified need.

This strategy recognises that the interests of the private sector don't always align perfectly with ours and the JLP and importantly, it is through the second strand that we are able to mitigate that challenge.

### **What does direct delivery look like?**

Our adopted Assets Strategy and Commercial Development Strategy underpin our ability to deliver in the market. In approving these strategies, members recognise the importance of land ownership and commercial investment to support Enterprise and our financial sustainability. Our Assets Strategy sets out a programme of development of commercial units on land that we own.

Our Commercial Development Strategy is a £50m investment fund, aimed at boosting economic growth, low cost housing provision and employment within the borough and surrounding areas on projects that also deliver a positive commercial return.

## Service Offering

There is no statutory responsibility the Council to provide a specific Economic Development Service. In fact, the Council recognise that their ability to directly influence the Economy is restricted to commercial development (commercial property strategy) and business rate policy areas.

Indirectly there are opportunities to influence Enterprise through the measures set out in the table below.

	<b>Service</b>	<b>Brief Summary</b>
<b>Enterprise to thrive and business to grow</b>	<b>Business engagement and support</b>	Support and advice from Business Development Manager and Planning Services. Specialist environmental health advice on licensing and safety. Contracted business advice for business start-ups and local SMEs. Business rates policies to help businesses in need as well as those looking to expand or relocate to the area.
	<b>Research and intelligence</b>	Town benchmarking Demographic projection figures and infrastructure needs (in collaboration with external partners) Retail assessment Leisure Assessment Employment Land Review Landowner survey
	<b>Maximising funding opportunities</b>	Guide, co-ordinate and collaborate to optimise benefits derived through s106 to support infrastructure needs Monitor to gain earliest knowledge of funding opportunities Prepare projects in outline in preparation for funding opportunities
	<b>Strategic working</b>	Alignment to the LEP Industrial Strategy Joint Local Plan delivery Network and lobby to improve success of funding bids Pre-application planning advice Broadband
	<b>Business Development</b>	Respond to enquiries received through HotSW LEP and DCC identify and collaborate to deliver business opportunities
	<b>Council Assets Strategy</b>	Existing assets strategy is to increase organically the holding of commercial employment units in our key towns and villages. This supports smaller enterprises looking for fit for purpose premises on fair lease terms.

## Projects

The Council has not been proactively pursuing Economic Development opportunities in recent years. There are, consequently very few projects that have reached a stage where they can be considered to have a high degree of certainty of delivery. It is notable that the JLP is approaching the point of adoption. This combined with the establishment of the Corporate Property Strategy have led to a number of projects that are in the early stages. It is not considered appropriate to record these at this time.

Project	Objective	Outcome
Okehampton Land Assembly	Housing / Employment / Enterprise	Sustainable housing and employment development scheme.

## KPIs

Detail relevant KPIs for this theme again differentiate between each Council if needed.

KPI	Target	National Benchmark
Business unit rental	80% business rental achieved	None
Businesses support	To deliver support to over 60 businesses	None
Business rates	Increase collection rates by x	None
Employment land brought forward	*	None

\* Figures to be informed by JLP targets and not to include the Dartmoor National Park

## Stakeholders and Partners

Business and commerce  
Town and Parish Councils  
Chambers of Commerce

## Lead Members & Officers

Tom Jones – Head of Place Making  
Darren Arulvasagam – Business Development Manager  
Chris Brook – Head of Assets  
Cllr Philip Sanders – Leader of West Devon Council  
Cllr Lois Samuel – Deputy Leader of West Devon Council  
Cllr Robert Oxborough – Economy Portfolio Holder  
Cllr Neil Jory – Environment and Assets Portfolio Holder  
Cllr Annabel Roberts – Customer First Portfolio Holder  
Cllr Tony Leech – Health and Well Being Portfolio Holder  
Cllr Caroline Mott – Strategic Planning and Housing Portfolio Holder



## *Protecting, conserving and enhancing our built and natural environment*

### Scene Setting

The Councils recognise the vital role they play in protecting, conserving and enhancing the built and natural environment across their areas. In addition to seeking to deliver high quality statutory functions around for example planning and waste, relationships have been developed with key partners to secure shared outcomes for our communities.

The Plymouth and South West Devon Joint Local Plan (link) sets out, with Plymouth City Council, a shared direction of travel for the long term future of the area and seeks to directly support the Environment theme at a strategic level.

Operationally, the Council has a number of statutory requirements when it comes to the collection of household waste and the clearance of litter and waste from public highways and 'relevant land'. As the Local Planning Authority the Councils are responsible for determining planning applications in line with Local and National Policy. The unique environment encompasses Areas of Outstanding Natural Beauty, Conservation areas and large numbers of listed buildings which are enhanced and protected through a range of services.

### Legislative Framework

West Devon Borough Council has a number of statutory requirements when it comes to the collection of household waste and the clearance of litter and waste from public highways and 'relevant land'. The relevant legislation is as follows:

**Environmental Protection Act 1990** - <https://www.legislation.gov.uk/ukpga/1990/43/contents>

- Under the EPA 1990 West Devon Borough Council is classed as a 'waste collection authority'.
- Section 45 of the act requires waste collection authorities to collect household waste unless it is in an isolated location or arrangements can reasonably be expected to be made by the person who controls the waste.
- Under Section 46 of the act the authority can give a householder notice that waste must be disposed of in a specified receptacle, and in a specified manner.
- From 31 December 2010, waste collection authorities in England must make arrangements for the separate collection of at least two types of recyclable waste unless it would be unreasonably costly to do so (s.45A).
- Section 34(1) of the act imposes a duty of care on the authorities to take all reasonable measures to prevent the escape of waste from their control and that any transfer for of waste is to an authorised person and accompanied by a written description of the waste.
- Section 89 imposes a duty on the Councils, as the 'principal litter authority' to ensure that all relevant land is, so far as is practicable, kept clear of litter and refuse.

**Controlled Waste Regulations 2012** - <http://www.legislation.gov.uk/uksi/2012/811/contents/made>

- Allows waste collection authorities to charge for the collection of household waste from non-domestic properties such as holiday homes and community halls.
- Introduced the term 'offensive waste' which includes waste that was previously widely referred to as low grade clinical waste. The newly termed 'offensive waste' now forms part of the household residual waste stream.

**Waste (England & Wales) Regulations 2011** -

<http://www.legislation.gov.uk/uksi/2011/988/contents/made>

- Transposed the EU Waste Framework Directive 2008 (<http://ec.europa.eu/environment/waste/framework/>) into UK law which:
  - o Sets the basic concepts and definitions related to waste management, such as definitions of waste, recycling, recovery.
  - o Imposes a requirement for any producer of waste, such as a local authority, to evidence the application of the waste hierarchy where practicable.
- States that an establishment which collects paper, metal, plastic or glass must take all such measures to ensure separate collection of that waste where it is technically, environmentally and economically practicable (TEEP) to do so. N.B. separate refers to separation from residual and does not necessarily mean the collection of each recyclable material separately.

**Planning Legislation**

Development Management Procedure Order [DMPO 2015 \(Consolidated\)](#).

General Permitted Development Order [GPDO 2015 \(Consolidated\)](#).

Listed Building and Conservation Area Regs [LBCA Regulations 1990 \(Consolidated\)](#).

[Tree Preservation Regulations 2012 \(Consolidated\)](#).

Use Classes Order [UCO 1987 \(Consolidated\)](#).

Town & Country Planning Act 1990 - <http://www.legislation.gov.uk/ukpga/1990/8/contents>

**What we don't do**

Whilst the Council is responsible for the collection of waste in the Borough it is not responsible for its disposal. Devon County Council is the waste disposal authority and they direct the second tier councils to deliver residual waste and organic waste (i.e. food waste and garden waste) to facilities of their arrangement. Devon County Council are also responsible for running the Household Waste Recycling Centres (HWRCs) throughout Devon County.

Neither is the Council responsible for planning applications which fall in the Dartmoor National Park area of the Borough.

## Service Offering

	Service	Brief Summary
Protecting, enhancing, conserving	Waste collection	Fortnightly residual waste sack collection from all households.
	Recycling collection	Weekly dry recycling and food waste collection from all households. Fortnightly garden waste collection from subscribing households. Arrange for the appropriate processing or treatment for dry recyclables collected.
	Ancillary waste services	Household healthcare waste collections Bulky waste collection Recycling bank provision, collection and maintenance Fly tip removal
	Planning applications	The processing of a range of planning applications ranging from major sites comprising of 1000's of houses to smaller householder applications.
	Pre-application service	A paid for service to enable developments to be considered by a range of specialists and consultees in advance of a potential planning application.
	Duty Planning Service	Paid for planning advice to the public delivered through face to face or telephone appointments.
	Environmental Protection	Enforcement action to address, abandoned vehicles, fly tipping, fly posting, littering and dog control.

## Projects

	Project	Timescale	Objective	Expected outcome
Protecting, enhancing, conserving	West Devon Garden Waste – Subscription date and payment mechanism change	By 1 <sup>st</sup> April 2019	To increase participation in the service by changing the sign up date to April (at the start of the growing season). To increase satisfaction for customers by simplifying the payment and re-subscription system.	Sustainable service which can continue to be provided for the customer.  Improve customer journey.
	Change to West Devon recycling services (2019/20)	By Summer 2020	To collect a greater range of materials for recycling from the kerbside.	Increase customer satisfaction. Increase recycling rate. Reduce amount of black sack waste Future-proof service against expected national policy changes.
	Development of a Premium Planning Service	2019/20	To develop a paid for, fast track service for delivery of planning applications.	Improved customer service.

## KPIs

KPI	Target	National Benchmark
Missed recycling and waste collections	Less than 80 missed collection per 100,000	None, although a recent Ubico benchmarking exercise gave 97 missed collection per 100,000 as an average.
Recycling and Composting of household waste collected.	Over 55% of all household waste collected	17/18 rate for England was 44.8%
Fly Tip Enforcement	100% enforcement of fly tips on public land where evidence is present	None
Listed Building Consent	80% of applications within timeframe*	<i>*Within 8 weeks or agreed time - minor developments</i>
Planning Enforcement	100% of investigations in line with policy	
Speed of Planning Decisions	80% of applications processed within timeframe*	<i>*Within 8 weeks or agreed time - minor developments</i>
Energy efficiency	100 household grants awarded	

## Stakeholders and Partners

### Devon Authorities Strategic Waste Committee

- A group made up of elected members from each Devon district authority and Devon County Council that meets on a quarterly basis.

### FCC Environment Ltd

- Contractor employed to deliver waste collection, street cleansing and toilet cleaning services for both councils from April 2019 until, at least, March 2027.
- This contract is managed by a partnership board made up of members from both councils, senior officers and contractor representatives.

### Waste Working Groups

- Each Council has a member working group that meet monthly. These groups consider and oversee service design changes and steer strategy and policy direction. These groups also report to Hub/Exec and/or Council as appropriate.

### Developers and Agents Forum

- A stakeholder engagement forum to discuss performance and development issues within the service

### Historic England

- A key stakeholder and statutory consultee with reference to our built environment

### Parish/Town Councils and Devon County Council

#### Tamar Valley AONB

#### Cornwall and West Devon Mining Heritage - WHS

## Lead Members & Officers

**ClIr Robert Sampson** - Lead Member for the Commercial Services

**ClIr Annabel Roberts** – Lead Member for Development Management

**Helen Dobby** - Group Manager, Commercial Services

**Jane Savage** - Waste Commissioning Manager

**Sarah Moody** - Head of Practice, Waste

**Pat Whymer** - Head of Practice, Development Management



## *Enabling homes that meet the needs of all*

### **Scene Setting**

Through a range of statutory and discretionary powers a number of different work streams align themselves to deliver this key role. We aim to prevent homelessness, maintain housing standards, help people to stay independent in their homes and meet housing need through a combination of affordable and market housing developments.

Housing Affordability is a key challenge across both areas. House prices being well out of reach for people on average wages - the ratio of average house cost to average salaries being 10.7:1 in West Devon. The Council delivers a number of interventions to improve the quality and number of homes to address this challenge.

In West Devon, there was a total of 25,709 properties, of which 545 are second homes, 348 are empty, 40 are uninhabitable, 55 have been empty for less than one month and 30 empty for 2 years or greater. The average house price in the Borough is approximately £245,000.

In the year 2017/18, the number of affordable homes in West Devon was 2401 (this includes 50 units of extra care accommodation). In this same year, 21 affordable homes were built in West Devon.

It is recognised that delivering truly affordable housing remains a challenge given house prices and average salaries as detailed above.

Affordable Housing is defined in the National Planning Policy Framework (NPPF) as:

Housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of four definitions relating to Affordable housing for rent, Starter Homes, Discounted market sales housing and Other affordable routes to home ownership.

For full details see below, Annex 2

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/779764/NPPF\\_Feb\\_2019\\_web.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779764/NPPF_Feb_2019_web.pdf)

### **Legislative Framework**

In West Devon there are 412 people in housing need on the register and 88 (21%) in high housing need. In 17/18 there were 150 homes available and let in the Borough. (This includes sheltered accommodation for the elderly)

The Council has a statutory function under the 1996 Housing Act (as amended) and the 2017 Homeless Reduction Act to provide Homelessness Assistance, temporary housing provision and wherever possible prevent or relieve homelessness. The Council also must keep a housing register and have a clearly defined policy as to how housing is allocated in their area.

It is also a legal requirement of the Homelessness Act 2002 to have a Homelessness Strategy. The Council has a joint Homelessness Strategy 2017-2022, which produces an annual action plan which is agreed by Members and produced with stakeholder & partner consultation.

<https://mg.southhams.gov.uk/documents/s3355/Appendix%201%20-%20Homelessness%20Strategy.pdf>

The Council is a non-stockholding Authority having large scale voluntarily transferred (LSVT) the old stock into Housing Associations in the late 90's. This latterly became part of the LiveWest portfolio which the Council retains nomination rights over.

Using the evidence of the housing register and the strategic housing market area assessment the councils are able to secure the delivery of affordable houses for rent or shared ownership and the provision of specialist housing such as extra care. The Housing enabling team work with developers, Registered Providers (Housing Associations) and the planning service to negotiate and influence the best mix of housing based on need in the area.

### **The South West Devon Joint Local Plan**

The South West Devon Joint Local Plan (JLP), which is presently awaiting adoption, is our key strategic planning document for housing. It sets out minimum requirements for housing across South Hams, West Devon and Plymouth (the Plymouth Housing Market Area). It establishes a spatial strategy to guide communities and the development industry in meeting those needs through until 2034.

The JLP strategy and policies seek to ensure that housing is delivered where it makes the most of the economic, social, cultural, heritage and natural assets of the area; and to ensure settlements play complementary and mutually beneficial roles to meet need and support the urban and rural economy. The JLP advocates a pro-active approach whereby the Councils will work together and with external partners to bring forward development. The vision is for South West Devon's Towns and Villages to be thriving rural communities where housing meets the specific needs identified in the JLP and where services and facilities that meet the needs of our communities are secured.

A key objective of the JLP Strategy is to further the resilience and self-sufficiency of communities.

### **Community Housing Strategy**

Through its Community Housing Strategy, the Council is actively partnering with communities to deliver and build housing projects in response to demonstrable housing need. This involves buying land, housing design, supply chain management, project management and construction. This multimillion pound housing delivery programme is funded through Council borrowing at competitive rates. It is also supported by the Community Housing Fund (a Government grant).

The schemes developed through this programme are a mixture of affordable and below market priced properties, which remain so in perpetuity. Some sites also include a limited number of open market houses to make the schemes viable.

### **Improving and adapting the existing Housing Stock**

The Council has statutory functions under the Housing Act to deal with private sector properties that are considered to be in poor repair, non-decent and deemed to have serious hazards, this includes houses in multiple occupation.

In order to support people to remain living independently, in partnership with Devon County Council, the Council offers grants to adapt properties through disabled facilities grants and to secure energy efficiency improvements.

## Service Offering

Enabling homes for all	Service	Brief Summary
	Private Sector Renewal	Statutory role relating to condition of the existing housing stock. This includes a range of enforcement powers designed to maintain & improve the condition of private sector housing
	Housing Advice	Statutory Role in the provision of legal advice to tenants and landlords on a range of options
	Homelessness	Statutory duty regarding the provision of emergency accommodation and the assistance for homeless households
	Housing Register	The Council is a member of the Devon Home Choice Partnership, which is the common framework that exists between all 10 Devon Authorities to allocate and advertise social housing for rent
	Affordable Housing/Enabling	Working with developers, Registered Providers (Housing Associations) and the planning service to lead, negotiate and secure the best mix of housing based on need in the area.
	Community Housing	Actively partnering with communities to deliver and build housing projects in response to demonstrable housing need.
	Seamoor Lettings	In-house social letting agencies, enhancing the supply of affordable housing through private landlords for the prevention of homelessness and reducing the reliance on temporary housing.

## Projects

Project	Objective	Outcome
Redevelopment of Springhill	Improve by demolition and redevelopment of WD temporary accommodation for homeless households	Reduction in B&B use, improvements of provision for groups with additional need (lift access, adapted properties, enhanced security for DV)
Homeless Strategy Action Plan 18/19	Statutory. Annual Action Plan for Members, setting out specific actions for the year to further reduce & prevent homelessness	Increase in Homeless prevention and reduction in temporary accommodation by increased activity
Rough Sleeper Action Plan	Government target around halving rough sleepers by 2022 and a commitment that no one needs to rough sleep by 2027	Zero rough sleeper Counts in both areas.
JLP Allocation Delivery	Working with developers, and other stakeholders, to secure optimum delivery of allocated sites	Sustainable development and communities.
Community Housing	Improving the affordability of homes in West Devon	Delivering low cost sustainable homes

## KPIs

KPI	Target	National Benchmark
Affordable homes delivered	In line with JLP – figs to follow	
Total homes delivered	In line with JLP – figs to follow	
Community housing initiatives	29 units over 5 years	None
Homelessness prevention <b>20% increase in number of preventions</b>	2017/18 322	None
Temporary accommodation <b>15% reduction in Pay nightly/Bed &amp; Breakfast accommodation</b>	2017/18 WD 3187 Nights(need verifying) YTD 18/19 2277	No national Benchmark. Unlawful to use B&B for families for longer than 6 weeks unless it is an emergency.

## Stakeholders and Partners

Registered providers  
Landowners  
Developers  
Devon Home Choice partners  
Neighbouring Local Authorities  
Homes England  
Community Land Trusts  
Neighbourhood planning groups  
Parish & Town Councils  
DHCLG  
Devon County Council.

## Lead Members & Officers

Lead Member for Health & Wellbeing  
Lead Member of Strategic Planning & Housing  
Lead Member for Environment & Assets  
Lead Member for Customer First  
Head of Housing, Revenues and Benefit Practice Isabel Blake  
Head of Place Making Practice, Thomas Jones  
Specialist Place Making, Alex Rehaag  
Head of Environmental Health and Licensing Practice Ian Luscombe  
Head of Assets Practice, Chris Brook



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

### **Scene Setting**

The Council recognises the vital role it plays in supporting positive, safe and healthy lifestyles and helping those most in need. Health, as defined by the World Health Organization, is "a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity."

The wider determinants of health, also known as social determinants, are a diverse range of social, economic and environmental factors which impact on people's health. The Council is well placed to influence many of the wider determinates such as housing conditions, the built and natural environment, the economy and vulnerability.

### **Legislative Framework**

The main statutory duties for Public Health for Local Authorities are conferred by the Health and Social Care Act 2012 making County Council's responsible for improving the health of their local population. This Act also introduced Health and Wellbeing Boards of which both councils are members. The Health and Wellbeing Boards <http://www.devonhealthandwellbeing.org.uk/board/> function is to improve health and wellbeing, reduce Health Inequalities and promote integration of services.

Whilst many of the primary statutory functions sit with the County Council for health & wellbeing, there are many functions carried out by the District Councils that reduce or prevent the need for significant interventions at a later stage (e.g. disabled facilities grants, moves to more suitable housing, advice on damp, mould or pests). Where possible the Council should adopt a preventative approach, this often means carrying out discretionary health promotion activity alongside statutory activity.

The Council recognises that there are a number of policies that are related to its wellbeing priority, all have the purpose of protecting and improving public health. These are listed next to the service offerings below.

Improving the health and wellbeing of our communities is central to our service delivery. To achieve this we must work in partnership with other stakeholders to be able to deliver interventions in a co-ordinated and efficient manner.

The Council also recognises the need to focus on the health and wellbeing of its staff to enable and support them to deliver wellbeing interventions in the communities.

### **What we don't do**

Our only duties under children and adult social care, is a duty to refer. We also do not deal with street lighting, roads or consumer rights issues. Health and Safety regulatory duty relates only to certain premises e.g. offices, shops, warehouses etc.

## Service Offering

	Service	Brief Summary
<b>Supporting safety</b>	<b>Safeguarding</b>	The Council has statutory responsibilities under both the Childrens Act & the Care Act and is committed to embedding a culture that safeguarding is everyone's responsibility across the organisation. Safeguarding policy and relevant website pages <a href="http://is.swdevon.lan/self-serve/safeguarding-vulnerable-children-and-adults-information-for-staff/">http://is.swdevon.lan/self-serve/safeguarding-vulnerable-children-and-adults-information-for-staff/</a>
	<b>Community Safety Partnership</b>	The Community Safety Partnership is a statutory group comprising numerous partners e.g. Police, DCC, that set an annual work plan to address community safety issues based upon regional and local intelligence.
	<b>Food Hygiene</b>	This is a statutory requirement to carry out food safety interventions in food premises with the aim of improving food hygiene standards and preventing food related infections.
	<b>Health &amp; Safety in commercial premises</b>	This is a statutory requirement to carry out interventions focussed on high risk activity identified by local and national intelligence
	<b>Emergency Planning</b>	This is a statutory requirement to plan for, response to and recover from major incidents
	<b>Licensing</b>	Statutory duty to licence a range of activities to protect the public. Link to list of licenses e.g. taxi, gambling, animal licensing, etc.
	<b>Environmental Protection</b>	Statutory duty to deal with incidents of statutory nuisance and pollution incidents using various legislative powers. The Council also uses a contractor to provide a pest control service for domestic properties.
	<b>Air Quality</b>	Statutory duty to measure and assess air quality within both Council areas.
	<b>Internal Health &amp; Safety</b>	To protect and improve the health, safety and wellbeing of staff and underpinned by the internal Health & Wellbeing Strategy.

	Service	Brief Summary
<b>Enabling positive and healthy lifestyles</b>	<b>Leisure Provision</b>	We provide 2 leisure centres managed by our leisure contractor – Fusion Lifestyle. The contract includes sport and community development activities. We help support this through an Active Network with local partners i.e. Active Devon, Governing Bodies of Sport, Schools and Clubs. We provide strategic Leisure Planning Policy through the delivery and management of a Playing Pitch Strategy and a Joint Sports and Leisure Facility Plan with Plymouth City Council.
	<b>Targeted public health interventions</b>	This can include various topics i.e. suicide prevention, dementia and also long term ill health such as heart disease and infection control. Interventions can be specific to an issue or carried out as part of wider service e.g. food inspections. These interventions are delivered alongside a number of statutory requirements including food safety and health and safety inspections, the Community Safety Partnership work plan and as part of partnership working with Devon County (through Regulatory Reform Act funding) and the volunteer sector
	<b>Junior Life Skills Schools projects</b>	Annual event with partners delivering life skill learning to primary school children.

## Service Offering

	Service	Brief Summary
<b>Helping those most in need</b>	<b>Housing Benefit</b>	A benefit payment to assist those on low incomes to pay their rent. Will be replaced over a gradual transition to Universal Credit for working age people. <a href="https://www.westdevon.gov.uk/article/455/Your-Benefits">https://www.westdevon.gov.uk/article/455/Your-Benefits</a>
	<b>Housing Advice</b>	A statutory package of support and advice tailored to the needs of the individual presenting with a range of issues from domestic violence, affordability, debt, landlord harassment or parental eviction.
	<b>Council Tax Support</b>	Council Tax Support replaces Council Tax Benefit and is a means tested benefit to assist those on the lowest incomes to pay their council tax. The Council is about to make a decision on a complete change to this scheme which really supports the most vulnerable residents
	<b>Money Advice</b>	A third party provider, experts in money advice have been commissioned for 2 years to provide specialist money advice to those at risk of homelessness. It will look at debt and income maximisation
	<b>Private Sector Housing Standards/Loans</b>	Statutory duty to improve standards in living accommodation including HMO's and residential caravans.
	<b>Better Care Fund</b>	The Council is responsible for the processing of Disabled Facilities Grant applications through to completion using Better Care Funding. As well as numerous initiatives that the Council promotes with partners to reduce fuel poverty by grant funding energy efficiency measures.
	<b>Assisted collection</b>	We provide a free assisted collection service for residents who need help taking their recycling, garden waste and household refuse to the collection vehicle.
	<b>Accessible offices/information</b>	To review practices and accommodation to ensure they are accessible to all e.g. dementia friendly and where necessary use our mobile locality officers to meet customers in their homes.

## Projects

Projects under the wellbeing theme are as follows:

Project	Brief Summary
<b>Council tax reduction scheme</b>	To transform our existing scheme in light of welfare reform to better support our most vulnerable tenants.
<b>Roll out of safeguarding for Member development</b>	To embed safeguarding throughout the organisation.
<b>Lifton gas pipeline connection scheme</b>	To introduce mains gas into an area affected by fuel poverty and to provide financial assistance to 200 properties to purchase mains gas connections and heating systems.

## **KPIs**

KPI	Target	National Benchmark
15% reduction in pay nightly temporary accommodation	3,187 total number of nights (17/18)	It is unlawful to use B&B for families for longer than 6 weeks unless it is an emergency.
A reduction in households in high housing need on the housing register, through effective solutions to their housing issues (DFG's, targeted moves, substandard accommodation, homeless prevention, Seamoor Lettings)	As of 16 <sup>th</sup> January 2019 90 households in Band A&B DHC)	Unsure of a target around the reduction of the register monitor/ watching brief
Food safety	85% with a hygiene rating of 5 stars	None
Disabled Facility Grants	Process 100% applications within timeframe	None
Top Quartile for benefit processing times	Figures for Dec 2018 New Claims 9.23 days Change of Circumstances 4.24 days	National Benchmark for top Quartile is 11 days for New Claims and 4 for change of circumstances
Leisure Centres	Increased participation at council owned leisure centres	None

## **Stakeholders and Partners**

West Devon & South Hams Homeless Forum (Annually)  
 Devon & Cornwall Housing Options Partnership (Bi monthly)  
 Devon & Cornwall Rough Sleeper Partnership (Quarterly)  
 Devon Housing Benefit Officers Group  
 DWP, CAB, Homemaker, Registered Providers

## **Lead Members & Officers**

Head of Environmental Health and Licensing Practice Ian Luscombe,  
 Head of Housing, Revenues and Benefit Practice Isabel Blake  
 Lead Members for Health and Wellbeing (West Devon) and Customer First (South Hams)  
 Chair of Licensing Committee South Hams and West Devon

## APPENDIX C

### Feedback from West Devon Corporate Strategy Member Workshop 5 February 2019

#### Councillors Present (18)

Annabel Roberts, Bill Cann, Brian Lamb, Caroline Mott, Chris Edmonds, Debo Sellis, Diana Moyse, Graham Parker, Jess Evans, Julie Yelland, Kevin Ball, Lois Samuel, Neil Jory, Patrick Kimber, Robert Oxborough, Robert Sampson, Robin Musgrave, Terry Pearce

**Apologies:** John Sheldon, Philip Sanders, Ric Cheadle, Tony Leech

#### Have we captured everything under each theme? Feedback as follows:

<b>Communities</b>
Add DCC and MPs under the partnership section for this theme.
<b>Council</b>
Under scene setting for this theme should we include Economic? So Efficient, Effective and Economic.
Under service offering include Localities as they offer a 1 day a week service at the Ockment Centre. Also we need to be clear how vulnerable people engage with us – what about those that can't use the web and struggle with the phone
Under projects add: <ul style="list-style-type: none"><li>• Add in plans for Member ongoing development – can we look to roll out e-learning to Members like we do to staff? Include importance of messaging – clear with Members what they can/can't say at different points of projects – commercial property a prime example</li><li>• Review of the Planning Portal needs to be a clear project – frustrating when a planning application has lots of documents and you can't download all of them – this has a big impact on Parish Council meetings</li><li>• Should look to work with Parish Councils more and use them to publish key Council messages through Parish newsletters</li><li>• Modern.gov needs to be a part of the ICT review – causes Members issues in participating in debate when they can only access half the papers due to regular system issues.</li></ul>
Under stakeholder add: <ul style="list-style-type: none"><li>• Town and Parish Councils – they should be key to giving us feedback and for us to get messages to about the Council</li><li>• VCS as key stakeholders helping us deliver our services (as a collective as individual organisations will sit under relevant other theme)</li></ul>
<b>Environment</b>
Should car parking appear under this theme? At present it is listed under the Community theme under community led parking tariffs.
Pest control? This is included under the wellbeing theme.
Funding of organisations that support environment.
<b>Homes</b>
Empty homes work no explicit.
<b>Wellbeing</b>
Partnership working and alignment of local and county strategy through regular dialogue.
Education in schools about young people's housing options

## **If resources allowed what else would you like to do under this theme?**

### **Feedback as follows:**

<b>Communities</b>
Trial Member surgeries in different locations with support of localities team. Consider schools, pubs and village halls as venues.
Importance of partnership working to deliver to communities. Members play a key role in identifying need. Develop partnership register further DCC pinpoint, single point of contact for communities to go to.
Encourage younger people to be more engaged at parish level.
Strengthen relationship between localities and members. Action to ensure MLO patches are promoted to members.
Closer working with DNPA over Neighbourhood Plans.
Stronger support for Neighbourhood Plan groups to help write policies. Also the presence of a local WD Neighbourhood Plan officer to keep groups moving.
Ability to mobilise staff to troubleshoot in communities when high profile undesirable issues arise.
Capacity building in communities for communities to help themselves.
Promotion and communication with communities to advise how they can get involved in shaping and empowering their communities.
Consultation with parish/town councils and local Members on S106 contributions prior to agreements being signed.
Signposting to other community funding opportunities.

<b>Council</b>
A "My Services" portal – allowing public and members to track a case from beginning to end – saves customers having to phone up to check the status of something. People should have automated responses when submitting a service request setting out approximate resolution timescales.
Rotation of localities at remote areas so that people can engage with the Council where they can't through other means (online /phone etc.)
Improve call centre answering times.
How do we engage with our most vulnerable residents, how do we identify them and provide facilities to help them?
We need to have a clear mission statement for the Council – the ones we've got are too long and not snappy enough

<b>Enterprise</b>
Ensure asset development is separate from a dedicated economic development function in collaboration with other authorities.
Identifying and resolving infrastructure issues in the main towns in order to remove obstacles to investment and economic development.
Identify employment sites in principal towns and publish information as part of the Employment Land Review.
Buy land and develop with partners in order to improve the commercial environment and to generate income for the Council.
Understand rural economy and identify appropriate interventions in order to direct requirements to delivery agencies including West Devon.
Reinstate Business Voice type dialogue.
Engage direct with GD LEAF funding opportunities to relevant rural economy projects.

## Enterprise continued

Work closer with Devon County with regard to future land allocation in Devon County control with respect to potential incoming businesses.
Horizon scanning – knowing which commercial organisations are looking for bases and working with them to bring them to West Devon.
Enable dialogue with businesses going through growth/change e.g. Ambrosia.
Better research and intelligence than presently undertaken – need to identify the best most cost effective way to do this i.e. partnership working.
Providing relevant services to business community for income i.e. planning pre app model for enterprise.
Encourage ideas as to effective use of available land such as Wonnacotts in Okehampton.
Talk to universities re research and aspirations
Better notification of available funds such as High Street Fund to Town Councils and stakeholder groups.
Measure business success by sector – how many new, deceased and sold and the reasons why.
Link to CCG to develop enhanced medical services in principal towns.
Look for new business opportunities and enable their development.
Review use of properties – Members are aware of many that submit planning application to convert barns that are then used for holiday lets but not paying business rates

## Environment

Engagement on community composting and recycling.
More education on waste, recycling, renewable energy.
Recycling banks are they cost effective with the parking spaces.
Pollution.
Reduce littering/dog fouling, establish if there.
Planning enforcement.
Communicate with schools.
Educate communities.
Increase recycling rates 60-65% target.
Greater cooperation with Dartmoor National Park.
Should services pay for themselves?

## Homes

We need to be doing a review of empty properties (one been empty for 19 years but still empty)
Empty homes, publicise service to parish and town councils and offer options.
Do more homeless prevention.
Scrutiny of Devon Homes Choice performance, are we securing the right people in the right place.
Strategic view, join up the pieces on homes and provide a coherent view including priorities.
Local need, with JLP being adopted how do we define local need – town/village, West Devon housing market area?
Promote and support customer/self-build.
Delivery of more actual affordable housing, feeling this has been diluted through other initiatives.
Ensure we balance commercial opportunities with wider community benefits.
Condition of public/private sector housing – closer links with parish councils.
Quality of new housing, need a design guide, build, landscaping, car parking etc.
KPIs, can we add something re quality of service outcomes for individuals rather than just numbers, preventions and savings.

## Wellbeing

Publicity and raising awareness of housing land lords responsibilities and tenants' education.
Assist parish councils with emergency planning.
More training of MLOs e.g. dementia awareness

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Report to: **Hub Committee**  
Date: **19 March 2019**  
Title: **Syrian Vulnerable Persons Scheme Update**  
Portfolio Area: **Heath & Wellbeing - Cllr Leech**  
Wards Affected: **all**  
Relevant Scrutiny Committee: Overview and Scrutiny Committee

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

Date next steps can be taken: After the Overview and Scrutiny Committee Call-in period. **27 March 2019**

Author: **Isabel Blake** Role: **Head of Housing, Revenues & Benefits practice**

Contact: **01822 813551/Isabel.blake@swdevon.gov.uk**

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**Recommendations:**

**That the Hub Committee:**

- 1. note progress on West Devon Borough Council's pledge to voluntarily participate in the Syrian Vulnerable Persons Scheme**
- 2. Delegate Authority to the Head of Housing, Revenues and Benefits Practice, in consultation with the Lead Member for Health and Wellbeing, to extend the pledge to help Syrian Refugee Families in the circumstances set out in paragraph 5.1 of the presented report**

## **1. Executive summary**

- 1) Members will recall that West Devon responded rapidly with a pledge to voluntarily participate in the Syrian Vulnerable Persons Scheme in December 2015. 4 families have since been accommodated by the Council in privately rented properties and supported by the West Devon Safe Haven charity group.
- 2) It is through this group that widespread community support in West Devon for the plight of refugees has been realised and the group has asked the Council to expand its pledge to take more refugees. This will be dependent on the group sourcing properties that can be then offered to the Home Office by the Council.

## **2. Background**

- 1) West Devon pledged support for the Syrian Vulnerable Persons Scheme in December 2015. This was in response to the Government commitment to resettle 20,000 people from the camps in and around Syria. (As well as Syria refugees included in the scheme included people from The Lebanon, Egypt and Jordan.)
- 2) The Government had prioritised certain groups of people. These were
  - Women & children at risk
  - Victims of torture
  - People with a high medical need.
- 3) West Devon & South Hams were the first 2 Councils in Devon to meet their pledge when in June 2018 the 4<sup>th</sup> family arrived. This followed properties volunteered by private landlords wanting to help following the public meeting organised by West Devon Safe Haven in February 2017. Although progress appeared to be slow, there was a significant time lapse between an offer being made to the Home Office and a family firstly being identified and then suitable travelling arrangements made. It was also important to stagger arrivals so each family could receive the support necessary to integrate and settle in their new communities.
- 4) Whilst the Council was responsible for sourcing accommodation, the Devon County Council has held the lead role in coordinating the Districts, the County the NHS, Devon & Cornwall Police and the community & voluntary sector to manage the programme and Government funding. A report delivered by the Project Lead for the Devon Local Government Steering Group on the 26<sup>th</sup> October can be found at appendix 1.
- 5) West Devon Safe Haven have requested the Council consider extending its pledge to take more families, whilst having regard to local housing market conditions, if they are able to access properties that meet the requirements of the scheme. This would place no obligation on the Council to source additional properties but would not prevent further refugees coming to West Devon to resettle.

## **3. Outcomes/outputs**

- 1) West Devon has already met its pledge to resettle 4 families. There is widespread public support and Safe Haven West Devon continues to have capacity and a willingness to assist with more families.

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

- 1) West Devon has met its pledge to the resettlement scheme.
- 2) West Devon Safe Haven has expressed a desire to assist with further refugee families. Whilst Officers are supportive of their wishes and will offer property management support through the Council’s in-house letting agency, there is not the capacity to proactively source property when the Council also has statutory duties towards housing homeless people. However if West Devon Safe Haven had landlords who wished only to make their properties available to help the plight of refugees then this would not interfere in the discharge of the Council’s homeless functions and the two activities could operate alongside each other.
- 3) Whilst West Devon Safe Haven does not have any firm offers of accommodation currently, this report seeks approval that if any offer is forthcoming that they are not prevented from progressing because the Council has met its pledge.
- 4) West Devon Safe Haven could go down the route of Community Sponsorship, however this activity has mainly occurred in Districts where the Council has not acted. This is not the case in West Devon where the Council has not only acted but fulfilled its pledge and can continue to play its part regarding property management for any additional property deemed as suitable for refugees.

**5. Proposed Way Forward**

- 1) It is recommended that Hub agrees to extend the pledge made by West Devon Borough Council if and when appropriate suitable housing is offered to the Council via a private landlord specifically for rehousing refugees or that West Devon Safe Haven are successful in procuring offers for the same purpose.

**6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	The scheme is voluntary and West Devon has fulfilled its pledge.
Financial	N	Money has been set aside from the Governments overseas aid budget. There is no financial implication on West Devon, other than officer time.
Risk		None
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Considered as part of the original pledge
Safeguarding	Y	Considered as part of original pledge

Community Safety, Crime and Disorder	Y	As is the current case we will work closely with our Community Safety Partnership and Devon & Cornwall Police to ensure wherever possible we are supportive and mindful of concerns in the community as well as supporting the people fleeing conflict
Health, Safety and Wellbeing		
Other implications		

### **Supporting Information**

#### **Appendices:**

Appendix 1 – Report to Devon Local Government Steering Group of the 26<sup>th</sup> October 2018

#### **Background Papers:**

None

## **Summary**

Devon's County and District Councils are participating voluntarily in the government's two main refugee resettlement programmes, pledging to receive and house 46 refugee families by December 2019. At October 2018, 30 families have arrived in Devon. Devon's Councils have one year to meet their housing pledges. Progress relies on finding affordable private rented housing for families who are dependent on benefit income. There is an acute shortage of such housing across the county.

The experiences of some families resettled in smaller towns have exposed some risks of social isolation which are difficult to mitigate and should be avoided in future. **This may further reduce the supply of potential resettlement properties and increase the risk that some Councils may not meet their pledges by the government's deadline.**

Most families have settled in well and feel comfortable in their local community. However most have arrived with little or no English and many of the adults have low levels of formal education. Learning English is a great challenge and progress towards employment and self-reliance will be slow for many. Various options to boost employability are being explored, in partnership with the DWP locally and Devon's community and voluntary sector.

## **Background**

The government has committed to resettling 23,000 refugees in the UK by December 2019, under two main resettlement programmes. Refugees eligible for these programmes are mainly Syrian families who have fled the conflict in their country and registered with the United Nations High Commission for Refugees (UNHCR) in one of the countries bordering Syria. The UNHCR prioritises a very small minority of families for resettlement according to specific criteria for vulnerability and refers those families to national governments including the UK. The UK government looks to local authorities to provide housing and integration support for families who are accepted for resettlement. The government provides local authorities with a 5-year funding package for every family housed in their area.

Devon has formed a partnership to coordinate the programme. This brings together the city, district and county councils, the NHS, Devon and Cornwall Police and partners in the voluntary and community sector. Devon County Council coordinates this partnership and manages the government funding.

## **Pledges and Progress**

The resettlement process starts with a local authority offering suitable housing for a refugee family to the government's Resettlement Unit. Devon's City and District Councils made independent, public decisions on the number of properties they aimed to offer to the government over the course of the programme, as shown in the table below.

<b>City/district council</b>	<b>Resettlement pledge (families)</b>	<b>Properties found</b>	<b>Community Sponsored (families)</b>	<b>Families (people) arrived</b>
East Devon	8	3	1	4 (18)
Exeter	12	8		7 (28)
Mid Devon	5	2		2 (9)
North Devon*	4		1	1 (5)
South Hams	6	6		6 (23)
Teignbridge	7	5		5 (22)
Torrige*	Not specified		1	1 (6)
West Devon	4	4		4 (18)
<b>Total 5 years</b>	<b>46</b>	<b>28</b>	<b>3</b>	<b>30 (129)</b>

\*North Devon Council and Torrige District Council are participating in resettlement through Community Sponsorship only.

The Councils that have made resettlement pledges are looking to the private rented sector to ensure that refugee families are not given priority over local residents with housing needs. When sourcing accommodation, Councils must assume that resettled families will initially be dependent on benefit income while they learn sufficient English to look for work. This has proved to be the case for all families who have arrived in Devon so far. Councils have therefore chosen to source rented accommodation that is affordable within the Local Housing Allowance (LHA). There is an acute shortage of such accommodation across the county. A significant proportion of the properties that have been brought into the resettlement scheme have been provided by landlords who are moved by the plight of refugees and who want to help this group. Despite ongoing publicity campaigns by all Councils through their normal channels and networks, the supply of suitable properties has been slow.

The government provides a 5-year funding package to local authorities for every family resettled. The funding regime is light touch and there would be no barrier to using this funding to top up rents from the LHA level towards a market rent if that would attract more landlords. However, the funding package for each family steps down each year, which creates a risk that the rent would become unaffordable, putting the family's housing at risk. Councils have therefore taken a low-risk approach in sourcing property that is affordable within the LHA.

The resettlement pledges are public knowledge. Progress is published on Devon County Council's website. Pro-refugee groups in Devon show interest in the rate of resettlement and periodically raise questions with individual councils.

### **Locations and social isolation**

The experiences of families resettled in Devon so far have exposed some risk of social isolation where families are housed in smaller towns at some distance from other resettled families or Arabic-speaking acquaintances and from the main providers of English classes. While integration is the aim for all families, the rate at which families

gain confidence and local connections varies considerably according to personal background, temperament, level of education and many other factors. A great deal depends on the extent of support and friendship within the local community. While all families have access to a dedicated support worker assisted by local volunteers, some families lack the confidence to make their own connections and report feelings of isolation and depression. Councils and support organisations can mitigate some of these effects if they arise but prevention is a better approach. This involves systematically assessing all potential resettlement locations against a checklist of local facilities, public transport options and English language provision. This will tend to focus resettlement in a smaller number of the larger towns with good transport links.

### **Community Sponsorship**

The Community Sponsorship strand operates alongside the main resettlement programmes and is based on a model developed in Canada over many years. A charitable organisation may apply to the government to take on full responsibility for housing and supporting a refugee family for two years, under a formal contract. The group requires the consent of both the County and District Council before making their application to the government. This is in part because the local authority must agree to “step in” to provide support if for any reason the Community Sponsor is unable to fulfil its obligations. The government is strongly promoting Community Sponsorship and has established a national support network for sponsors and potential sponsors.

Devon has three active Community Sponsorship groups; this is unusually high for a single area. The families sponsored by these groups are now at or around the first anniversary of their arrival. Without exception, all have received excellent support from their sponsors. The rigorous planning, fundraising and local commitment required to become a Community Sponsor appears to be very successful in overcoming the potential drawbacks of more remote locations, because the support for the family is rooted in the local community. Five other potential Community Sponsor groups in Devon are developing plans to apply for government approval.

### **Resettlement from 2020**

The government expects local authorities to deliver their resettlement pledges so that all families arrive in the UK by December 2019. It is understood that the government is reviewing its policy on resettlement from 2020 onward. Informal consultations on the elements of a future policy have taken place with local authorities participating in the current programme. Senior civil servants have made comments in public suggesting that resettlement will continue in some form. Policy recommendations are with Ministers and an announcement may be made before the end of the year.

Simon Milner  
Devon County Council

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Report to: **Hub Committee**  
Date: **19 March 2019**  
Title: **Customer Satisfaction Action Progress**  
Portfolio Area: **Customer First**  
Wards Affected: **All Wards**  
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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

Date next steps can be taken: **Following the expiry of the call-in period  
27 March 2019**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: [Nadine.Trout@swdevon.gov.uk](mailto:Nadine.Trout@swdevon.gov.uk)

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## **RECOMMENDATION**

**That the Hub Committee:**

- 1. Note and comment on the progress made to date in improving customer satisfaction as detailed in section 3 of this report.**
- 2. Support the next steps as outlined in section 5 of the report.**

### **1. Executive summary**

- 1.1 This report is presented by the portfolio holder for Customer First and details progress made to date in improving customer satisfaction.
- 1.2 The report also includes recommended next steps to continue to improve the customer experience.

### **2. Background**

- 2.1 On 20 November 2018, the Hub Committee resolved to note the results from the Institute of Customer Service Customer Satisfaction Survey, and endorsed an action plan to improve customer service.

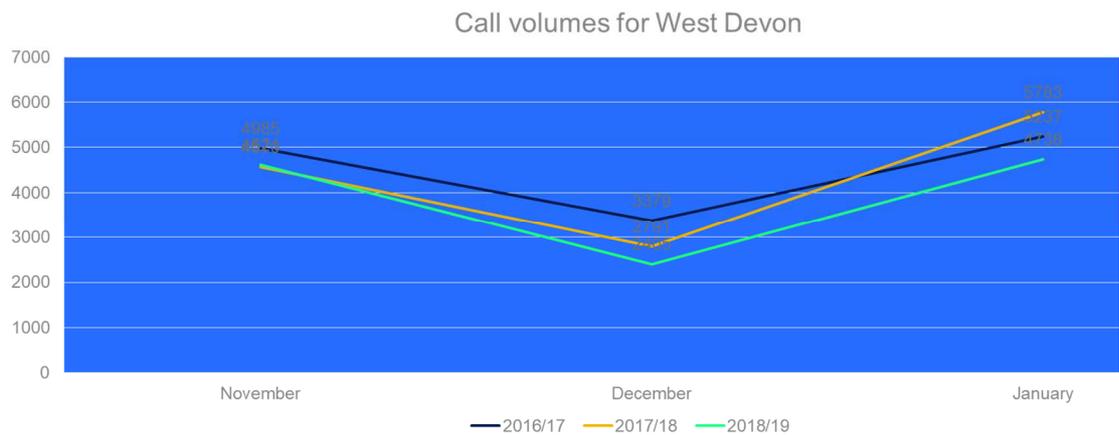
- 2.2 Hub Committee also requested Overview and Scrutiny Committee amend its Work Programme whereby 'Progress against the Customer Service Action Plan' be included as a standing agenda item for consideration. The Overview and Scrutiny Committee has subsequently accepted this request.
- 2.3 This report therefore provides an overview of progress made to date on improving customer service and ultimately customer satisfaction.

### 3 Outcomes/outputs

- 3.1 Key components of the Customer Satisfaction Action Plan are:

- a. End to end review of high volume services
- b. Mechanisms for regular feedback from customers

- 3.2 To address point 3.1a above, work has begun on reviewing how we communicate with customers both in the Waste and Development Management services. There have been some early, but significant wins in the Waste service as illustrated in the graph below.

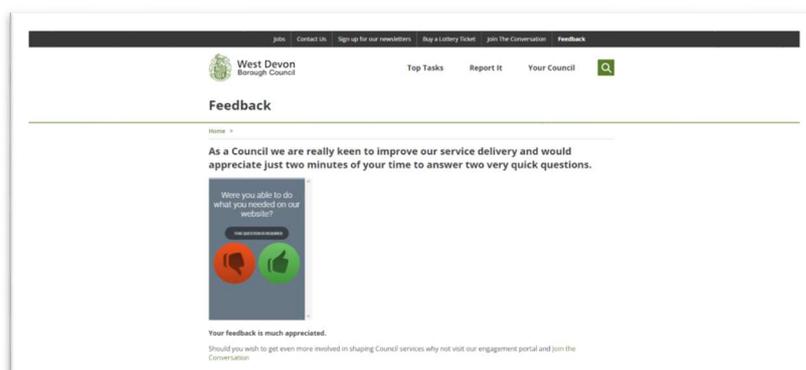
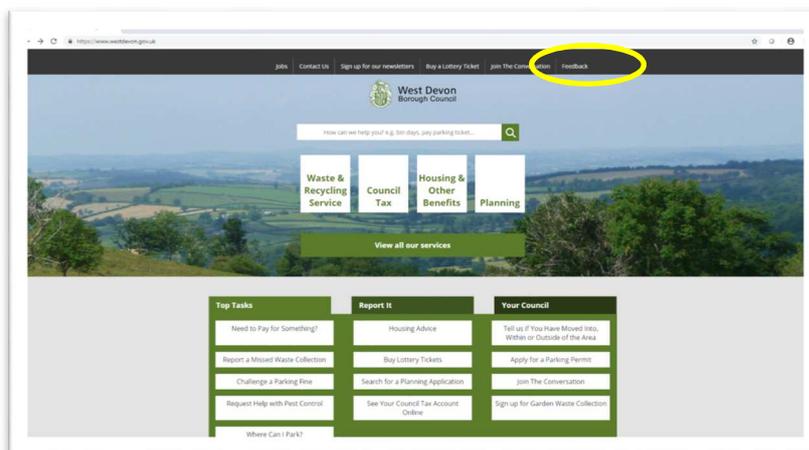


- 3.3 The substantial drop in calls in December 2018 and January 2019 can largely be attributed to the good work done in the Waste Service. The Service simplified messaging about waste and recycling collection during the Christmas period. The team analysed what caused issues in previous years and ensured clear and reliable information was in place.
- 3.4 In Development Management focus has been on creating a process to keep customers informed throughout the application process. An application status field has been created which is visible when the application is viewed in the planning search on the website. This status will be updated by officers throughout the life cycle of the application.

- 3.5 Also in Development Management a collection of automatic update emails have been produced that will keep the customer informed about key stages in their application. Agents were consulted on this proposal at a recent forum and were supportive of the move.
- 3.6 Both these changes in Development Management should keep customers better informed, decrease the amount of inbound contact from agents and applicants, and increase customer satisfaction. These changes are set to go live in early March after all the officers have been trained to complete the updates.
- 3.7 Since starting the review of Development Management processes a number of improvements have already been made to IT. This includes the resolution of the problem which was making the submission of Letters of Representation over the website repeatedly fail. We have also seen another couple of fixes to bugs which had been highlighted by officers. In addition the implementation of Cadcorp (mapping software) is underway, which will greatly improve planning history searches. At present mapping is very time consuming for staff and not available currently online for our customers. Cadcorp will therefore save staff time and allow customers to self-serve online.
- 3.8 Service improvements have also taken place in other areas. The Council Tax team receive approximately 600 pieces of new work each week. In February 2018 current cases sat at 1,574, in February 2019 they more than halved to 776 cases. This improvement in service can be attributed to a number of strategies, with the most influential being the introduction of a work prioritisation model which helps decision making around the most urgent pieces of work. Other changes include linked objective and target setting for both the team and individuals, as well as, weekly progress review and performance reporting to the team members.
- 3.9 The Benefits team have seen improvements in service performance due to a different strategy which moved all incoming calls to the team. Resource was moved from the Contact centre to the Benefits team with all calls being answered within the team. This reduced missed calls to virtually nil and wait times to approx. 1 minute. It has also reduced double handling with more queries being resolved at first point of contact. This approach coupled with the linked objectives, target setting, and weekly performance reviews has resulted in significant improvement in processing times. See table below:

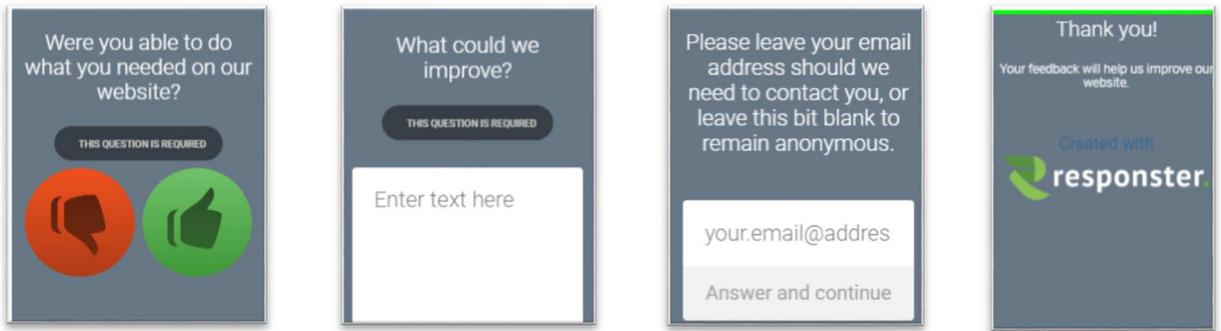
	Average processing time for new claims
Jan-2018	22.55 days
Jan-2019	13.09 days

- 3.10 The work prioritisation model, which has resulted in resolving queries quicker and prioritisation of the most urgent cases, has also recently been introduced in Housing Benefits, therefore we expect to see further improvement.
- 3.11 These resource savings have enabled us to flex the case management resource for the last few months and support other teams in need i.e. Housing, Contact Centre & Revenues.
- 3.12 Improvements have also been made in the timely collection of outstanding debt. Many customers, both business and residential, are caused undue distress due to the delayed collection of monies owed. West Devon has a target not to exceed £250,000 of sundry debt at any given time. At the end of January sundry debtors equated to £147,861 i.e. less than half of what it was at the same time last year, when it stood at £301,151. The improvements in this area have also allowed us to flex the case management resource and support some of the Waste Service back office functions.
- 3.12 To address point 3.1b above a simple feedback survey has been embedded on the Council website. The survey can be accessed by clicking on a feedback button at the top of the Council's homepage. This free, survey software provides a quick and easy mechanism for customers to provide feedback.
- 3.13 Visuals of the survey and how to access it are as follows:





A snap shot of the survey page by page:



3.15 Feedback from the survey to date has been invaluable. Customers appear to be using the feedback button as a last resort, because they haven't been able to find what they want on our website. By listening to this feedback we are able to hone the website to meet customer needs. Feedback left by customers can be found at Appendix A of this report.

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

The Council is committed to improving customer service. It is therefore consider prudent to continue with the implementation of the Customer Satisfaction Action Plan. Early actions as detailed in section 3 above are already improving customer service.

#### **5 Proposed Way Forward**

- 5.1 To gain further insight from customers, we will embed quick, optional feedback surveys each time the Council electronically contacts a customer. This will help the Council further hone its service offering by pinpointing what does and doesn't work well for customers at a given time during their interaction with us.
- 5.2 The next phase of work as part of the Customer Satisfaction Action Plan is around pre-empting customer needs and managing expectations. The focus for this will be improving our website by using feedback from the survey detailed in section 3.11 above coupled with findings from Google analytics. Thus ensuring regularly searched information is quick and easy to access and in turn reduces the instances whereby customers call the Council simply because they can't do what they need to do on our website.
- 5.3 Website improvement plans include: improving search terms; the ordering of top tasks; better labelling of links and easier to access page content. A customer focus group will be convened ensuring customers are an integral part of this work.
- 5.4 Work is also underway to analyse customer complaints to make sure lessons are learned and that service delivery is improved accordingly.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council.
Financial	Y	There are no financial implication as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon the Customer Satisfaction Action Plan could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

## **Appendix**

Appendix A – Website Survey Feedback

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## Appendix A – Website Survey Feedback



1. Were you able to do what you needed on our website?



OPTION	PERCENTAGE	RESPONDENTS
	13 %	6
	87 %	41

SATISFACTORY AVERAGE: 12.8 %

TOTAL UNIQUE RESPONDENTS: 47



2. What could we improve?

"Cannot get an email address to contact you about residential rates"	2019-01-30 12:22
"Ooops. Sorry! I just complained about a non-working link. I expected to see it on-screen. I now find that it was downloaded!"	2019-01-28 10:34
"The link to your letter (28/1/2019) regarding non payment of tax by second home owners did not work."	2019-01-28 10:27
"So far I have taken 20 min to find the council tax reduction review. Then it tells me the self-employed form is below which it isn't. It also tells me to search online for it, so I start again. Close to tears and cross!"	2019-01-27 16:00
"weekly trash collection"	2019-01-25 20:38
"council tax calculator for people thinking of buying or renting a property wishing to budget for ct bills"	2019-01-25 14:06
"List of councillors by political party? Where is it?"	2019-01-21 17:46
"I am totally distracted by the adverts appearing on your site but when I try and block them I get a message in GERMAN!!"	2019-01-21 09:28
"How to write to you regarding council tax"	2019-01-18 16:37
"give me somewhere on your website where i can change my wife's maiden name as we have got married"	2019-01-17 18:25
"I wanted to find out whether we were on Calendar A or Calendar B for waste collection. Your answer: Ask a neighbour!!! How totally useless is that???"	2019-01-02 11:11
"The website is not designed very efficiently for mobile devices and should be of a "responsive" design like other government websites. I was unable to find out what waste service was being picked up on Monday as this information does not seem to be available."	2018-12-29 11:18
"have a professional website"	2018-12-27 16:15
"Enter text herelt used to be simple to find refuse collection day but with the new site it is impossible!!!!"	2018-12-27 15:13
"No way to contact Council Tax team"	2018-11-30 18:47
"I HAVE BEEN LOOKING FOR A WAY TO EMAIL THE COUNCIL/PLANNING. IT IS NOT CLEAR AND COULD BE SO EASY. WHY DO THE COUNCIL NOT PUT THE EMAIL ADDRESS WITH THE OTHER WAYS OF CONTACTING COUNCIL? TH EBUTTON "CONTACT US' HAS 'PHONE BUT NO EMAIL DISPLAYED."	2018-11-28 11:10

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Report to: **Hub Committee**

Date: **19 March 2019**

Title: **Peer Challenge Action Plan**

Portfolio Area: **Leader of the Council**

Wards Affected: **All**

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

Date next steps can be taken: **After Call In 27 March 2019**

Author: Neil Hawke Role: **Support Services Specialist Manager**

Contact: **01803 861323 [neil.hawke@swdevon.gov.uk](mailto:neil.hawke@swdevon.gov.uk)**

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## **Recommendations:**

### **That Hub Committee RESOLVES to:**

- 1. Agree that the Peer Challenge Action Plan as set out in Appendix A be implemented;**
- 2. Agree that the Local Government Association be asked to undertake a visit by the end of 2020 to follow up on progress in delivering the action plan; and**
- 3. RECOMMEND to Council that a Joint Working Group be convened and the draft Terms of Reference for that group be approved as set out in Appendix B;**

## **1. Executive summary**

- 1.1 In 2018, the Council requested that the Local Government Association ("LGA") undertake a Peer Challenge of West Devon Borough Council jointly with South Hams District 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 Councils in its report.

- 1.3 The LGA report was considered by Council at its meeting on 21 February 2019 where it resolved that a Joint Working Group be formed to consider the recommendations and agree an action plan for consideration by Hub Committee.
- 1.4 A Joint Working Group consisting of Members from both West Devon Borough Council and South Hams District Council met on 25 February 2019 to consider possible actions to address the LGA recommendations.
- 1.5 The Peer Challenge Working Group action plan is set out in Appendix A to this report.
- 1.6 Additionally, the Joint Working Group have proposed a Terms of Reference for their future remit as set out in Appendix B.

## **2. Background**

- 2.1 As the Council shares services (and therefore staff) with South Hams District 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 relate 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 both West Devon and South Hams 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 Councils to implement.
- 2.4 A Peer Challenge Joint Working Group consisting of Councillors Samuel, Edmonds and Kimber (West Devon) and Councillors Wright, Bastone and Baldry (South Hams) 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 Progress is already being made in addressing a number of the recommendations such as developing Corporate Strategy Delivery Plans and undertaking a review of the Council senior management structures but Members have identified a number of areas where more work is required.
- 2.6 The Peer Challenge Joint Working Group action plan is set out in Appendix A to this report.
- 2.7 A specific recommendation from the Local Government Association is that the Council should reconvene a version of the strategic Joint Steering Group with South Hams District Council as an essential part of plotting the future strategic direction.
- 2.8 Members of the Peer Challenge Joint Working Group felt that where joint working groups have been convened to focus on specific issues (such as T18, Leisure and Waste Procurements and Joint Local Plan) they have resulted in successful outcomes that have benefited both Councils.

- 2.9 This report therefore sets out Terms of Reference for a Joint Working Group to consider the recommendations of the Peer Challenge and monitor progress in delivering the action plan as set out in Appendix A.
- 2.10 The work of the Joint Working Group in implementing the action plan will be reported to Overview and Scrutiny as per the February Council resolution.
- 2.11 The full Terms of Reference for the Joint Working Group are set out in Appendix B to this document.

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

- 3.1 A Peer Challenge Joint Working Group was convened following resolution by Council in February 2019 in order to respond to the LGA recommendations and set out a clear action plan. There are two clear options.

***Option 1 – Implement the Action Plan, with recommendations that are relevant to both Councils being considered by the Joint Working Group***

- 3.2 The action plan has been developed by Members and Officers in order to address the recommendations and it is proposed that those actions now be implemented.
- 3.3 There are some recommendations that are specific to either Council and while these are included in the action plan, will be decided upon and implemented by the relevant Council Leader or committee.

***Option 2 – Delay implementation of the Action Plan until the new Council administration***

- 3.4 The decision could be taken to delay approval of the action plan and Joint Working Group meetings until after the May elections.
- 3.5 However, Council resolved in February that discussion take place to develop an action plan so that recommendations can be acted upon early and provide the new administration with a clear direction on actions to be implemented
- 3.6 This option is therefore not recommended.

### **4 Proposed Way Forward**

- 4.1 To approve the action plan as set out in Appendix 1 to this report and;
- 4.2 To agree the draft terms of reference included in Appendix 2 to this report
- 4.3 The draft action plan will be provided to the Local Government Association to enable them to follow up on progress within two years and for the LGA to include headlines from the action plan in their regional report 2019

## 5. Implications

Implications	Relevant to proposals Y/N	
Legal/Governance	Y	There are no direct legal implications to this report but any Constitutional changes that are proposed in the action plan will be brought back to Members.
Financial	N	There are no direct financial implications to this report.
Risk	Y	<ol style="list-style-type: none"> <li>1. <b>Action Plan is not agreed</b> - Not agreeing the action plan at this stage will delay the ability to implement actions in response to specific LGA recommendations. The LGA will carry out a shorter follow up visit within two years to monitor progress. The actions have been formulated by, and agreed by, Members of both authorities through a Joint Working Group and are considered to address the LGA points.</li> <li>2. <b>Lack of progress due to capacity</b> - There are a number of action within the report that require implementing within the short to medium term. The Chief Executive will manage the resourcing of action plan delivery along with the Joint Working Group to ensure progress is made. Furthermore progress will be monitored through Overview and Scrutiny.</li> </ol>
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications	N	None

## Supporting Information

**Appendix A – Peer Challenge Action Plan**

**Appendix B – Joint Working Group Draft Terms of Reference**



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Peer Challenge Recommendation 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”***

The LGA said....		Therefore we will	by	Action Owner	Progress Update
<p><b>Initiate member/officer arrangements to agree the building blocks for a new council’s vision from May 2019.</b></p>		<p>1.1 Continue to hold joint Leader and Deputy Leader meetings of each Council and the Chief Executive</p>	<p>Ongoing</p>	<p>Chief Executive / Leaders</p>	<p>These meetings recommenced recently and will meet on a 3 monthly basis</p>
		<p>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</p>	<p>May 2019</p>	<p>Chief Executive</p>	<p>Key part of the Member induction plan</p>
<p><b>Link the work on the new vision to a refresh of corporate and business planning arrangements</b></p>	<p>More work is needed to ensure fuller member engagement on developing the corporate strategies</p>	<p>1.3 Develop draft Corporate Strategy delivery plans with evidence base, KPI’s and projects</p>	<p>Feb 2019</p>	<p>Extended Leadership Team</p>	<p>Drafts completed – Feb19</p>
		<p>1.4 Hold full Member workshops to enable all Members to shape the draft plans for new Council to consider</p>	<p>March 2019</p>	<p>Commissioning Manager</p>	<p>Workshops held in both Councils in Feb 2019</p>

The LGA said....	Therefore we will	by	Action Owner	Progress Update
	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	All Members and Heads of Practice	Commissioning Manager is currently developing a plan for the consultation.
<b>Homes:</b> 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  1.7 Develop proposals for affordable homes and drive forward place shaping work with communities and town centres	June 2019  ongoing	Customer First Specialist Manager	Restructure underway to ensure that at a Senior Management Level there is capacity to focus on driving this forward
<b>Enterprise:</b> 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  1.9 Ensure that we have sufficient capacity to apply for grants such as the Future High Street fund	September 2019	Portfolio Holder Tom Jones  Chief Executive & Tom Jones	This will be a key element of the Enterprise Strategy currently being developed  Restructure underway to ensure that at a Senior Management Level there is capacity to focus on driving this forward

The LGA said....		Therefore we will	by	Action Owner	Progress Update
Reconvene the Joint Steering Group (JSG)	It will be important to reconvene a version of the JSG. This is essential to plot the future strategic direction	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	April 2019	Leaders and relevant ELT member	Joint waste working group and JLP groups continues to meet
		1.11 Develop a draft terms of reference for a future strategic Joint Working Group	March 2019	Monitoring Officer / Members	Draft will be considered by Members in March 2019
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 2019	Leaders	Complete – both Councils resolved and Chief Executive appointed Feb 19
	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 roles to align to best deliver against the Council corporate themes and future priorities	By Nov 2019	Chief Executive	Draft directorate titles agreed in Feb 19  LGA support commissioned to refine proposals and consider ELT structure – March 19
	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	In line with ELT restructure	Chief Executive	Update to the organisation chart now undertaken when new staff appointed and regularly reviewed to

Appendix A JWG Peer Challenge Action Plan

The LGA said....	Therefore we will	by	Action Owner	Progress Update
	1.15 Ensure we successfully implement our new approach to employee continuous improvement (including 1:1's etc)	April 2019	Head of HR with People Managers	reflect movement of staff  Organisational Development Strategy adopted and plans being implemented for new PCI approach
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 & report back to Members in September 2019	September 2019	Support Services Specialist Manager	

## Peer Challenge Recommendation 2

### ***“Strengthen the councils’ political governance arrangements”***

The LGA said....		Therefore we will	by	Lead	Progress Update
<p>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</p>		<p>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</p>	<p>May 2019</p>	<p>Democratic Services Lead</p>	<p>Induction timetable developed with identification of external trainers where required</p>
	<p>2.2 Recommence joint working to develop an monitor progress in delivering this Peer Challenge Action plan</p>	<p>March 2019</p>	<p>Deputy Leaders</p>	<p>First meeting held</p>	
	<p>2.3 Ensure that where matters for Member consideration impact both Councils, Officers 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.</p>	<p>April 2019</p>	<p>SLT &amp; ELT Members</p>		
	<p>2.4 Consider the opportunity for areas of Council business where joint committee meetings would be beneficial (such as scrutiny of effectiveness of joint service deliver contracts (Leisure/Waste etc) and make recommendation to Council</p>	<p>June 2019</p>	<p>Democratic Services Lead and Leaders</p>		

The LGA said....		Therefore we will	by	Lead	Progress Update
<p>A number of members did not appear to be able to balance their responsibility for council-wide and ward representation</p>	<p>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</p>	<p>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 above)</p>	<p>May 2019</p>	<p>Democratic Services Lead</p>	
<p>Work to strengthen group working arrangements and discipline (West Devon)</p>	<p>If Members of Hub are voting differently in the Hub to Full Council, that points to an issue in making difficult decisions and/or group discipline</p>	<p>2.6 Evaluate the decision making processes within the political groups and the consistency/ risk of decision making and voting</p> <p>2.7 Review the timing of Political Group Meetings in line with committee meetings</p> <p>2.8 Recommendation for political group leaders &amp; political structures working group to work with LGA to inform best practice in respect of the recommendations in the Peer report (such as decision making powers of Hub and how/which decisions are referred to full Council)</p>	<p>May 2019</p> <p>May 2019</p> <p>Commence in May 2019</p>	<p>WD Political Group Leaders</p> <p>WD Political Group Leaders</p> <p>WD Political Structures Working Group</p>	<p>Chief Executive &amp; Leader WD meeting with LGA Consultant 12 March to discuss potential support available</p>

The LGA said....		Therefore we will	by	Lead	Progress Update
	West Devon Political Group Meetings serve generally as preparation for council meetings and miss opportunities to discuss the development of medium and longer term political aspirations	2.9 Consider refreshing the forward plans for Political Group Meetings to include medium to longer term political aspirations	May 2019	West Devon Political Group Leaders	
<b>Both Councils' backbench members felt excluded from decision-making</b>		2.10 As set out in 2.3, ensure that officers engage with Portfolio Holders / Lead Members on items which will 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.  2.11 Joint Working Group will consider the merits of using Policy Advisory Groups (PAGs) to engage with backbench members	Immediate  March 2019	Portfolio Holders  SLT/ELT  Joint Working Group	Joint Working Group consider whether (in the light of 2.11 ) further consideration of PAG's is necessary
<b>Review the councils constitution on</b>	The leader of WDBC chairs the DML Committee for	2.12 Propose to change the Charing arrangements of West	March 2019	Democratic Services Specialist	This has been considered and is being implemented. DM

Appendix A JWG Peer Challenge Action Plan

The LGA said....		Therefore we will	by	Lead	Progress Update
committee membership and chairing arrangements	which there are risks as highlighted by the Planning Advisory Service	Devon Development Management Committee			Procedure rules are being updated to clarify that the Leader cannot chair the DML Committee
		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 where required	April 2019	Monitoring Officer / Democratic Services Lead	

Peer Challenge Recommendation 3

***“Ensure a continued organisational focus on achieving financial sustainability”***

The LGA said....	Therefore we will	by	Lead	Progress Update
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 2019	Strategic Finance & S151 Officer	Timetable developed
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	July 2019	Strategic Finance & S151 Officer	
	3.3 Engage with Devon Pensions on the Councils’ Pension Strategy (Actuarial Valuation) for 2020-21 onwards	March 2019	Strategic Finance & S151 Officer	Update reports were presented to each Council’s Audit Committee in January 2019
	3.4 (Relates to West Devon) To work with the waste contractor (FCC) on the implementation of a three-weekly residual waste collection trial as soon as is practicable	By end of June 2019	Group Manager for Commercial Services and S151 Officer	A report detailing potential savings and timescales to be presented to the Hub Committee by the end of June
	3.5 To work with the waste contractor (FCC) on any opportunities for further savings and income generation (e.g. by increasing the Councils’ trade waste offering)	By the summer of 2019	Group Manager for Commercial Services and S151 Officer	

The LGA said....	Therefore we will	by	Lead	Progress Update
	3.6 Review all Fees and Charges for 2020/21 onwards	January 2020	Head of Finance Practice	
	3.7 Consider the level of grant for Town and Parish Councils for 2020/21 onwards, for the Council Tax Reduction Scheme	By early Summer 2019	Strategic Finance & S151 Officer	
	3.8 Respond to Government technical consultations on the design of the new Business Rates Reform scheme and the Fairer Funding Review	February 2019	Strategic Finance & S151 Officer	Consultation responses have been submitted and sent to all Members and the Councils' MPs
	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	On-going as announcements are made by Government	Strategic Finance & S151 Officer	
	3.10 Continually monitor the savings plans for 2019-20 to ensure these remain on track	Throughout the year	S151 Officer and Head of Finance Practice	
	3.11 To review all Partnership Grants for 2020/21	Summer 2019	Commissioning Manager & Head of Finance Practice	

The LGA said....	Therefore we will	by	Lead	Progress Update
Develop new income streams, for example through rental income derived from commercial property	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	Group Manager Business Development	This is ongoing – funding for the 19/20 Capital programme proposals approved  Borrowing strategy in place
	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	Draft proposals have been developed and will be considered by Senior Leadership Team  £20,000 income target in each Council 19/20 budget

Peer Challenge Recommendation 4

***“Prepare a viable future accommodation strategy”***

The LGA said....	Therefore we will	by	Lead	Progress Update
In the short-term the Councils should investigate the disposal and the alternative use value of both councils’ 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	April 2019	Head of Assets with Lead Members	Report prepared for consideration for Hub and Exec March 2019
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	4.2 Consider longer term options for the future accommodation requirements of both Councils for Members to consider	April 2019	Head of Assets with Lead Members	Report prepared for consideration for Hub and Exec March 2019

Peer Challenge Recommendation 5

***“Clarify partnership priorities and seek to strengthen key sub-regional partnerships”***

The LGA said....		Therefore we will	by	Lead Officer	Progress Update
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	September 2019	Customer First Specialist Manager	Discussions are already taking place at Chief Executive level around potential opportunities
Be clear on which partnerships derive the greatest value		5.2 Develop a Partnerships Roadmap to identify current partnerships, the benefits, the reporting structures and the financial contributions	June 2019	Commissioning Manager	This has commenced through the development of the Corporate Strategy themes
		5.3 Form a Joint Member Working Group to evaluate any shared partnerships	September 2019	Commissioning Manager / JWG	
Ensure the most relevant partnerships receive appropriate resource commitment and contribute in the delivery of shared priorities		5.4 Identifying (through dialogue with partners and VCS) future potential opportunities aligned to corporate strategy themes and on a commissioning basis	October 2019	Commissioning Manager & JWG	
		The Localities model is capable of being developed further and could be rolled out	5.5 Look to engage with partners to understand what opportunities are available in the model which have mutual	March 2020	

	with partners to support other agencies' work in the community	benefit and enhance support to our communities			
Town and Parish Councils felt the relationship 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	5.6 Ensure that a key aspect of Member induction (re-induction) is the focus on communicating Council key messages and direction to Town and Parish Councils	May 2019	Leaders / Democratic Services Lead	Member induction plan has been developed with a session to include focus on TAPC engagement
		5.7 Reinstate the Leader Key Messages in South Hams, and introduce it in West Devon, monthly through the Member Bulletin. This will provide Members with the key messages and discussion topics to relay to TAPC's	May 2019	Leaders	
		5.8 Consider re-establishing South Hams Parish Link meetings for key officers to attend along with Members to update on Council matters	June 2019	Leader SH	

Peer Challenge 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”***

The LGA said....	Therefore we will	by	Lead Officer	Progress Update
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 that any recommendations on the future ICT provision are based on comprehensive evidence	July 2019	Group Manager CF & SS/ Head of IT / Lead Members	Extension to current ICT platform agreed by Members  Report scheduled for consideration by Members in early Summer 19
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 an good customer experience	July 2019	Group Manager CF& SS/ Head of IT / Lead Members	Specialist ICT company commissioned to undertake evaluation – March 2019
	6.3 If required, commence a procurement for new technology solutions	Autumn 2019	Head of IT / Support Services Specialist Manager / Lead Members	

The LGA said....	Therefore we will	by	Lead Officer	Progress Update
Channel Shift can go further in order to obtain financial savings	6.4 Explore the options for further channel shift to enable those that can access services through online can do so easily to reduce the calls into the contact centre / reception – which in turn will enable those who do not have online access to contact us easier	September 2019	Customer Contact Lead	We continue to consider opportunities for further channel shift but a formal plan will be developed
A significant number of IT forms online do not successfully link to the back office, leading to double-keying and unnecessary interventions in the back office	6.5 Undertake a full evaluation of current IT forms and web site functionality to ensure an improved customer experience and reduction in unnecessary manual work	June 2019	Commissioning Manager / Support Services Specialist Manager	Work underway with changes being implemented to priority / high volume web pages / forms

## **Joint Working Group - Terms of Reference**

### **1. Purpose**

South Hams District Council and West Devon Borough Council have agreed to set up a Joint Working Group (JWG) (name to be confirmed) to consider options and opportunities to support the future strategic political direction and oversight for the Councils, having regard to the recommendations of the Peer Challenge Review 2019.

### **2. Membership and quorum**

- Total membership of the JWG shall not exceed 8 members and will include the Leaders or Deputy Leaders and each Council shall nominate up to three other members
- The Chair of the meeting shall be the Leader / Deputy Leader of the Council hosting the meeting
- Each Council will decide whether its appointees to the JWG will be politically balanced.
- The quorum for meetings shall be at least two members from each Council
- Each member of the JWG shall have one vote and issues will be decided by a simple majority
- The JWG may invite consultants, specialist advisors and officers to provide advice and information and/or attend JWG meetings in an advisory capacity.

### **3. Meetings**

- The frequency of its meetings will be determined by the JWG
- An agenda and associated papers will be made available to the JWG at least 5 days before the date of the meeting
- The venue for the meetings will normally alternate between West Devon and South Hams' offices unless otherwise agreed by the JWG
- JWG meetings will not be open to the public
- All members are entitled to attend JWG meetings but cannot participate or vote.
- A summary of the JWG meetings will be made available to all members.

### **4. Remit**

- To consider the recommendations of the Peer Challenge Review as more particularly detailed in the Peer Challenge Action Plan (as reviewed and amended from time to time by the JWG)
- The key areas under which recommendations are set out in the Peer Challenge Report are:
  - Strategic Capacity and Direction
  - Strengthening the Councils' political /governance arrangements

- Continued focus on financial sustainability
  - Accommodation strategy
  - Clarity on Partnership arrangements and priorities
- To make recommendations to the Executive/Hub Committee (and/or Council as appropriate) on proposed actions, strategies or policies

#### **5. Changes to the terms of reference for the Joint Working Group**

- Minor amendments (as determined by [the Monitoring Officer] to the terms of reference may be made by the Chief Executive in consultation with the Leaders
- Any other amendments shall be made by the respective Councils

Date agreed:

Report to: **Hub Committee**  
Date: **19<sup>th</sup> March 2019**  
Title: **Northern Outreach Service**  
Portfolio Area: **Customer First, Cllr Annabel Roberts**  
Wards Affected: **All Wards**  
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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) **Hub and Council**

Author: Steve Mullineaux Role: **Group Manager Customer First & Support Services**

Contact: [steve.mullineaux@swdevon.gov.uk](mailto:steve.mullineaux@swdevon.gov.uk)

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## **RECOMMENDATION**

**That the Hub Committee RECOMMENDS to Council its preferred option for the Northern Outreach Service from the three options set out at paragraph 4 below.**

### **1. Executive summary**

- 1.1 The permanently manned WDBC Okehampton office in St James Street was closed in the Spring of 2018 and replaced by the introduction of a part time service from the Ockment Centre (Minute CM 57 from the Council meeting held on 20 February 2018 refers). Members raised concerns on whether this may have impacted unreasonably on residents in the Okehampton area and the O&S Committee therefore agreed to establish a Task & Finish Group to investigate and report.
- 1.2 Overview and Scrutiny Committee requested in recommendation 1 of the report (Appendix A) that the lead member of Customer First instigates a review on how future service provision in the Okehampton and outlying areas should be provided and brings forward proposals to the Hub Committee.
- 1.3 The report identified that there was very low usage of the service at the Ockment centre. However did highlight concerns about the

customer contacting the council in general. These will be addressed and presented separately under the customer satisfaction improvement programme with monthly reports present to the Overview and Scrutiny Committee.

## **2. Analysis of the current service**

- 2.1. Officers have continued to record the number of visits, purpose of the visit and also the location from which the customer travelled to visit the Ockment Centre. As a result we now have 11 months of data. This data is included as appendix B. Analysis of this data shows that;
- 2.2. 636 people have visited the Ockment centre since April 2018. An average of 8.8 per day. However of those, 393 people visited to collect recycling boxes as a result of the waste service change. If these are excluded the average reduces to 3.25 per day.
- 2.3 Based on attending site for 8 hours per day (including non-productive travelling time, but not including travelling expenses) the service has cost the equivalent of 576 man-hours.
- 2.4 Excluding the recycling boxes this equates to 243 visits over the same period, equating to seeing a customer every 2.37 hours. At current staff costs this is equivalent to a cost of £43.13 per visit. This does not include travel costs or the cost of the Ockment centre itself.
- 2.5 In the 6 months since officers have been recording where the customer came from to access the service only 14 have visited from the surrounding towns and villages.
- 2.6 The closure of the St James Street Office coincided with the cessation of accepting cash and cheques at the office with customers being required to use alternatives such as the post office or electronic payments. It is clear that this has successfully reduced the footfall of customers visiting for this purpose.
- 2.7 The peer review highlighted the need for the Council to continue to assess its capacity to deliver, stating that "key questions now need to be asked about switching off transactional services once they are fully accessible via the web, in order to realise the efficiency /capacity improvements".
- 2.8 Whilst agencies such as Citizens Advice continue to refer customers to the Ockment Centre service, it should be noted that this agency will, from April 1<sup>st</sup> 2019, be responsible for providing digital support to customers to complete Universal Credit applications. The funding the Council received for this in 2018/19 will cease. Also from April 1<sup>st</sup> 2019 the Council will introduce a simplified and improved Council Tax Reduction scheme, which in addition to providing more financial support to its most vulnerable residents, this will reduce the

number of changes to that benefit and therefore reduce contact with the council.

- 2.9 The localities service has and will continue to visit customers that are unable to access services digitally to support them if requested. It should be noted that the service has only carried out 40 such requests across both Councils since April 2018 and this includes the Universal Credit support that will be provided by Citizens Advice from April 2019.
- 2.10 Members at Overview and Scrutiny Committee were concerned that the service at the Ockment Centre was poorly publicised. However officers have confirmed that social media, a press release that was printed in the local newspaper and signs in the St James Street office were displayed. Whilst an A frame board could have been displayed at the Ockment Centre it is unclear whether this would have resulted in more customers using the service and there is little evidence from the survey carried out by the task and finish group that customers who needed to access the service were unable to.

### **3 Conclusions**

- 3.1 It is clear that there has been very little demand for the service since its inception in April 2018. Apart from the recycling box scheme visitor numbers have remained consistently low.
- 3.2 The service is expensive and does not represent value for money for the residents of West Devon Borough Council. Running the service twice weekly has appeared to limit the impact of the Localities service within other areas of the Borough.
- 3.3 Further continued and positive changes by the Council to simplify its services should reduce demand further.
- 3.4 The Council, through the localities team will continue to support customers that cannot access services any other way.

### **4 Recommendations**

- 4.1 There are 3 options that can be considered;
- 4.2 Option 1 - The service is maintained for a further 12 months at a cost of over £11,000 per year and reducing the effectiveness of the current localities service.
- 4.3 Option 2 – The service is reduced to a single day per week and monitored for up to a 6 month period. This option provides some level of support to customers as changes to services highlighted in paragraphs 2.8 and 2.9 are implemented from April 1<sup>st</sup> 2019.

- 4.4 Option 3 – Withdraw the service from April 1<sup>st</sup> 2019, enabling the localities service to refocus on wider community engagement within the borough.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	None
Financial	N	The costs highlighted within the report are within the localities staffing budget.
Risk	Y	A failure to review and act upon the recommendations could lead to: Ineffective use of resources Poor quality service
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		None – Paragraph 2.9 highlights the service offering.
Safeguarding		None – See above
Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		None – See above
Other implications		None

## **Appendix**

Appendix A – Northern Outreach Task and Finish Report + appendices

Appendix B - Log of visits to Ockment Centre between April 2018 and March

Report to: **Overview and Scrutiny Committee**  
Date: **26 February 2019**  
Title: **Northern Outreach Service**  
Portfolio Area: **Customer First**  
Wards Affected: **All Wards**  
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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

Date next steps can be taken: **Hub Committee  
19 March, 2019**

Author: **Cllr R Cheadle** Role: **Task and Finish Group  
Chair**

Contact: [Cllr.Cheadle@westdevon.gov.uk](mailto:Cllr.Cheadle@westdevon.gov.uk)

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## **RECOMMENDATION**

### **That the Committee RECOMMENDS to the Hub to:**

1. That, evidenced by the low footfall through the Ockment Centre, the Lead Member for Customer First instigates a review on how future service provision in the Okehampton and outlying areas could be provided and brings forward proposals to the Hub Committee.
2. That the Overview Scrutiny Committee undertakes a detailed examination of the level of communication between the Council and its customers through face to face, telephone and the internet. This should also include those customers with limited access and/or skills of IT.

## **1. Executive summary**

- 1.1 The permanently manned WDBC Okehampton office in St James Street was closed in the Spring of 2018 and replaced by the introduction of a part time service from the Ockment Centre. Members raised concerns on whether this may have impacted unreasonably on residents in the Okehampton area and the O&S Committee therefore agreed to establish a Task & Finish Group to investigate and report.

## **2. Terms of Reference**

### **2.1.** The Terms of Reference of the T&F Group were agreed and were:

This T&F Group will undertake a review of the current service being provided to the residents of Okehampton and outlying areas by the arrangements now in place and form a view on whether any changes are warranted. A report, with any recommendations considered appropriate will be presented to the O&S committee in January 2019.

The review will take the opportunity to consult as widely as possible with residents, officers and agencies in coming to their conclusions. It will also, where appropriate, look at data collected relevant to the service before and since the change to see whether service levels are being captured appropriately and whether these reflect actual experience.

### **2.2.** The membership of the T&F Group were:

Cllr Ric Cheadle - Chair  
Cllr Julie Yelland  
Cllr Tony Leech  
Cllr Lois Samuel  
Cllr Caroline Mott  
Cllr Mike Davies  
Cllr Kevin Ball

### **2.3.** T&F Group modus operandi

T&F members agreed that evidence would be collated from a variety of sources. A questionnaire was posted on the Councils' website and advertised in the local paper inviting residents to respond.

A number of agencies active in the Okehampton area and known to have had used the services available from the St James Street office were targeted and invited to complete a more detailed questionnaire. Members were at liberty to collect evidence from their constituents. In addition, the operational manager of the Ockment Centre, was interviewed and an enquiry also made to the Councils' Contact Centre to ask if issues connected with the service change had been raised when residents rang West Devon Borough Council for assistance.

## **3 Evidence**

The results of the questionnaire are contained within Appendix A, Agency responses received in Appendix B. Appendix C contains details of the number of visits and reasons for the visit between April and November. Evidence from other quarters are detailed in the body of the report.

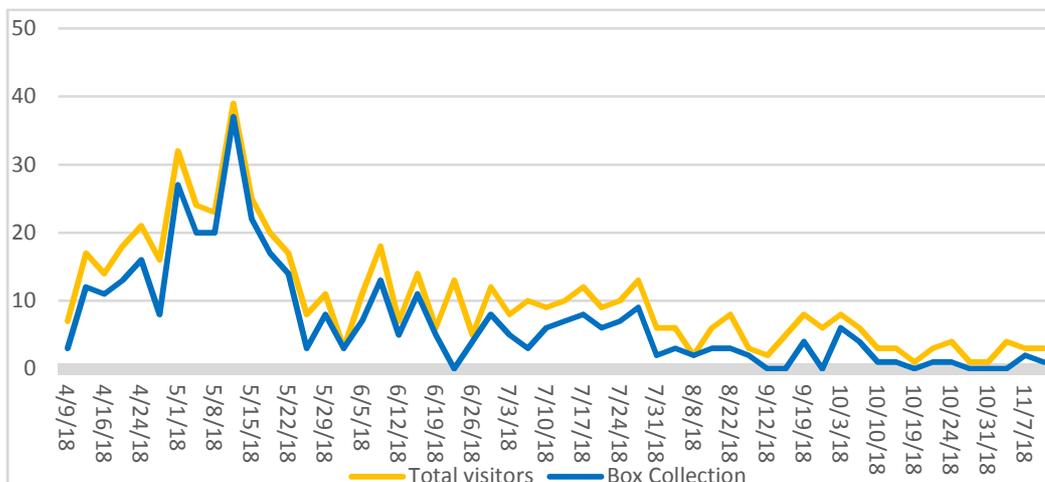
## 4 Findings

**4.1** The decision to close the St James Street office in Okehampton and move from a permanent (5 day) manned service to a part time (2 day) service operated from the Ockment Centre was made early in 2018 in response to budget pressures.

**4.2** This decision coincided with two others; the first was the ending of cash and cheque payments being made by residents (in order for WDBC to move to electronic banking) and the second was to require residents to separate recyclable refuse into separate containers. These two decisions were relevant as the first would reduce the footfall through the Okehampton office and the second, in the short term, would increase it as many residents required to collect the 'second' recycling box.

**4.3** Having made the move to the Ockment Centre in April 2018 and agreed to man the new office on a two day per week basis, manning arrangements were amended to reduce this to one day per week for the month of August as the footfall was anticipated to be low. Since then, the office has been manned on a two day per week basis.

**4.4** A summary of the footfall through the Ockment Centre between September and November (the visits log) is shown below and a spreadsheet showing the reason for each visit is in Appendix C. This clearly shows the impact of the need to manage the supply of recycling boxes diminishing as residents' demands were satisfied resulting in the steady state of around 2 -3 visits on each day the Centre was manned. There were no similar statistics for the St James Street footfall although given that one of the main reasons people would have visited would have been to make cash payments, having ceased this service, a like-for-like comparison would have been difficult to make.



**4.5** Analysis of residents' comments on the questionnaire and the visits log illustrate a predictably mixed picture. There is no doubt that a number of those who responded feel that the reduction in their

access to a 'face-to-face' interaction with WDBC is a loss but little evidence that this has prevented their ability to resolve the issues they had and from the responses it was possible to draw the view that some did not realise an alternative had been introduced. There was, however, a concern expressed that the alternative to a 'face-to-face meeting', to contact WDBC via the Call Centre, was far from satisfactory. This broad view was echoed in some of the Okehampton based Agency responses who largely viewed the change as negative as under the previous arrangements they could access local WD staff directly (who would in turn, chase problems) but now, more often, they too needed to do so via the Call Centre.

- 4.6 The T&F Group drew the conclusion that residents' frustration with WDBC was principally with the 'Call Centre approach' heralded in by T18 rather than as a direct result of reducing the Okehampton Office hours. To validate this conclusion, the Call Centre Manager was asked whether reference to the reduction in the Okehampton service was a cause of concern raised by those contacting the Call Centre and it was not.
- 4.7 The current footfall through the Ockment Centre is small (around 3 visits each day) and the T&F Group accepted that this was a reflection of the deliberate move away from face-to-face business transactions towards electronic and telephone interaction. The T&F Group were, however, concerned that residents may not have appreciated that the Ockment Centre offered an alternative. It is not signposted nor is any reference made to it on the Ockment Centre itself. The survey arranged by Cllr Leech was answered by 46 residents, 34 of which had not registered the change and were therefore unaware of the alternative arrangements.
- 4.8 The change in the Okehampton office service cannot be seen in isolation of other changes and it became clear that on occasions, the Locality Officer would now visit less mobile residents in order to assist with issues (such as document transfer etc).
- 4.9 It is clear that not all residents are 'e-business' proficient and not all have respectable broadband speed. Although the majority of residents contacting WDBC have acclimatised to the changes brought in by T18, a small number have not, and some residents rely on being able to meet with a member of WD staff to resolve issues. It must be of some concern that it is undoubtedly those who struggle the most with change such as 'e-business' may be the very people who are vulnerable and in most need of our support. Indeed, the very people we would wish to have heard from may be those who either would not, or could not, complete an on-line survey.

## **5 Conclusions**

- 5.1** The number of residents visiting the Ockment Centre to interface with WDBC is small in comparison to the total number of interactions between residents and WDBC. Given the footfall, there would appear to be no case to revert to a more permanent presence.
- 5.2** It does not appear that the changes (of location and hours of availability) have been well communicated and the current service is not well advertised. WDBC should consider how to address this concern.
- 5.3** There are clearly residents, and not solely in the Okehampton area, who will struggle to communicate and manage transactions electronically. For these residents, the alternative, if face-to-face meetings are less available, is the telephone and there is evidence both in this report and elsewhere that WDBC needs to improve this aspect of its business.

## **6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council.
Financial	Y	There are no financial implication as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon the recommendations could lead to: Reputational harm Ineffective use of resources Poor quality service
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		None

## **Appendix**

Appendix A - WD Website Questionnaire responses  
Appendix B - Agency responses  
Appendix C - Log of visits to Ockment Centre between April and  
November

Have you been impacted by the change in the office arrangements and if so, how?	Since the closure of the Okehampton office in April 2018 have you contacted the council? (Why did you choose this method of contact?)	What was the nature of your visit / request?	Was your request resolved and if not what could be done to improve this ?
Open-Ended Response	Okemont Centre Outreach	Open-Ended Response	Open-Ended Response
West Devon is a large area and not many people can go to Tavistock, particularly those who work during normal office hours. Since the closure of the Okehampton Office we seem to be being connected with the local council.	Telephone Website	Recycling and planning information	Still open going. For recycling bin replacement this now takes several weeks to have a replacement delivered instead of just picking one up from the Okehampton office.
Yes, negatively. I have needed to collect recycling boxes. I have had to travel to Tavistock to speak to planners in relation to a planning application too.	Website	A planning surgery.	Yes it was but it was very difficult to get to Tavistock from Hatherleigh as there is no direct bus route. It is too far to travel.
I live in Okehampton just been a pain with we need to send papers though also need more council house in Okehampton since we have been on Devon home choice 1 four bedroom house in 2 years even though there are new houses going up.	Telephone	On 2 occasions my recycling bin had been taken if I am working on the opening days at comment centre I can't get it sorted	Still need 2 recycled bin have not had chance to find out where it is
Not yet. However, I had used the Okehampton office about 4 times in the 12months prior to closing.	Telephone Website	Food waste bin replacement	Yes. But travel costs and pollution caused.
No	Website Okemont Centre Outreach Service	Waste / Planning Rates	Yes
No Local Drop in Centre for general queries or Planning enquiries not as a group but our clients have been	Telephone Website	I have contacted them about changes in the council tax occupancy, reductions in council tax, homelessness and planning issues.	It was at the comment by me collecting one but then I get delivered another 2!!
Yes. We have experienced a reduction in the numbers of homeless people being able to contact WORC regarding their homelessness.	Telephone Website Okemont Centre Outreach Service	Council tax and refuse collection	Yes
Yes, unable to get new recycling boxes and take benefit paper work in.	Telephone Website	Parking ticket	I am yet to receive a reply concerning a reduction in council tax.
Not at all. Previously used it to purchase food recycling bags that I had buy in the supermarket. The council needs to use its limited resources effectively, and a high street presence when there are alternatives for information and transactional services is not a wise choice.	Telephone Website	New boxes and benefits	Yes
Yes	Telephone Website	Report missed waste collections	Yes
Sorting out benefits and council tax	Telephone Website	To look at proposed plans affecting our immediate neighbourhood.	Yes
I've had to travel to meter house in two weeks to sort out a universal credit mess up they have made resulting in me waiting 4 weeks for payment. There is no office in town five days a week to make enquiries.	Telephone Website	Housing benefit and council tax. Still trying to sort out my housing benefit even now. I moved back in July	Not resolved and still waiting
Trying to get my recycling bins when I moved here in June was difficult.	Telephone Website Okemont Centre Outreach Service	Recycling bin ordering	Eventually after a few months
Yes. Having to travel to Tavistock just to hand in paper work is utterly ridiculous!	Website	Handing in paperwork	Yes just annoying had to go all done there
I used to take my monthly pay slips in to be scanned now I have to upload them online via the website or email, fill out a form every month.	Website	Pay changes	Either have an office open again or make easier forms for people who have different pay each month
Yes because I'm elderly and used to pop in to Okehampton office and pay my rates by cheque and I give the cheque to my granddaughter and she used to pop in and pay it for me. Now I have to post it and hope as I don't drive and can't get out to Tavistock.	Telephone Website	To make sure my cheque reach the office and it was processed	Resolved
Issues over the issue of recycle bins. Used to be able to just go and pick one up when it goes missing. Generally feel like Okehampton aren't cared about.	Telephone Website	Enquiry	Found had to be done online instead. Was resolved in the end. Pain to have to do though.
I am a Family support worker and several times I have needed to support families with housing issues and have not been able to drop by but instead have had to try calling, ended up online instead as calling too time consuming and hard to get through.	Telephone Website	New recycling bin	Yes but the advice online was not as specific
Yes I have even longer slow to ring through if I don't have to wait for someone to answer whereas as before would of gone down just being able to go and talk to some and get concerns sorted out and to be able to get paperwork sent and organised!	Telephone Website	Loss of recycle bin	Not sure if I can call 118 to find to know if it's okay
Yes, we work full time and are unable to access Tavistock in the week. We cannot collect replacement recycling items or lodge enquiries in person.	Telephone Website	Only option	No and it's unresolved as they now don't do face to face contact
Yes, it was so much easier to go in and discuss any issues with benefits etc. Now that isn't possible.	Telephone Website	I can't drive and unaware of any other forms	Yes but it was more inconvenient.
Yes, moved house and had to make my way to Tavistock just to get a secondary recycling bin to ensure that my recycling would be collected.	Telephone Website	Next best thing to speaking to someone in person.	I think it has been now, but would have been a lot less stressful if the Okehampton office had still been open.
Needed to arrange housing benefit from/brother. Because I didn't have car it take a whole day to travel to Tavistock and £30.00 bus fare I know that don't sound alot but it was to me. If I had children I would have had to arrange child care.	Telephone Website	Easier.	It was resolved but would either not have to travel 45 minutes.
I moved house and ordered new recycling bins. I am still waiting 4 weeks later... I have two children under two so driving to Tavistock to collect boxes would not be possible as I wouldn't get them in the car with the double buggy. I could of got a family member to collect them from the car office. This has left me with no way of recycling and therefore using more landfill which is unacceptable in this day and age.	Telephone Website	I used the website for information, called to see if had to go to Tavistock, visited because I had to.	It was resolved but was very stressful as it was an emergency and having to travel so far made the process so difficult. Made me feel very isolated.
Having to travel to Tavistock unable to speak to anyone on the phone service has gone to the dogs web page useless faceless red tape like dealing with robots.	Telephone Website	I couldn't get help via website	Change of address
No local office means things don't get reported.	Telephone Website	Because it was the only way I thought it would be easy... how wrong I was!	Personnel and business also to report faults
I couldn't get documents safely and quickly to the benefits team.	Telephone Website	I work so don't have time to get to the Okemont Centre in the times they open.	Collection and street lighting matters
Yes, I've had to phone several times & the phone lines are appalling. Very slow to be answered. It was much easier to go in to the office in Okehampton.	Telephone Website	no other choice.	Recycling info. benefits document (they used to scan them meaning you don't have to post them and often them vanish)
Yes, this is because if I had any query on anything to do with the council I'd pop down talk to someone. Who would clear all my queries up. However, I now have to call the council which then means I have to stay on the phone for a maximum of 20 minutes on hold. It has even reached to 40 minutes to wait. To talk to someone face to face I would have to go to Tavistock and as I don't drive and have a little one in nursery it is not practical. Please bring it back.	Telephone Website Okemont Centre Outreach Service	As this is the only way I could. The phone meant I had to wait ages on hold. The website isn't always easy to access and get all your questions answered. The okemont centre outreach wasn't overly helpful, the man working that day couldn't access my account as his network was down and at the end of doing was calling WORC who didn't really give much information.	Housing & pest problem
Yes cannot get to Tavistock easily as I work in Okehampton	Telephone Website	As this is the only way I could. The phone meant I had to wait ages on hold. The website isn't always easy to access and get all your questions answered. The okemont centre outreach wasn't overly helpful, the man working that day couldn't access my account as his network was down and at the end of doing was calling WORC who didn't really give much information.	Recycling info. benefits document (they used to scan them meaning you don't have to post them and often them vanish)
Yes, even for simple advice there are no close offices meaning you have to do everything online, the council's forms are broken and when ringing up you are told to use the website which is not simple with broken links and forms making the simplest question a pain to get an answer to.	Telephone Website	No other options that I know of because I am able again people I support are not	Housing & pest problem
People I support not being able to travel to Tavistock due to lack of money or time to go by public transport	Telephone Website	As the office in oak is closed and I cannot get to the okemont centre during the times the council I there	Many different queries to do with council tax, etc.
Yes work full time and it's very difficult to make nearly a 40 mile round trip to the council office to collect a green bin that I requested back in may this year that I have still not received!	Telephone Website	Ease of response	Needed to sort out council tax and rent problems
When I moved to the area and tried to register on the electoral roll I was asked to travel to Tavistock to prove my identity instead of being able to pop to Okehampton.	Telephone Website	Too far to go to Tavistock! No alternative	Prefer not to answer.
Too far to go to Tavistock. Easier to pop into OKE for general queries and collect cables, bins etc.	Telephone Website	Very easy and able to do at a time convenient to me	New recycling bins
Problems with council tax	Website	Because Kithworthy is too far and I don't know when the outreach service is open	To request new recycling bins and home enquiries
None, being equity I am used to doing things online and over the phone	Website	as I feel its more reliable	Electoral roll
Yes - I have wanted to go into the offices to see a duty planning officer but can't	Telephone Website		Order new waste bin, change D.D., enquiry for tip.
yes - resulted in having to travel to Tavistock to hand paperwork in by dead line date on a day there was no service in Okehampton	Website		Council tax query

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OCKMENT CENTRE LOG											
DATE	NUMBER OF VISITORS	BENEFITS	COUNCIL TAX	WASTE & RECYCLING	BOXES	STREETS	HOUSING	PLANNING	DCC	OTHER/NOTES	LOCATION
09/04/18	7		2		3		1		1		
13/04/18	17		4		12		1				
16/04/18	14	1	1		11		1				
20/04/18	18		2	1	13		1			1 Homeless	
24/04/18	21	2		1	16					1 Homeless. 1 Licencing	
27/04/18	16	2	2		8		3				
01/05/18	32	3		1	27					1 homeless	
04/05/18	24	3			20					1 homeless	
08/05/18	23	1	2		20						
11/05/18	39	1	1		37						
15/05/18	25	3			22						
18/05/18	20				17		3				
22/05/18	17	1	1		14		1				
25/05/18	8		3		3		2				
29/05/18	11	2	1		8						
01/06/18	3				3						
05/06/18	11	1	1		7		1			1 x EH Noise nuisance issue	
08/06/18	18	1	3		13		1				
12/06/18	7				5		2				
15/06/18	14	2	1		11						
19/06/18	6	1			5						
22/06/18	13	2	3	3			4			1 x GM query	
26/06/18	5	1			4						
29/06/18	12	1	1		8		2				
03/07/18	8	1	1		5		1				
06/07/18	10		3		3		4				
10/07/18	9	2		1	6						
13/07/18	10	2	1		7						
17/07/18	12	2	1		8			1			
20/07/18	9		3		6						
24/07/18	10	2	1		7						
27/07/18	13	2	2		9						
31/07/18	6	3			2		1				
03/08/18	6	1	1		3		1				
08/08/18	2				2						
15/08/18	6	1	1		3		1				
22/08/18	8	4	1		3					note 4 Benefits were advisory letters for rent increase from Livery	
05/09/18	3				2		1				1 x Oke
12/09/18	2	1		1							1 x Oke 1 x H'leigh
14/09/18	5	2	1	2							5xOke
19/09/18	8	3		1	4						7 x Oke 1 x Ntawton
21/09/18	6	1	2	3							3 x Oke, 1 each Chagford, Sticklepath and Hatherleigh
03/10/18	8	1	1		6						7 x Oke, 1 x Spreyton
05/10/18	6	2			4						5 x Oke, 1 x Hatherleigh
10/10/18	3	2			1						2xOke, 1 x Throwleigh
12/10/18	3				1		2				3 x Oke,
24/10/18	4	3			1						4 x Oke
26/10/18	1						1				1 x Oke
31/10/18	1						1				1 x Oke
02/11/18	4	2	2								4 x Oke
07/11/18	3		1		2						3 x Oke
09/11/18	3		1	1	1						3 x Oke
14/11/18	3		3								3 x Oke
16/11/18	3				1		2				3 x Oke
21/11/18	6	1			3		2				6 xOke
23/11/18	1		1								1 x Oke
28/11/18	6	3	1	2							6xOke
30/11/18	5	1	1	3							5xOke
05/12/18	5				3		2				5xOke
12/12/18	4		1		3						4xOke
19/12/18	2	1			1						2 x Oke
21/12/18	4	3			1						4 x Oke
09/01/19	6	4			2						4xOke 1 x Hath1 x S Zeal
11/01/19	3	1			1					1 x EH	3 x Oke
23/01/19	6	3			2		1				5x Oke 1 x Chagford
25/01/19	6	1	3	1	1						5xOke 1 x S Zeal
06/02/19	4	2		1			1				3xOke, 1 x Exbourne
08/02/19	3		1		1		1				3 x Oke
20/02/19	4	4									4xOke
22/02/19	5	4	1								4 xke 1 xHath
27/02/19	6	2	2		1		1				6xOke
08/03/19	4	2	2								4xOke
Totals	636	97	67	23	393	0	46	1	1		

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# Agenda Item 14

Report to: **West Devon Hub Committee**

Date: **19 March 2019**

Title: **West Devon Parking Strategy Group**

Portfolio Area: **Environment Services (Cllr Robert Sampson)**

Wards Affected: **All**

Relevant Scrutiny Committee:

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

Date next steps can be taken: **After Call In 27 March 2019**

Author: **Cathy Aubertin** Role: **Head of Environment Services Practice**

Contact: [Cathy.Aubertin@swdevon.gov.uk](mailto:Cathy.Aubertin@swdevon.gov.uk)

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**Recommendations: That the Hub Committee RESOLVES:**

1. To recognise and commend the work of the Parking Strategy Group to date;
2. that the Parking Strategy Group, in its current format is not appointed to at the Annual Council Meeting on 21 May 2019 but that its work is included within the remit of future Place Based engagement groups; and
3. In the interim period that the aims of the strategy continue to be delivered in line with strategic aims and with appropriate engagement with individual community stakeholders.

## **1. Executive summary**

- 1.1 This report considers the future of the Parking Strategy Group in order to ensure that appropriate place-based solutions can be offered to communities when considering the forward planning of our community services (including car parks) and town and village economies.

## 2. Background

- 2.1 The West Devon Parking Strategy Group was set up in September 2006 and was considered to be ground-breaking at that time. The group has evolved and developed. A list of achievements over the last five years is attached at Appendix A. The Council has previously won awards for its place based consideration of parking.

## 3. Outcomes/outputs

- 3.1 The Group consisted of stakeholders from communities with charged parking provision (Tavistock, Okehampton, Chagford and Hatherleigh) and acted as an advisory group. It was developed at a time when many Councils were facing criticism for the methodology behind increased fees and charges in relation to parking. Since its inception, the Group has made many recommendations to the Council, having considered how to achieve the best parking service possible for customers. Place based solutions which have been resolved and implemented, particularly in respect of parking tariffs, have proved successful in many cases and have allowed local areas to have stakeholder influence in designing tariffs.

## 4. Proposed Way Forward

- 4.1 In light of the new focus on town and community centre revitalisation, both from central government and locally, it is recognised that the Strategy Group aims will be delivered more effectively if they are intrinsically linked to each community's individual economy and sense of Place.
- 4.2 Focused work undertaken by officers and Members in neighbouring South Hams , working with individual communities, has shown positive results in local parking strategies and associated tariffs which benefit the aims and objectives of each community, whether that be higher footfall, increased or decreased time spent in each area or to support the economy. This model may be easily replicated in West Devon but, in addition, further developed so that all aspects of each community are considered as a package.

## 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Council has power to provide off-street parking under the Road Traffic Regulation Act 1984 (as amended).</p> <p>The Council has the power to deal with the provision, management and control of car parks.</p>

		The Council has the powers to provide this service under the General Powers of Competence in the Localism Act 2011.
Financial		Nil.
Risk		None at this stage.
Comprehensive Impact Assessment Implications		
Equality and Diversity		No implications.
Safeguarding		No implications.
Community Safety, Crime and Disorder		No potential positive or negative impact on crime and disorder reduction.  The potential of the new working model is for all elements of community need to be considered which would include designing out crime and anti-social behaviour.
Health, Safety and Wellbeing		No current implications, although suggested improvements as above.
Other implications		None.

### **Supporting Information**

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

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed	<b>Yes/No</b>
SLT Rep briefed	<b>Yes/No</b>
Relevant Exec Director sign off (draft)	<b>Yes/No</b>
Data protection issues considered	<b>Yes/No</b>
If exempt information, public (part 1) report also drafted. (Cabinet/Scrutiny)	<b>Yes/No</b>

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Report to: **Hub Committee**  
Date: **19 March 2019**  
Title: **Employee Terms and Conditions of Employment**  
Portfolio Area: **Resources and Performance – Cllr Edmonds**  
Wards Affected: **All**  
Relevant Scrutiny Committee:

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

Date next steps can be taken: **After Call In  
27 March 2019**

Author: **Michelle Hodgkiss** Role: **Interim Head of Human Resources Practice**

Contact: [michelle.hodgkiss@swdevon.gov.uk](mailto:michelle.hodgkiss@swdevon.gov.uk)

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## **Recommendations:**

1. That Hub Committee notes the options available in respect of employee terms and conditions as set out in this report
2. That Hub Committee agree that the Head of HR Practice, in consultation with the Chief Executive and Trade union representatives
  - Develop a policy that enables employees to purchase additional annual leave
  - Develop a policy for unpaid career breaks
  - Review the Managing Attendance Policy and present recommendations to Senior Leadership Team by September 2019
  - Review the Essential User Car Allowance Scheme and eligibility by September 2019
  - Review the Councils' Redundancy scheme

## 1. **Executive summary**

- 1.1. At its meeting in September 2018, Council resolved to continue with the Local Government Terms and Conditions of Employment Green Book for at least 2019/20 and resolved that officers review all options for reducing staff costs by varying terms from the Green Book from 2020/21, with an initial report back by the end of 2018/19.

- 1.2. This Report focuses on two main aspects. First, it considers the current contractual situation, the presence of the national joint collective bargaining machinery and the legal considerations to be taken into account if changes in terms and conditions were proposed. Second, the Report looks at a number of options pursued by other local authorities. In conclusion, the Report makes one recommendation to promote the purchase of additional annual leave by employees.

## 2. **Background**

- 2.1. The combined expenditure on salary and associated costs for the two Councils in 2018/19 is £16.33m and accounts for 23.9% of gross expenditure. A number of other local authorities have implemented changes to the terms and conditions of employment to reduce expenditure.
- 2.2. The Council is a part of the National Joint Council for Local Government Services. This is the national collective bargaining machinery under which local authorities across the country negotiate on pay and other collective terms and conditions of employment. The Agreement reached is contained with the 'Green Book' and is incorporated into employee's contracts of employment.
- 2.3. The Green Book is divided into sections. The main contractual terms of employment are contained within Part 2 of the Agreement and can only be amended through the national collective agreement with the recognised trade unions. The employers' side is represented by the Local Government Association. Part 3 of the Green Book does permit amendment by local collective agreement with the local recognised trade unions.
- 2.4. The same provisions apply to employees who are not members of recognised trade unions. During any period of consultation over a proposed change in terms and conditions of employment, the Council would invite non-trade union members to put forward ideas and suggestions for consideration, although agreed changes would be implemented under a collective agreement.
- 2.5. The Council is very unlikely to secure a collective agreement with the recognised trade unions that varies the terms of Part 2 of the Green Book. The trade unions hold a firm national line in order to protect national collective bargaining and would not permit local variations. Local agreement could be reached for terms within Part 3. However, this is limited to terms such as car allowances and additional payments for overtime and out of hours working and the Council has successfully reached collective agreements in the past few years on these issues to reduce expenditure.
- 2.6. In the absence of a collective agreement, the Council could consider giving notice to dismiss employees and make an offer to reengage them on the amended terms and conditions. This would amount to a dismissal in law and the Council would be vulnerable to multiple claims of unfair dismissal.
- 2.7. Such an approach would also damage employee relations. It would adversely affect future constructive dialogue, consultation and negotiation with the trade unions and would have a significantly adverse impact on

employee morale and goodwill. The dismissal and re-engagement of employees is not a recommended course of action.

- 2.8. The Council could withdraw from the Local Government Association and sever its ties with national collective bargaining. This in itself could amount to an action that goes to the heart of the employment contract and be challenged by the trade unions that it amounts to a dismissal and re-engagement on new terms and conditions. If the Council was able to move away from the national agreement without, in effect, dismissing employees from their existing contract of employment, it would leave the Green Book terms and conditions as part of individual contracts of employment but future changes, including national pay awards, would not be binding. As a result, the Council would need to conduct its own pay negotiation and reach its own settlement with trade unions and employees. Whilst withdrawing from the Green Book would remove the restriction on making changes to key terms and conditions of employment, the Council would still be subject to the normal employment law regulations about changing terms and conditions in a fair and reasonable way.
- 2.9. The Council should also be mindful of s145B of Trade Union and Labour Relations (Consolidated) Act 1992 which prohibits a worker who is a member of a trade union from being offered revised terms and conditions of employment that are no longer subject to collective bargaining with a recognised trade union. This provision was recently used by individuals employed by London Borough of Bromley when faced with a unilateral decision to move away from national pay collective bargaining in favour of local pay bargaining. The Council was heavily fined by the Employment Tribunal for being in breach of the law.

**3. Outcomes/outputs**

- 3.1. The table below illustrates the options for making changes to terms and conditions. It is based on research carried out by Local Government Association on changes made by authorities across the country. There are not many councils attempting to make such changes.
- 3.2. As the employees are shared across both Councils, the figures stated in the table are the total across both Councils.

Proposed Options	Consequence and risk	Projected saving	Recommendation
To withdraw from the National Joint Council and negotiate local pay awards and other changes to terms and conditions	<p>The risks identified are in the Introduction and further legal advice would be needed before any action taken.</p> <p>Although the Councils can influence the outcome of national pay negotiations through participation at a regional level, the Agreements reached do reflect national concerns rather than local issues.</p>	The recent two-year national pay award of 2% per year on most spinal column points increased the annual salary bill by	<p>This option is not recommended.</p> <p>However, it is recommended that the Head of HR continues to monitor the impact of national agreements on pay and conditions of service to make sure the impact</p>

Proposed Options	Consequence and risk	Projected saving	Recommendation
	<p>For example, the recent two year pay award was 'bottom loaded' to mitigate the impact of the rising national living wage. This was not an issue for the Councils as we do not employ many employees in the traditional low paid local government jobs in social services and education. The impact was that the increase in the Councils' wage bill was less than it would have been if the overall increase was evenly distributed amongst all spinal column points. The changes to the national pay spine were also driven by the impact of the national living wage, but the Councils' were able to adapt to the new pay spine without serious cost or disadvantage to employees.</p>	<p>£280,000 pa in South Hams and £95,000 pa in West Devon. This would be offset by any local agreement on pay.</p>	<p>on the Councils' is not disproportionate or disadvantageous.</p>
<p>To reduce the contractual working week to 36 hours for existing staff</p>	<p>Require collective agreement with trade unions to vary Green Book or to dismiss and re-engage all employees.</p> <p>It would reduce both the hours and income of employees by approximately 3%. For an employee on median earnings that would represent a loss of approximately £750 if we introduced a 36 hour week.</p> <p>It would reduce capacity and potentially have an adverse impact on service</p>	<p>Circa £250K per annum for 36 hour week</p>	<p>This option is not recommended given it would reduce capacity and potentially have an adverse impact on service delivery and employee financial well-being</p>

Proposed Options	Consequence and risk	Projected saving	Recommendation
	delivery and employee financial well-being.		
To reduce contractual working week to 36 hours for new appointments	<p>Require variation from Green Book or agreement from new starters to agree to work reduced hours.</p> <p>It would create a two-tier workforce and potentially make it harder to attract strong candidates for vacant posts. It will also have an adverse impact on service delivery.</p> <p>The proposal is also potentially discriminatory if a significant number of new appointees share the same characteristic protected under the Equalities Act, e.g. gender or age profile</p>	Limited savings due to reliance on turnover of staff	This option is not recommended as it would create a two-tier workforce and an adverse impact on service delivery.
To offer employees the opportunity to purchase additional annual leave.	<p>Develop and promote a policy that would give employees the ability to request the purchase of additional annual leave, with the cost spread over an agreed period.</p> <p>The Council would retain discretion on whether to agree to the purchase of additional leave.</p> <p>Take up might be limited, thereby reducing target savings. If there is significant take up there would be an impact on capacity to deliver services and the potential cost of funding a replacement officer.</p>	Based on median earnings, each week purchased by an employee would generate an income of £425 per week	It is recommended that a policy is developed by Head of HR and, subject to discussion with trade unions and the wider workforce, it is approved and implemented by the Chief Executive.

Proposed Options	Consequence and risk	Projected saving	Recommendation
	<p>It may be welcome by some employees and supports the Councils' commitment to improving the well-being of staff and developing an agile and flexible workforce.</p>		
<p>To offer employees the opportunity to take an unpaid Career Break</p>	<p>Although employees already have opportunity to request a career break or time off work to undertake voluntary work, a revised policy could be promoted and employees encouraged to participate.</p> <p>The Council would retain discretion to approve any request for a career break and may take into account the impact and service delivery or the cost of delivering the service in an alternative way.</p> <p>A career break can help retain employees and enable them to pursue an interest or development opportunity without leaving the Council.</p>	<p>Based on median earnings, the Council would reduce its salary costs by £400 per week per employee</p>	<p>It is recommended that a policy is developed by Head of HR and, subject to discussion with trade unions and the wider workforce, it is approved and implemented by the Chief Executive.</p>
<p>Require all employees to take 2 days of unpaid leave per year</p>	<p>Require collective agreement to vary Councils' Annual leave Policy or to dismiss and re-engage all employees.</p> <p>Any new policy would need to meet minimum statutory and Green Book holiday entitlements.</p> <p>The requirement to take unpaid leave would have some adverse impact on service delivery and on</p>	<p>The saving on the annual salary budget would be approximately £55K pa</p>	<p>This option is not recommended as it would have an adverse impact on service delivery and the financial well-being of employees.</p>

Proposed Options	Consequence and risk	Projected saving	Recommendation
	the financial well-being of staff.		
<p>Make changes to Green Book sickness scheme by one or more of the following:</p> <ol style="list-style-type: none"> <li>1. Withhold sick pay for either first 1, 2 or 3 days of absence</li> <li>2. Reduce sick pay entitlement for long term absence by either reducing length of paid and unpaid sick pay or increasing qualifying period of continuous service</li> <li>3. Introduce either provision for new starters only</li> </ol>	<p>Require collective agreement or dismissal and re-engagement. The proposal would be a 'red line' for the trade unions and would be very unpopular with employees</p> <p>The Green Book sickness scheme is seen as a 'gold standard' compared to the private sector. The Councils' absence levels are higher than the private sector, although broadly in line with other parts of the public sector.</p> <p>The removal of sick pay in the early stages of illness could encourage 'presenteeism', where employees continue to work when not fit to do so.</p> <p>The reduction of sick pay for longer term absences will adversely impact employees with long standing medical conditions or life threatening or debilitating conditions and leaving them potentially vulnerable to financial hardship.</p> <p>Introducing a revised scheme for new starters will create a two-tier workforce and is potentially discriminatory if a significant number of appointees share a</p>	<p>It is difficult to attach a cost to sickness absence. In many cases, there is no additional cost as the work is allocated to a colleague or not carried out.</p>	<p>It is not recommended. However, it is recommended that the Head of HR revisits the Managing Attendance policy in consultation with key people managers to make sure it provides a robust process for the effective management of staff absence. The Head of HR should make recommendations for changes to the policy to SLT by September 2019.</p> <p>It is further recommended that Internal Audit carry out an audit on how the Policy is implemented and to make recommendations to inform the review.</p>

Proposed Options	Consequence and risk	Projected saving	Recommendation
	<p>characteristic protected under the Equality Act, e.g. gender or age profile.</p> <p>The Council already has a robust approach to managing attendance, including the requirement to make personal contact with a manager at the start of absence, a Return to Work interview and the use of the Bradford Factor to measure and monitor absence levels.</p> <p>There is also an expectation that employees will, from time to time, be unable to work through illness that is no fault of their own and that the Managing Attendance policy will identify and robustly tackle anyone who is regularly absent or where a pattern of absence emerges.</p> <p>New starters are subject to a probationary period that includes scrutiny over attendance levels and an employee with poor attendance may not pass the probationary period.</p>		
<p>Reduce the mileage allowance below the current rate of 45p</p>	<p>Reach a collective agreement to vary the Green Book provisions and the Councils' Travel and Subsistence Policy.</p> <p>The HMRC currently allow an employee to claim 45p per mile before incurring</p>	<p>A reduction of 1p per mile in the allowance would bring an approximate annual</p>	<p>It is not recommended, although the Head of HR should review the current essential car user allowance and eligibility criteria</p>

Proposed Options	Consequence and risk	Projected saving	Recommendation
	<p>a tax liability. This is the rate currently payable by the Councils.</p> <p>The Government website on Advisory Fuel rates suggests a rate of 22p per mile to reflect the cost of fuel. However, this does not include the cost of wear and tear and other factors taken into account by the HMRC rate.</p> <p>The Council has already significantly reduced the Essential Car User Allowance by 40% to £603pa and also reduced the number of eligible employees by revising the qualification criterion.</p> <p>The Council does rely on the use of employee's private cars for effective service delivery.</p>	<p>saving of £1200 at South Hams and £800.</p>	<p>and report to Chief Executive by September 2019.</p>
<p>To review the discretions exercised by the Councils under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006</p>	<p>The Councils have a duty under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 to formulate, publish and keep under review its discretionary powers under sections 5 and 6 of the Regulations.</p> <p>Under s5, the Councils can calculate the amount of a redundancy payment based on an employees' actual weekly pay rather</p>	<p>There are no proposals to make large scale redundancies so the saving will be minimal.</p>	<p>It is recommended that the Head of HR brings a report to Council to review the exercise of its discretions under the Regulations by no later than 31 March 2020.</p>

Proposed Options	Consequence and risk	Projected saving	Recommendation
	<p>than the statutory cap on a weeks' pay. This discretion is currently applied.</p> <p>Under s6, the Councils can increase the amount of a redundancy payment so long as it does not exceed 104 week's pay.</p> <p>Under s6, the Council currently enhances the statutory redundancy payment payable by a factor of 2.</p>		

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

4.1 The options available and consideration of risk is set out in the table above.

5. **Proposed Way Forward**

- 5.1. It is recommended that the Council approve the option to develop and promote a policy to enable employees to request the purchase of additional annual leave and to request an unpaid career break.
- 5.2. It is recommended that the Head of HR continues to monitor the impact on the Councils of national agreements on pay and conditions of service and reports to the Chief Executive annually.
- 5.3. It is recommended that the Head of HR revisits the Managing Attendance Policy and makes any recommendations for change to SLT by September 2019.
- 5.4. It is recommended that the Head of HR reviews the essential car user annual allowance and the eligibility criteria
- 5.5. It is recommended that the Council reviews the exercise of its discretions under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 by March 2020.
- 5.6. All other proposals set out in section 3.2 are not recommended.

6. **Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The terms and conditions of employees are governed by the contract of employment, incorporating National Agreement on Pay and

		<p>Conditions of Service (the Green Book). There are legal restrictions in employment law on the ability of the Council to make unilateral changes to terms and conditions of employment. The Council is also part of the national collective bargaining machinery which limits its ability to make local decisions on terms and conditions of employment.</p> <p>The Council have an obligation to review the discretions exercised under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006</p>
Financial	Y	The recommendations as set out in this report will potentially have financial implications for the Council. All options recommended for further exploration would seek to reduce costs. It is not however recommended at this time to make adjustments to the Councils Medium Term Financial Plan given the majority of recommendations would not be implemented until the next financial year at the earliest.
Risk	Y	Any changes to terms and conditions employment that are perceived as disadvantageous by staff could adversely affect staff morale and performance. This would have a negative impact on service delivery and customer satisfaction.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	An equality impact assessment would need to undertaken before any changes in terms and conditions of employment are implemented to make sure they do not have an unlawful adverse impact on any group of employers with a protected characteristic under the Equality Act.
Safeguarding	N	There are no safeguarding implications.
Community Safety, Crime and Disorder	N	There are no potential positive or negative impact on crime and disorder reduction
Health, Safety and Wellbeing	Y	Changes that adversely affect employees could have a negative impact on their well-being, both emotionally and financially.

### **Supporting Information**

**Appendices:**

None

**Background Papers:**

None

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed	<b>Yes</b>
SLT Rep briefed	<b>Yes</b>
Relevant Exec Director sign off (draft)	<b>Yes</b>
Data protection issues considered	<b>Yes</b>
If exempt information, public (part 1) report also drafted. (Cabinet/Scrutiny)	<b>NA</b>

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