

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

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|--|---|--------------|-------------|---------------|-------------|-------------|----------------|-----------|----------------|------------|-------------|------------|-----------|
| Title: | Agenda | | | | | | | | | | | | |
| Date: | Tuesday, 16th November, 2021 | | | | | | | | | | | | |
| Time: | 2.00 pm | | | | | | | | | | | | |
| Venue: | Chamber - Kilworthy Park | | | | | | | | | | | | |
| Full Members: | <p style="text-align: center;">Chairman Cllr Ewings Vice Chairman Cllr Kimber</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Coulson</td> <td>Cllr Samuel</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Hipsey</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Moody</td> <td>Cllr Vachon</td> </tr> <tr> <td>Cllr Moyse</td> <td>Cllr Wood</td> </tr> </table> | Cllr Coulson | Cllr Samuel | Cllr Heyworth | Cllr Sellis | Cllr Hipsey | Cllr Southcott | Cllr Kemp | Cllr Spettigue | Cllr Moody | Cllr Vachon | Cllr Moyse | Cllr Wood |
| Cllr Coulson | Cllr Samuel | | | | | | | | | | | | |
| Cllr Heyworth | Cllr Sellis | | | | | | | | | | | | |
| Cllr Hipsey | Cllr Southcott | | | | | | | | | | | | |
| Cllr Kemp | Cllr Spettigue | | | | | | | | | | | | |
| Cllr Moody | Cllr Vachon | | | | | | | | | | | | |
| Cllr Moyse | Cllr Wood | | | | | | | | | | | | |
| Interests – Declaration and Restriction on Participation: | Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest. | | | | | | | | | | | | |
| Committee administrator: | Democratic.Services@swdevon.gov.uk | | | | | | | | | | | | |

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 6**
Minutes of the Committee Meeting held on 5 October 2021;
- 3. Declarations of Interest**
Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.
- 4. Items Requiring Urgent Attention**
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency
- 5. Public Forum** **7 - 8**
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Public Transport in West Devon**
Presentation by Cllr Andrea Davis and Mr Damien Jones (Devon County Council) and opportunity for Member questions
- 7. South Devon and Dartmoor Community Safety Partnership** **9 - 16**
- 8. Maximising Council Resources Thematic Delivery Update** **17 - 30**
- 9. Performance Update Report** **31 - 40**
- 10. Localities Team Update** **41 - 48**
- 11. Overview and Scrutiny Annual Report 2020/21**
To follow;
- 12. Task and Finish Group Updates (if any)**

13. O&S Annual Work Programme - 2021/22 **49 - 50**

**14. Member Learning and Development Opportunities Arising
from this Meeting**

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Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **5th** day of **OCTOBER 2021** at **2:00 pm**.

Present:

Cllr M Ewings – Chairman
Cllr P Kimber – Vice-Chairman

| | |
|-----------------|------------------|
| Cllr A Coulson | Cllr D Sellis |
| Cllr N Heyworth | Cllr T Southcott |
| Cllr S Hipsey | Cllr J Spettigue |
| Cllr D Moyse | Cllr P Vachon |
| Cllr L Samuel | Cllr L Wood |

Deputy Chief Executive
Director of Place and Enterprise
Democratic Services Officer
Specialist – IT
Specialist - Communications

Also in Attendance:

Cllrs P Crozier, L Daniel, C Edmonds, N Jory, T Pearce, and J Yelland (virtual)

***O&S 10 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs C Kemp and J Moody. It was acknowledged that, with effect from 30 September 2021, Cllr R Musgrave had resigned from the Office of West Devon Borough Council and therefore this Committee was carrying a vacancy until a new Member was elected.

O&S 11 CONFIRMATION OF MINUTES

The minutes of the Meeting of the Overview and Scrutiny Committee held on 22 June 2021 were confirmed by the Meeting as a true and correct record.

The informal notes and recommendations arising from the Informal Meeting held on 27 July 2021 were reviewed and noted. With regard to the informal recommendations

a) Devon Home Choice Review:

RECOMMENDED

The Committee **RECOMMEND** to the Hub Committee that the Council continues to be a Member of Devon Home Choice.

**b) Performance Management Report:
RESOLVED**

The Committee **RESOLVES** to note:

1. the performance figures shown in the Pentana report.
2. that Members have reviewed the information provided in the dashboards and provide feedback to the portfolio holder on any additional measures required to scrutinise performance.

***O&S 12 DECLARATIONS OF INTEREST**

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

***O&S 13 PUBLIC FORUM**

The Chairman confirmed that no formal requests had been received in accordance with the Overview and Scrutiny Procedure Rules.

***O&S 14 TRAFFIC CONGESTION IN WEST DEVON**

The Committee were given a presentation by Cllr Stuart Hughes, the Portfolio Holder for Highways, and Mr John Fewings, Neighbourhood Highways Manager (South), both of Devon County Council (DCC). During the presentation, the following points were made:

- There were two main types of works on the highway: road works (road maintenance works) and street works (mainly utilities works).
- Road works were generally known well in advance for budget, design, and consultation purposes. Utility works tended to be more problematic because there was less time to plan and it was a legal requirement to concur with the organisation's needs if at all possible. It was noted that utility organisations were now required to apply for a permit for street works.
- Meetings were held with Utility organisations at the beginning of the year to try to plan what activities there would be around the area throughout the year, to try to co-ordinate works, but it was accepted that unforeseen emergency works would always need to be dealt with quickly.
- Planning guidelines altered in recent years making it much more difficult to refuse a planning application for highways reasons.
- It was acknowledged that many major highways were close to capacity so any small event, eg road works, could inevitably cause long delays and added congestion.
- The Strategic planning team annually reviewed its local transport plan, which included cycle routes and bypasses. Following a question asked by the Chair for an overview of strategic planning and any correlation between that and Local Plans to see any impact on

roads, the Officer offered to send a link to Devon County Council's (DCC) strategic documents.

- Cllr Hughes confirmed that officers from West Devon Borough Council would discuss all new proposed developments with their DCC planning colleagues to review the potential impacts on nearby roads.
- Following a question regarding speeding within the Dartmoor National Park area, the officer outlined the process required for the introduction of a speed limit on the Moor and the need to request for individual speed signs to be erected on the road.
- It was confirmed that DCC held a capital drainage budget and a revenue drainage budget: both budgets were described as limited. DCC would soon be asking local Town and Parish Councils what were their priorities and the responses received would be used to determine which schemes could be implemented. Many under highway drains were at capacity, therefore Cllr Hughes encouraged Members to canvas their local MPs, following a reduction of £20 million from the Highways budget last year. Any construction on the roads would look at drainage issues at that point.
- Following a question regarding the severe traffic congestion in Okehampton Town Centre, it was confirmed that three large shopping centres had been built just off the main street which had impacted on vehicular movements. The re-opening of the rail station should help in this regard. Medieval towns like Okehampton were trying to cope with modern traffic which was very difficult. Signals in middle Okehampton were synchronised to try to ensure movement through the town centre as quickly as possible but these were restricted.
- Clarification was given on how capacity was defined for roads and it was stated that most town centres were very close to their capacity. The Officer offered to send the definitive figures to the Committee but pointed out that the figure was often lower in towns as the street layout would impact, eg bus stops.
- Single track and narrow roads should be limited to 30mph was one Member's view. It was confirmed that a blanket policy of 30mph was not possible
- Following several questions from Members, the Officer confirmed he would be happy to pass on any queries to his colleague in Highways Planning. It was agreed that any questions would be sent to the Democratic Services Specialist for forward transmission.
- It was agreed that the Officer would circulate details relating to the 'Doing What Matters' budget changes.
- Although the Officer confirmed there was a disconnect between highways planning and function areas, it was confirmed that the two areas held regular meetings to review up and coming developments and to review Section 106 monies and their potential uses.
- Following a question regarding the Council's declaration of a climate change and biodiversity emergency, it was confirmed that DCC had been actively promoting cycling and walking for many years. It was

acknowledged that it was harder for those living in rural areas to access public transport as often provision did not exist. Cllr Hughes agreed to update the Committee on the A386 cycling route proposals.

- One Member queried what measurements determined responses on planning applications after being informed that there was only one yardstick used, and that was how many accidents, major or minor, and number of deaths had occurred in the vicinity of the application. The DCC Officer agreed to find out and update the Committee outside of this meeting.
- It was explained that roads were prioritised for repairs through information garnered from Neighbourhood Officers, and by using two types of scanning device: one for road deformation and another that registered cracking and surface deterioration. The collation of this information produced a county wide map highlighting road conditions which would be used to prioritise repairs. Major roads were prioritised over minor roads. Further to a question from a Member, it was confirmed that workers should be filling all nearby potholes and not just the one that had been assigned for filling. The Officer stated that he would remind the contractor of this requirement. The reduction in the Highway's budget meant that the repairs were severely limited.
- Following a question about speed limits in the Borough, it was outlined that a Borough wide speed limit of 20mph would not be possible but specific areas could be added to the list waiting for review. It was requested that any such areas should be highlighted with the relevant County Councillor.

The Chair thanked Cllr Hughes and Mr Fewings for their time, and confirmed that the Democratic Services Specialist would send a list of the items to be investigated further following this Meeting.

***O&S 15 LAMERTON HOUSING REPORT**

The Lead Hub Member for Housing introduced the report and explained the report was as had been presented to the Hub Committee Meeting on 16 March 2021 and therefore opened up to questions.

In response to questions, the following points were made:

- The strong local opposition to this proposal was, in part, due to opposition to the developing Neighbourhood Plan.
- The formation of a new Neighbourhood Planning group was being supported by officers, and it was hoped that a proposal could be developed that could be supported by all in Lamerton.
- The viability of the project would also now be impacted by the increase in construction costs in recent months which would counter the recent rise in house prices.

- It was confirmed that £135,000 had been spent on developing the project which would not be recoverable.
- One Member suggested looking at the option of zed pod housing.
- The Officer was requested to circulate the figures showing the relationship of salary to house prices across Britain.
- Homes was a significant part of the new 'Plan For West Devon' and officer resources would be reviewed to ensure housing had sufficient resource.
- The housing situation was exacerbated by many houses in West Devon being purchased for second homes and/or letting purposes. It was agreed that there was insufficient social housing provision in the Borough.
- It was confirmed that officers would soon be meeting with the Chief Executive of Live West to discuss the recent sales of affordable housing.
- Homes was agreed to be the first corporate theme to be reviewed by the Committee.

It was then:

RESOLVED

That the Overview and Scrutiny Committee:

- 1) **NOTE** the follow up report on the Lamerton Scheme;

and,

- 2) **RECOMMEND** that the Hub Committee **RECOMMEND** to Council that, we, as a Council, adopt a position to lobby Central Government, and our local MPs, to close the loophole which allows Small Business Rates Relief to second home owners who rent their home out for more than 140 days a year.

***O&S 16 RURAL BROADBAND: VERBAL UPDATE**

The Community Digital Specialist was unable to join the meeting so her bullet point update was circulated after the meeting.

***O&S 17 TASK AND FINISH GROUP UPDATES (if any)**

There were no updates.

***O&S 18 O&S ANNUAL WORK PROGRAMME 2021/22**

It was noted that the next meeting (to be held on 16 November) would include Cllr Davies and Mr Jones from Devon County Council to update the Committee on the Okehampton Rail line and public transport. The agenda would also include:

Review of Localities: Annual Report
Community Safety partnership
Council delivery on housing
Overview & Scrutiny Annual Report: 2020/21
Work programme

It was agreed to consider setting up a task and finish group to look at Housing provision and the role of Live West.

Following the questions raised in this meeting regarding Highways and Planning, it was agreed to invite DCC's Portfolio Holder for Planning and a senior officer to the meeting on 15 February 2022 to give a strategic overview of Planning and to review the impact of the environmental crisis.

The Police and Crime Commissioner had replied that they were unable to attend.

***O&S 19 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

Members referred to the earlier interesting discussions on both the housing and strategic planning issues facing the Borough and recognised that these would be subject to a great deal of ongoing consideration by the Borough Council.

(The meeting terminated at 4:08pm)

Chairman

PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

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

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

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

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Report to: **Overview and Scrutiny Committee**

Date: **16 November 2021**

Title: **South Devon and Dartmoor Community Safety Partnership**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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

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

Author: **Rebecca Hewitt/Claire Birch** Role: **Chair, Community Safety Partnership/Community Safety Specialist South Devon and Dartmoor Community Safety Partnership**

Contact: Rebecca.hewitt@teignbridge.gov.uk
Claire.birch@swdevon.gov.uk

Recommendations:

- 1. That the Committee identifies any issues to be raised at the next Community Safety Partnership meeting**

1. Executive summary

The purpose of this report is to provide Members with the opportunity to scrutinise the work of the South Devon and Dartmoor Community Safety Partnership (CSP).

2. Background

The CSP operates across Teignbridge, South Hams and West Devon and is a statutory partnership.

The CSP works collaboratively across Devon and the Peninsula to tackle issues such as child sexual exploitation, modern slavery, drug misuse, prejudice related crime, preventing violent extremism and domestic violence and abuse.

3. Outcomes/outputs

The CSP sets its priorities each March, with all partners using information from the Devon Strategic Assessment and also the Police and Crime Plan. The CSP also responds to emerging risks. CSP Staff attend fortnightly tactical meetings with Police.

The focus of the CSP is addressing areas where risk of harm is the most significant for our communities.

The outcomes of the CSP are monitored at each CSP meeting through the Local Delivery Plan (LDP) and annually through a performance review with the Office of the Police Crime Commissioner (OPCC).

In 2021/22 the CSP received a £25,000 grant of Safer Communities funding from the OPCC. This funding plan is developed alongside the Local Delivery Plan.

KEY ACHIEVEMENTS

3.1 Achievements across the whole of South Devon and Dartmoor area

| Priority | Activity |
|--|---|
| Sexual Violence, Domestic Violence and Abuse (SVDVA) | <ul style="list-style-type: none">• Quarterly SVDVA forums are convened with a range of partners and are well attended by all.• 'Later in life' toolkit was created and launched to partner agencies to address SVDVA in the older population.• Engagement in Domestic Homicide Reviews, no Domestic Homicide reviews have been undertaken in South Hams during the reporting period.• Toolkit for parents to support vulnerable young people in relation to behaviours and gender, online delivery undertaken in April to sixteen families who gave |

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| | <p>positive feedback and now being considered as a Devon wide initiative.</p> <ul style="list-style-type: none"> • Regular engagement with South Devon MARAC (Multi Agency Risk Abuse Conference) to create safety planning for those experiencing domestic abuse in South Devon. |
| Exploitation | <ul style="list-style-type: none"> • South Devon Exploitation Network – Two monthly meetings of the network are held to raise awareness of current risks. • Attendance at the Devon Anti-Slavery Partnership. • Attendance at the Devon and Torbay Prevent Partnership. • Continuing to promote the Exploitation Prevention Toolkit. The CSP presented as part of a Devon wide webinar on the impact of COVID on exploitation. The session was massively oversubscribed and further webinars are planned. Excellent feedback was received. • Promotion of the Partnership Information Sharing Form. • Engagement with the Adolescent Safety Framework to safeguard individuals and communities from risk of exploitation and harm. • Working with partner agencies to address concerning rise in hate crime and increase in offensive racist graffiti. • CSP facilitated the child centered policing team and counter terrorism specialists to deliver training directly to safeguarding leads in schools to support them in addressing concerning increases in inappropriate hate language within school environments. • The CSP hosted a training session delivered by the illegal money lending team from Bristol. Training was well received and attended by over fifty individuals. |
| Drug and Alcohol Misuse | <ul style="list-style-type: none"> • Increased awareness of drugs and alcohol issues within a wide range of organisations through county lines awareness raising. • Targeted interventions with Students at a South Hams school as part of a multi-agency approach. • Operation Moorland intelligence |

| | |
|---|--|
| | <p>briefings around blue pills that were thought to cause harm were circulated to partners.</p> |
| <p>Changes in Youth Culture / Youth Gang Activity</p> | <ul style="list-style-type: none"> • CSP working with WAVE Academy to deliver the Motiv8 programme. • Following conversations with schools concerns were raised about increased suicide ideation, the CSP funded Pete's Dragon charity to deliver an online session to school safeguarding leads within two weeks of concerns being raised. • Engagement with the Adolescent Safety Framework which reviews contextual safeguarding risks in the individual, peer and school context. • Members of Devon Youth Crime Prevention Partnership. • Key partner in the Turning Corners project (South Hams and Teignbridge). • Initiatives in schools working with a professional music partner to understand the impact of drill music and youth culture. • Fifty delegates attended training on gangs, youth violence, knives and criminal exploitation. Professionals from agencies including social care, police, secondary schools, NHS and Borough Council staff benefited from the training. • The CSP developed a pilot project working with the police, a local church and Young Devon to provide a safe place for vulnerable young people who were out and about in the night time economy. Once at the venue they would be safeguarded and directed to support services. The decision was taken to cease the project after the initial three sessions as there were no young people in and around the town centre, the learning and risk assessments are now in place should demand and risk suggest a similar scheme is required within the CSP area. |
| <p>Emerging issues</p> | <ul style="list-style-type: none"> • Engagement with agencies to respond to the COVID crisis. • Delivery of training to raise awareness of the impact of trauma. Online training was delivered over six sessions with a total of 96 delegates attending. |

| | |
|--|---|
| | <p>Feedback has been incredibly positive and good practice shared with the Devon Trauma network.</p> <ul style="list-style-type: none"> • Provision of 100 hand held domestic abuse alarms. • Literature review and engagement with partner agencies to identify best practice for interventions to address weapons and the fear of weapons. • Concern was raised about increasing anti-social behaviour on Dartmoor, the CSP worked with the Police, each Council and officers from Dartmoor National Park to develop a protocol for issuing community protection notices, this is currently under consideration by Dartmoor National Park. |
|--|---|

The annual CSP Forum took place online on the 9/12/20, more than 100 delegates from at least 50 different organisations engaged in the meeting and feedback was incredibly positive.

"Thank you for such an informative morning. The breadth of work is staggering, the attention to local need is excellent and the drive and success of partnership working is encouraging."

"A positive fusillade of information, passionately delivered."

3.2 Additional achievements specific to West Devon

- Following best practice from Teignbridge on the 11th October the first meeting took place between the Police, CSP and Children Care Home Managers across South Hams and West Devon. The purpose of the meeting is to ensure that care home staff can recognise the signs of exploitation, encourage them to report concerns, increase awareness of support and identify themes for our most at risk young people.
- Following concerns raised about risks within the community a project was established with students in Okehampton College, Police and the local community to divert away from drug use and wider risks. Issues in local area reduced after the project and positive community engagement with the partners.
- CSP funded Okehampton summer delivery through Space youth service – ten different activities were provided over the four weeks of the school holidays and a residential also took place. The projects engaged a total of 65 young people many of whom were new to the service. Positive feedback was received from the young people and

at the CSP meeting held in October Police said the situation had improved.

- CSP funded Tavistock summer delivery through Tavistock youth Café – In response to the ASB at the Meadows weekly Café sessions were held in the park as a place for young people to go. They worked with young people experiencing mental health issues on a 121 basis. They held day trips and outdoor sessions in the park that were attended by more than 30 young people. These sessions enabled them to reconnect with the young people they had lost contact with during the pandemic and they have had positive feedback from these young people.
- The CSP continues to attend Missing and Child Exploitation (MACE) meetings facilitated by Devon Children and Young People's Service, also Tactical Incident Management meetings chaired by Devon and Cornwall Police.

3.3 Achievements in Anti-Social Behaviour – West Devon

This report covers the period from 1st September 2020 to 30th September 2021.

Over the year there have been twenty nine referrals into the ASB escalation process. This is an increase of 33% on the same period last year. Of these referrals, twenty four came from the Police (an increase of 33%), two came direct from individuals (an increase of 100%) and three came from partner agencies (an increase of 50%). These referrals resulted in seven 1st stage letters being sent, a decrease of 42%. Fourteen 1st stage youth letters sent, an increase of 180%. Eight 2nd stage letters an increase of 300%. These spikes revolve around a series of incidents of anti-social behaviour by a small group of young people in Okehampton. As a result both Police neighbourhood Team and Youth Intervention Officer were working with the Youth Offending Team.

Three Acceptable Behaviour Contracts have been signed. This is a 200% increase compared to the same period last year. Two of these contracts signed were in Tavistock. One person continued in their behaviour and as a result has since been charged with criminal offences. The other person has stopped their behaviour. The other contract signed was in Okehampton and related to an individual's behaviour within their living complex. This contract involved Police, Community Mental Health Team, Housing provider and Care provider. While this contract is still in place there does appear to be continual breaches. All agencies are working together to now try and find a more suitable accommodation for the individual.

There have been no Community Trigger activations within West Devon compared to two in the previous year.

One Community Prevention Notice warning letter has been served. This is as a result of joint working with LiveWest. Unfortunately at this time it would appear that this will be escalated to a full notice being served.

An Anti-Social Behaviour Injunction has been served on an Okehampton resident by Sanctuary Housing following extensive partnership working between Sanctuary Housing, Police, the ASB officer and WDBC Housing department. As a result of the injunction the individual has moved out of the family home and has been found alternative accommodation by Adult Social Care outside of the area which has resulted in the ASB stopping for the community.

There is continued engagement with the monthly ASB meeting where individuals causing ASB are discussed with regular attendance by Police, Registered Social Landlords & West Devon Borough Council and Community Mental Health Team. At this meeting vulnerable adults are also discussed to ensure that all agencies are aware and that appropriate support is being offered.

4. Options available and consideration of risk

The CSP continues to be intelligence led and directed by the findings of the Devon Strategic Assessment. This document guides the CSP to understand the threat, risk and harm that our communities face. From a day-to-day basis engagement with partner agencies ensures that risk is dynamically managed.

5. Proposed Way Forward

Members consider the report and any issues be taken to the next CSP meeting.

6. Implications

| Implications | Relevant to proposals Y/N | Details and proposed measures to address |
|------------------|---------------------------|---|
| Legal/Governance | | The Council is required by section 19 of the Police and Justice Act 2006 to have a committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge by those authorities responsible for crime and disorder strategies of their crime and disorder functions. The Committee undertakes that role. |
| Financial | | 2021/22 income to the CSP included a £25,000 grant of Safer Communities funding from the Police Crime Commissioner. |

| | | |
|---|--|---|
| | | The staff costs of West Devon Borough Council contribution to Community Safety Partnership and Anti-Social Behaviour in 2021/22 was £16,679.00. |
| Risk | | Members consider the report and any risks be taken to the next CSP meeting. |
| Supporting Corporate Strategy | | Communities, Wellbeing and Homes |
| Climate Change - Carbon / Biodiversity Impact | | No direct carbon/biodiversity impact arising from the recommendations |
| Comprehensive Impact Assessment Implications | | |
| Equality and Diversity | | The CSP addresses issues including hate crime and specific crimes relating to vulnerable members of the community such as exploitation. |
| Safeguarding | | CSP staff engage in a number of safeguarding forums and promote effective safeguarding practice in their work. This links to internal Council safeguarding. The Community Safety Specialist also has a Safeguarding role at WDBC. |
| Community Safety, Crime and Disorder | | The report details the many implications on Community Safety of West Devon Borough SCouncil's engagement in the CSP. |
| Health, Safety and Wellbeing | | The CSP works closely with public health and other partners on health and wellbeing issues including alcohol, licensing and mental health. |
| Other implications | | |

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

Report to: **Overview and Scrutiny Committee**

Date: **16 November 2021**

Title: **Maximising Council Resources Thematic Delivery Update**

Portfolio Area: **Councillor Chris Edmonds**
Lead Member for Maximising Council Resources

Wards Affected: **All**

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

Date next steps can be taken:

Author: **Neil Hawke** Role: **Head of Strategy**
Pauline Henstock **Head of Finance Practice**

Contact: **01803 861323** Neil.Hawke@swdevon.gov.uk

Recommendations:

That Overview and Scrutiny Committee:

1. Consider the Thematic Delivery Update for the Plan for West Devon theme of Maximising Council Resources
2. Make any recommendations to the Maximising Resources Advisory Group.

1. Executive summary

- 1.1 The Council adopted its long term strategic plan, A Plan for West Devon, in September 2021 alongside a new Performance Management Framework.
- 1.2 The Performance Management Framework sets out how progress on delivering the plan will be monitored. The framework includes a role for the Overview and Scrutiny Committee to consider delivery updates on a theme by theme basis.
- 1.3 This report sets out an update on our priority focus area of Maximising Council Resources and is the first such thematic update report to be considered since the adoption of the plan.

2. Background

- 2.1 A Plan for West Devon was adopted by the Council in September 2021. In addition to setting the longer term vision for West Devon, it sets out specific actions that will underpin delivery of that vision.
- 2.2 Each priority focus area is the responsibility of a Lead Councillor of the Hub Committee. They are supported by an Advisory Groups of Councillors which have all met to agree the draft plan.

It is envisaged that these groups will meet a number of times throughout the year to consider updates and recommend any amendments to the thematic delivery plans.

- 2.3 There is a key role for members of the Overview and Scrutiny Committee to focus on scrutinising performance against the thematic delivery plans to ensure that progress is being made.

3. Outcomes/outputs

- 3.1 The 'Maximising Council Resources' Thematic update report is set out at Appendix A and includes a number of updates on actions contained within the adopted Plan for West Devon.
- 3.2 While the plan was only recently adopted (September 2021), the appendix highlights the positive progress in achieving the actions included within the Thematic Delivery Plan for 2021/22.
- 3.3 Future thematic update reports will follow the same format and are intended to be easy to understand by anyone that chooses to read them.
- 3.4 Following consideration by Overview and Scrutiny, each thematic update report will be published on a new webpage which will include all updates on A Plan for West Devon. This can be found here:- <https://www.westdevon.gov.uk/plan-for-west-devon>

4. Proposed Way Forward

- 4.1 The Overview and Scrutiny Committee are asked to consider the thematic delivery update attached at Appendix A and make any recommendations on the report to the Resources Advisory Group.
- 4.2 After consideration by the committee, it is proposed that the report be published on the web pages for A Plan for West Devon (www.westdevon.gov.uk/plan-for-west-devon) as a public record of progress against delivering the actions.

6. Implications

| Implications | Relevant to proposals Y/N | Details and proposed measures to address |
|--|---------------------------|--|
| Legal/Governance | Y | Transparency in reporting on performance of our strategic priorities is a key aspect of good governance. |
| Financial implications to include reference to value for money | Y | The thematic update report includes a narrative about the Councils progress in ensuring its future financial sustainability and in lobbying for fairer funding for rural services. It also sets out the steps that the Council is taking to continually review its services in order to ensure value for money. |

| | | |
|---|---|---|
| | | The report does not make any recommendations that will lead to any financial implications. |
| Risk | Y | The Thematic Delivery Update (Appendix A) considers risks related to each individual action within the delivery plan. |
| Supporting A Plan for West Devon | Y | This report sets out a progress update for the Maximising Council Resources theme and enables Councillors the opportunity to monitor progress. |
| Consultation and Engagement Undertaken or Proposed | Y | A Plan for West Devon was shaped based on consultation and engagement spanning some 12 months including a public consultation on the final plan. The thematic delivery update is purposefully written to be clear and understandable by all. Once considered by Overview and Scrutiny, it will be published on our webpage as a record of progress for this theme. |
| Climate Change - Carbon / Biodiversity Impact | N | This report does not have any direct implications in respect of Climate Change / Biodiversity |
| Comprehensive Impact Assessment Implications | | |
| Equality and Diversity | | None |
| Safeguarding | | None |
| Community Safety, Crime and Disorder | | None |
| Health, Safety and Wellbeing | | None |
| Other implications | | None |

Supporting Information

Appendices:

Appendix A – Maximising Council Resources Thematic Update Report

Background Papers:

A Plan for West Devon sets out our high level ambition. It can be found here: <https://www.westdevon.gov.uk/plan-for-west-devon>

The Thematic Delivery Report can also be found at the same link above.

| Process checklist | Completed |
|---|------------------|
| Portfolio Holder briefed/sign off | Yes/No |
| SLT Rep briefed/sign off | Yes/No |
| Relevant Heads of Practice sign off (draft) | Yes/No |
| Data protection issues considered | Yes/No |
| Need for a Communications Plan? | Yes/No |
| Accessibility checked | Yes/No |



Maximising Council Resources

Thematic Progress Update
November 2021



Lead Member Introduction

A key element of A Plan for West Devon is ensuring that the Council makes the best use of the resources available to it and makes effective decisions for the future.



Cllr Chris Edmonds
Lead Member for maximising our resources

This update report sets out the progress the Council has made in achieving the key actions set out in the 2021/22 thematic delivery plan and I'm pleased that significant progress has already been made across this theme area.

We continue to implement our new, easier to use computer systems and have also connected our phone system to the computer systems meaning that our customers can switch between online and phone seamlessly. We have also made good progress in ensuring that all staff are aware of how they contribute to the success of A Plan for West Devon across the Council with all staff having an Appraisal scheduled as part of our performance management framework.

This is the first performance report aligned to A Plan for West Devon with some of the key achievements being:

- ✓ **New Performance Management Framework implemented with all Senior Managers having had an appraisal which will now be rolled out to their teams**
- ✓ **Our new customer facing computer system (known as Netcall) has gone live and been in use for 12 months**
- ✓ **Contract awarded and implementation underway for a new Human Resources, Payroll and Employee Performance Management system**

| | | | |
|--|---|---|-------------------------------|
| 7 Activities on Track and within budget | 3 Activities requiring additional intervention or have uncertainties that require managing | 0 Activities off track with no current clear plan to resolve | 0 Not yet due to start |
|--|---|---|-------------------------------|

Over the coming pages, we set out more in-depth update for each action along with the wider benefits to our communities.

While we continue to await details of the Council's final budget settlement for next year, we are pleased to see that we should be provided with a three year settlement, providing us with more certainty about the funding available to us than in many recent years.

Chris Edmonds

Cllr Chris Edmonds

Lead Member for Maximising Resources



Action R1.1 – Implement our new customer focused system to enable our customers to engage with us both online and on the phone

Key Highlights

There are a number of different systems currently being implemented that will improve the way that our customers access our services online or on the phone. This is known as the Future IT Project (or FIT Project for short). Key highlights for this period include:

Systems for applying for (or commenting on) planning permission - The team continue to work towards a go-live date of 23rd November. Dashboards are in place. The public planning search is configured and enables anyone interested in a planning application to download all of the associated documents with just one click. It will also enable separate tabs for letters of representation.

Environmental Health systems – This system will ensure that our environmental health team can track customers’ cases from the point they are received right through to closure of the case. The food inspection mobile solution which enables officers to carry out inspections and complete the assessments directly in the system while on the premises is currently the subject of training for officers. This is due to be completed on 5th November. Feedback from the service has been positive. A recent upgrade to the new system has enabled the automatic production of Food Standards Agency reports from the new system.

Customer Facing systems – ‘Report-It’ The system we use to enable our customers to report issues to the Council has been in use for 12 months now. Process deployment continues with over 50 processes now live with demonstrable financial savings. One example of this was our ability to quickly design computer systems to enable us to process Covid-19 business grants and emergency welfare grants without requiring a significant financial investment.

Our internal Accountancy System. - Work has begun to upgrade our Accountancy systems to provide a better internal customer experience and a more stable platform. This will provide our budget holders with easier access to financial information, enabling them to make effective financial decisions and continue to provide good value for money services.

HR, Payroll and Staff Performance Management – Our current Payroll system is outdated and the supplier intends to no longer provide technical support. As a result, we have awarded a contract to a well-established public sector Payroll and HR system provider, Midland Itrent. Work has commenced to extract existing data from our current system, for the migration into the new one. The new system will enable our staff with better access to employment information and also provide our managers with real time data about their teams.

Key Risks / Issues

Significant risks arise from insufficient resources within the business to support the FIT project whilst simultaneously maintaining acceptable performance levels. Concerns around suppliers’ capacity to rapidly address issues arising from testing, in a timely way.

Looking ahead to the next 6 months

- Planning Go Live – By end of November 2021.
- Environmental Health Go Live of all remaining modules – early 2022
- Introduction of mobile solutions for Planning and EH
- Completion of migration of all documents into the Information @ Work DMS.

What difference will this make?



Implementing new customer friendly computer and telephone systems will mean that our customers get the services they need as simply as possible and means our staff can carry out their work efficiently.

- Users of our Planning Application portal will be able to download all documents related to an application at the single click of a button
- Our Environmental Health Officers will be able to complete food inspection reports while at a premises with the information instantly available in the system
- Our internal staff will have easier, real time information related to finance and staff performance – enabling better business decisions

| | |
|-----------------------|--|
| Overall Rating | AMBER –Risks are being managed but we are at a critical point and significant management is required at this stage |
|-----------------------|--|

Action R1.2 – Ensure we manage the Council’s performance effectively

Key Highlights and benefits

Alongside the adoption of ‘A Plan for West Devon’, Councillors also approved the new performance management framework (Pages 36-40 of the [delivery plan](#)). The framework sets out how we will monitor and report on progress against our priorities. We have forward planned ‘Thematic Delivery Updates’ for the next 6 months of Scrutiny meetings to ensure that regular progress updates are provided to Councillors.

Alongside this, the Head of Strategy will support the Senior Leadership Team to maintain oversight of all deliverables within the Plan for West Devon by implementing a monthly reporting process. This will see the lead staff members for each action providing a short, written update by the 10th of each month including a Red /Amber/Green assessment of action progress. These reports will then be provided to each Lead Councillor so that they can hold staff to account for delivery of the actions.

Work continues to develop a suite of Key Performance Indicators (KPI’s) for the Council aligned to the Plan for West Devon. The new KPI’s will mean that we can monitor how responsive we are to our customers’ needs and also allow us to compare our performance to other Councils. The aim is for the KPI’s to be adopted by Hub Committee in December 2021.

Key Risks / Issues

The key risk is around failure to design and adopt new KPI’s meaning that we’re not able to clearly demonstrate to our customers how the Council is performing.

Looking ahead to the next 6 months

- Seek approval from Hub Committee for the revised Key Performance Indicators – Dec 21
- Launch the monthly reporting scheme for Plan for West Devon Action owners – Dec 21

What difference will this make?

Implementing the new performance management system will ensure that we focus on delivering on the right things for West Devon and that our Councillors can clearly see how our plans are making a difference within the Borough.

- Performance against A Plan for West Devon will be scrutinised by Councillors
- We will be able to see how we are performing against other similar Councils

| | |
|-----------------------|------------------|
| Overall Rating | GREEN – ON TRACK |
|-----------------------|------------------|

Action R1.3 – Carry out reviews of services in order to improve the customer experience

Key Highlights



It is important that the Council keeps its services under review, ensuring that they have the right resources, policies, tools and training to provide a good customer service and value for money. The first review undertaken has been of the Development Management (Planning) Service. This review was supported by specialist advice and input from the Local Government Association Planning Advisory Service. One of the first actions to be implemented is the addition of extra Planning and Legal staff to support the high volumes of planning applications that the Council receives.

A review of the Revenues and Benefits Service is also underway in order to ensure it is maximising the Services' financial recovery whilst ensuring that our customers are being supported in the best possible way. This service has seen a significant increase in work linked to our response to Covid-19 and it is likely that workload will continue to be remain high as the impacts of Covid-19 and cost of living pressures increase. It is therefore important that we consider how this team operate in the future to remain as responsive as possible.

Within the last month the Senior Leadership Team have reviewed how we structure other parts of the Council to better meet the needs of our residents. As a result of the review, we have appointed an interim Head of Waste Services to oversee the management of the Waste Contract following the retirement of the previous post holder. The Development Management Service has now moved to within the Governance Directorate, the Finance Team have moved under the Director of Finance and our Head of Housing, Revenues and Benefits will now change to focus solely on supporting our priorities around Housing. Revenues and Benefits will temporarily be managed by the Business Manager (Specialists) until the service review of Revenues and Benefits has been concluded.

Combined, these changes will mean a more even spread of services across the Senior Leadership Team, ensuring enhanced support and management for those teams.

Key Risks / Issues

There is a risk that in undertaking service reviews, there is an impact on the ability to maintain business as usual services at the same levels. We will mitigate this as much as possible by identifying resources to support the service reviews and ensure that reviews are planned during periods that will have less of an impact.

Looking ahead to the next 6 months

- Scope and commence Contact Centre review
- Agree forward plan of other service reviews

What difference will this make?

Ensuring that our services are reviewed regularly will mean that we are responsive to the needs of that services customers. Following a review of our Development Management (Planning) service, it was identified that additional staff were needed to deliver a quality level of service. These posts will be recruited to in the comings weeks.

Overall Rating

GREEN – ON TRACK

Action R1.4 – Manage and Support our employees to deliver the best possible service

Key Highlights



Ensuring our employees are managed and supported is critical to the success of the Council and the delivery of our priorities as set out in A Plan for West Devon.

While employees have had ongoing management and Personal Continuous Improvement discussion each year, we feel that now is the time to re-implement annual appraisals for all staff.

The new annual appraisal and objective setting process will see every employee having an annual objective setting discussion with their manager (or other logical senior officer) to set clear objectives to support A Plan for West Devon, provide a quality customer experience and deliver on key service objectives. The Chief Executive, Senior and Extended Leadership Teams have all held their annual appraisal and objective setting discussions with the rest of the staff having an appraisal by February 2022.

This is a positive step forward in managing performance across the Council.

To support the staff performance management process in the future, we have purchased a new HR and Payroll system. The current system is outdated and does not offer functionality for central recording of individuals' objectives. The new software, provided by Midland Itrent will be implemented across both West Devon and South Hams for all staff and members to use with staff being able to record their objectives and gain feedback from managers in the system.

Following an incredibly busy 20 months during the Covid pandemic, we will be recognising outstanding performance by staff through a Staff Awards event which will be held in December 2021.

Key Risks / Issues

- The key risk is related to the implementation of the new HR and Payroll system. We will undertake a two month parallel run with our current system in order to ensure that the system operates correctly.

Looking ahead to the next 6 months

- Continue to deliver appraisals for all staff so that everyone has been appraised by February 2022
- Staff awards scheduled for December 2021 to highlight excellent performance

What difference will this make?

Implementing an annual appraisal is an opportunity for us to set out clear and measurable targets for our staff. These will include targets around supporting the delivery of A Plan for West Devon, a focus on responding to customers in a timely manner and individual service improvement activities. It will also be an opportunity for employees to highlight anything that is preventing them from being even better performing.

Overall Rating GREEN – ON TRACK

Action R1.5 – Ensure Annual Budgets meet our service delivery requirements

Key Highlights



We have aligned our financial planning process with the new 'A Plan for West Devon'. The plan has a fully costed delivery plan for the next three years which can be reviewed alongside the annual budget setting process.

We are currently reviewing the budget position for 2022/23 following the spending review 2021 announcement. A budget workshop for all Members is scheduled for 16th November and will focus on updating Members on the impacts of the spending review announcement, other known pressures and any opportunities. This will enable Members to fully consider the budget for 2022/23 in the coming months. The final budget will be considered in February 2022.

Key Risks / Issues

Car parking income continues to be significantly impacted as a result of the Covid-19 pandemic. A full position on this will be presented with the next budget monitoring report in December.

There is a risk that unpredicted events occur that may impact on our budget. We cannot fully understand the potential impacts of a Covid resurgence over the winter months which could impact on Council income particularly in respect of Car Parking. We are however developing plans to promote our highstreets over the winter months and in to the Spring which will hopefully encourage more people to visit and spend time in our towns.

Looking ahead to the next 6 months

- Budget workshop – 16th November
- 2022/23 budget will be considered by Council in February 2022.
- In April, our Finance team will commence closure of accounts and begin work to establish 2021/22 financial outturn

What difference will this make?

In order to deliver core services such as Waste, Revenues and Benefits, Housing etc. the Council must set a balanced budget annually. If we were to find ourselves in a position where we could not set a balanced budget, we would be required to look at making service changes to reduce our costs.

Overall Rating

GREEN – On Track

Action R1.6 – Work to secure the Council's longer term financial sustainability

Key Highlights

The intention is for a multi-year Spending Review (SR2021) for three years from 2022/23 to 2024/25.

There were single year Spending Reviews in 2019 and 2020. Spending Review 2021 therefore represents the first return to multi-year settlements since 2015.

For Local Government there will be an average real-terms increase of 3% in core spending power (However core spending power includes Council Tax and New Homes Bonus funding so we will need to see the detail of this with the Finance Settlement announced later)

£4.8billion of grant funding will be available to local government over the next three years, the equivalent of £1.6billion a year.

Key Risks / Issues

While we may be given a multiyear settlement, there are still unknowns that will impact on the budget – for example, the Pay Award for Council staff has tended to be agreed annually. For each 1% pay rise awarded each year, the Council has to find an additional amount of funding.

Looking ahead to the next 6 months

- Chancellor announces Local Government Settlement – December 2021

What difference will this make?



Securing the Council's longer term financial sustainability will mean that we can work with our communities to make West Devon an even better place to live, visit and do business.

We have agreed a three year funding plan to deliver on our aspirations as set out in A Plan for West Devon but we must also look beyond that to ensure we can continue to deliver on our vision.

A multiyear spending review (where the Government give us assurances over the levels of funding available for more than one year) will mean we can plan further ahead than normal (as in recent years we've only been given one year's confirmation of funding).

| | |
|-----------------------|--|
| Overall Rating | Amber – due to longer term uncertainty |
|-----------------------|--|

Action R1.7 – Identify Opportunities to Spend More Locally

Key Highlights

We have commenced analysis of current Council spend to identify how much is spent within the Borough, how much is spent within Devon and how much is spent further afield. Alongside this will be a first assessment of areas of spend that we could target to procure locally. This will be considered by the Resources Advisory Group early in 2022.

Key Risks / Issues

There is a risk that we are not able to procure the services require locally while also achieving best value for money however we can look to work with local suppliers to develop relationships.

Looking ahead to the next 6 months

- Review business case for a local supplier portal which will enable local suppliers to register and then the Council can purchase goods from them through the portal.
- Schedule a local supplier engagement event for Spring 2022

What difference will this make?

This action could support our economy by actually ensuring that more of the Council's budget is spent in the local area. It could also potentially support our climate ambitions with local deliveries being much better for the environment than goods coming from further away.

| | |
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| Overall Rating | AMBER - uncertainty around how much we can increase local spend until analysis undertaken. We will then be able to set a target. |
|-----------------------|--|

Action R1.8 – Work Across Devon to increase efficiency and share services where it means you get a better service

Key Highlights

We are currently having initial discussions to consider exploring options for closer working with other Devon Councils in respect of procurement support services.

Key Risks / Issues

- Lack of buy-in to progress with closer work opportunities identified in the business case. We will ensure that if a business case comes forward that WDBC supports, we encourage other Councils to seriously consider the options.

Looking ahead to the next 6 months

- Develop outline business case for procurement support services
- Continue to identify opportunities for wider working

What difference will this make?

Working with other Councils to buy similar goods and services may save us money by achieving better economies of scale. It would also mean that we can share best practice in buying goods and services and further develop public sector procurement expertise across Devon



| | |
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| Overall Rating | GREEN |
|-----------------------|--------------|

Action R1.9 – Lobbying for fairer funding for rural services

Key Highlights

The Council continue to be members of the Rural Services Network.

Cllr Kimber attended the Rural Services Network Conference and has reported back that he is pleased that the network are still championing fairer funding for rural services. An introduction to the Rural Services network can be seen here:- <https://www.youtube.com/watch?v=SM9tNYX04Yo>

Key Risks / Issues

None

Looking ahead to the next 6 months

- Continued engagement with RSN and responding to consultations where possible

What difference will this make?

Continuing to work with the Rural Services Network means that we can have a much louder voice when lobbying for fairer funding than lobbying by ourselves. We want to ensure that the funding we receive in the future acknowledges the additional cost of delivering services in rural West Devon.

| | |
|-----------------------|--------------|
| Overall Rating | GREEN |
|-----------------------|--------------|

Action R1.10 – Assess suitability of all asset base and Council owned property

Key Highlights

The Council has an annual income from its employment estates of over £330,000 per annum (with the current occupancy rate being 87.3%).

We have just completed two new leases on Tavistock Business Centre (Pitts Cleave) which means that it now has 75% occupancy. The Council’s Investment Property portfolio continues to generate an ancillary net income for the Council in the region of £300,000 per annum.

We also continue to consider the opportunities for maximising use of Kilworthy Park. The Council Chamber at Kilworthy Park requires an upgrade to the IT systems including microphones as the current equipment is reaching end of life and spares can no longer be ordered. A report will be considered by the Hub Committee as part of the 2022/23 Capital Proposals.

Key Risks / Issues

None

Looking ahead to the next 6 months

- Obtain quotes and specifications for new microphones and supporting IT equipment

What difference will this make?

Overall, ensuring we make the best use of Council assets will mean that we offer better value for money. Renting out space that would previously have been used by Council staff generates an income which contributes to the cost of our services. We also have a number of business units which offer space to local businesses. In addition to generating income for the Council, this has a benefit of supporting the economy in West Devon.

Updating the IT equipment in the Council Chamber will mean that our decision making meetings can continue to be streamed to the public, enabling everyone to scrutinise the work of the Council and increasing transparency of our decision making process. It will also mean that we can invite other partner agencies to our meetings ‘virtually’.

| | |
|-----------------------|--------------|
| Overall Rating | GREEN |
|-----------------------|--------------|

This update will be considered by the West Devon Borough Council Overview and Scrutiny Committee at their meeting on Tuesday 16th November 2021.

You can view the meeting by visiting our  **YouTube** channel:

<https://www.youtube.com/channel/UCDZEXV47SxBpXUDR6qbhtIA>

You can find out more about A Plan for West Devon by visiting

www.westdevon.gov.uk/plan-for-west-devon



Report to: **Overview and Scrutiny Committee**

Date: **16th November 2021**

Title: **Performance Update Report**

Portfolio Area: **Performance**
Portfolio holder: Cllr Chris Edmonds

Wards Affected: **All**

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

Authors: **Jim Davis** Role: **Customer Improvement Manager**

Contact: Jim.Davis@swdevon.gov.uk

RECOMMENDATIONS

- 1. That the Overview and Scrutiny Committee note the performance figures shown in the Pentana report.**

1. Executive Summary

- 1.1** The purpose of this report is to provide a high level update of performance (July to September 2021) across the Council for Members' scrutiny.
- 1.2** Reporting is being changed to coordinate with the actions and progress against the strategy themes so this light touch report is just to maintain awareness of ongoing performance.
- 1.3** Data will still be collected in Pentana, the Council's performance tool, but as the FIT (future IT) project progresses more data and more timely data will be available through live dashboards.
- 1.4** Performance has stayed consistent in most areas as the level of additional work caused as a result of the pandemic has started to reduce.
- 1.5** The Contact Centre is still seeing significant challenges with around 10% increase in calls compared to last year.

2. Background

- 1.1 Waste figures are always delayed due to slow reporting from third parties such as Devon County Council and FCC but the Q1 figures have now been updated. Missed bins have seen a consistent increase due mainly to the well-publicised HGV driver shortage.
- 1.2 There is a delay in reporting of planning figures as all planning resource is heavily focused on testing and preparing for the go-live of the new planning system, Assure and document management system, Information@work. The usual Page 3 of the dashboard showing the planning data has not been included as it hasn't been updated from the Q1 figures.

2 Outcomes/ outputs

Appendix A contains screen shots of Pentana dashboards showing monthly or quarterly performance levels over previous years.

- 2.1 The Contact Centre has seen a slow increase in calls of around 10% from the same quarter last year which has added continued pressure onto the team.
- 2.2 Benefits processing speed continues to show good performance at the lower end of the historic range.
- 2.3 Sickness across the Council has maintained its long term low level.
- 2.4 Web transactions have begun to reduce as the number of additional processes available for customers due to covid has reduced. In parallel with a small increase in phone calls this has reduced our ratio of online customer contact.

3 Options available and consideration of risk – future recommendations;

- 3.1 The Adoption of 'A Plan for West Devon' and the supporting thematic delivery plans will be the basis for a new corporate performance management report.
- 3.2 The current data set will still be recorded and will be available online through Pentana at any time.

6 Implications

| Implications | Relevant to proposals Y/N | Details and proposed measures to address |
|------------------|---------------------------|---|
| Legal/Governance | Y | The Overview & Scrutiny Committee is responsible for both an overview of performance and for scrutinising how the Council is performing as an organisation. |

| | | |
|--|---|--|
| Financial | N | There are no direct financial implications of the report or the recommendations, as these are performance related. |
| Risk | N | |
| Comprehensive Impact Assessment Implications | | |
| Equality and Diversity | N | |
| Safeguarding | N | |
| Community Safety, Crime and Disorder | N | |
| Health, Safety and Wellbeing | N | |
| Other implications | N | |

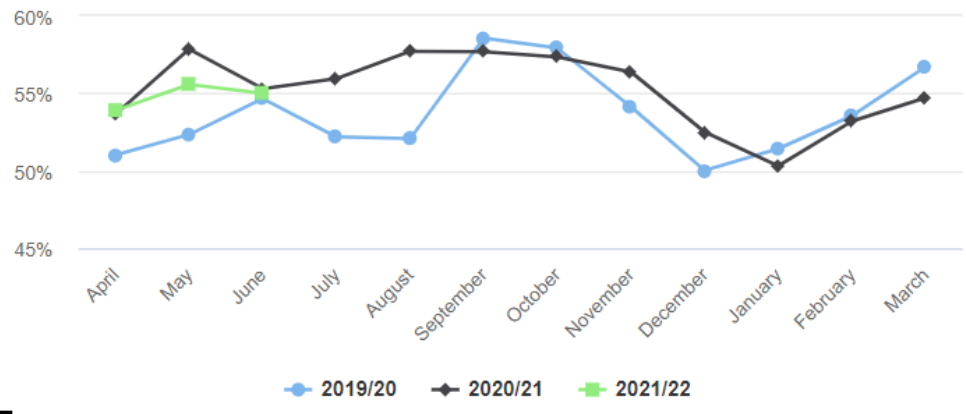
Supporting Information

Appendices:

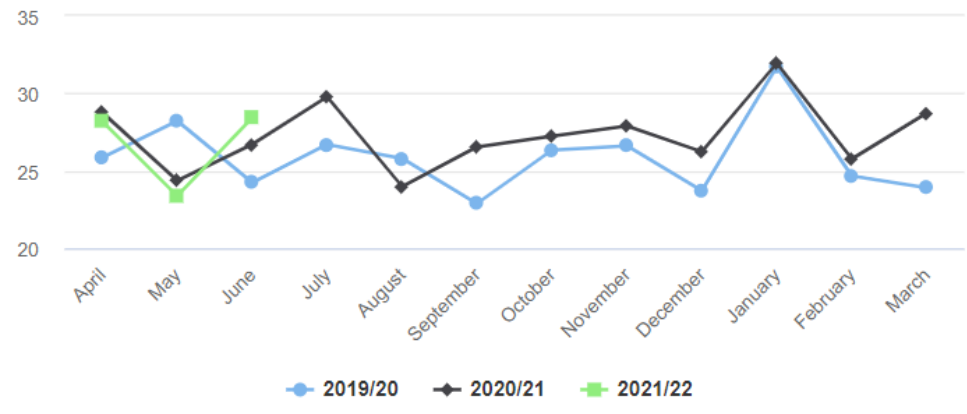
Appendix A – Screenshots of latest data from Pentana

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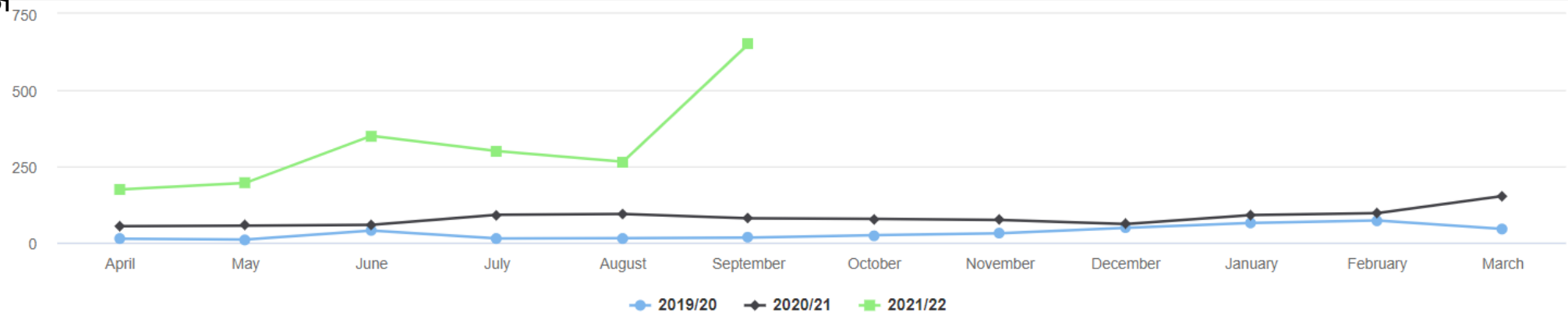
WD-NI 192 Percentage of household waste sent for reuse, recycling and ...



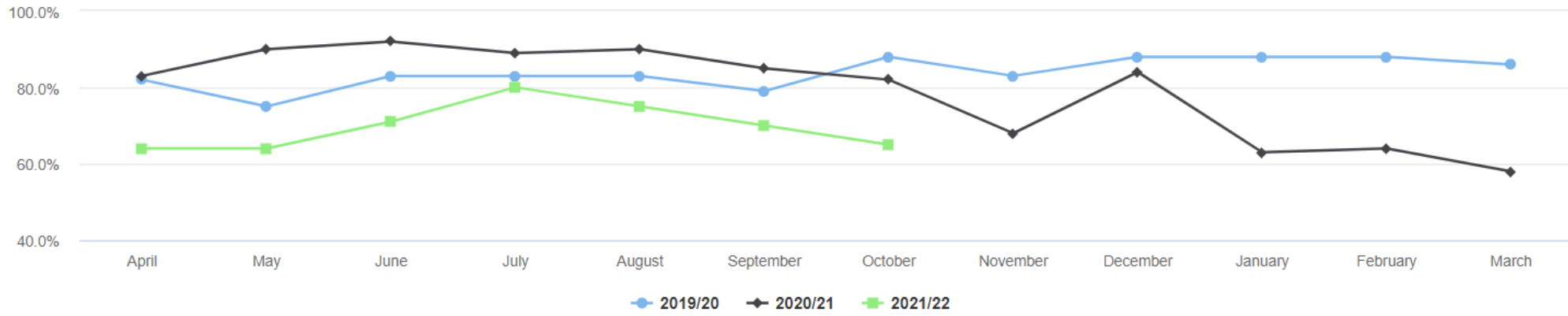
WD-NI 191 Residual household waste per household (average kgs per ho...



WD-L20b Average No. of collections missed per 100,000 collections of household waste

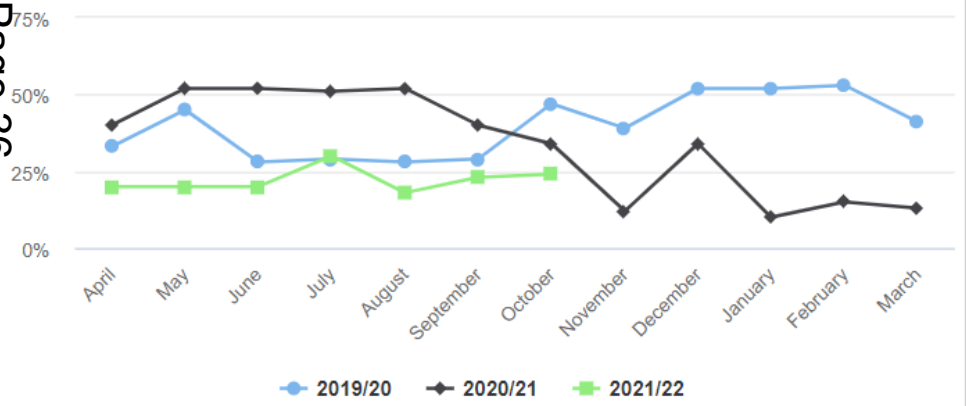


CST2a CST Percentage of telephone calls answered

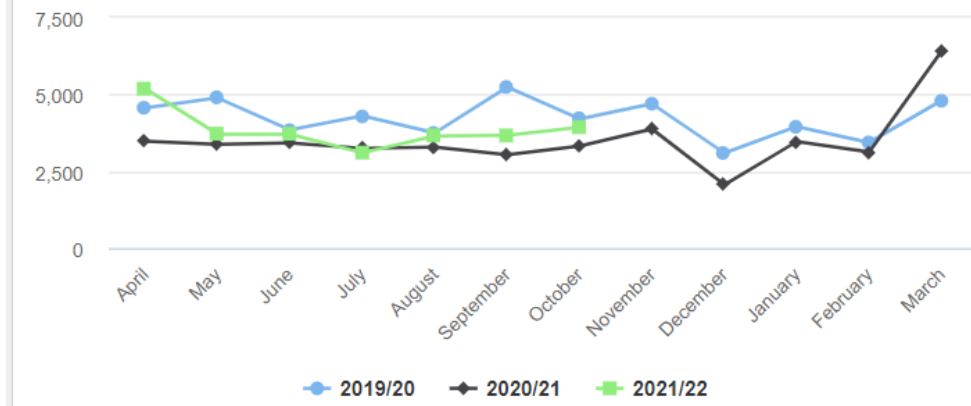


CST1a CST Grade of Service (% of calls answered within 20 seconds)

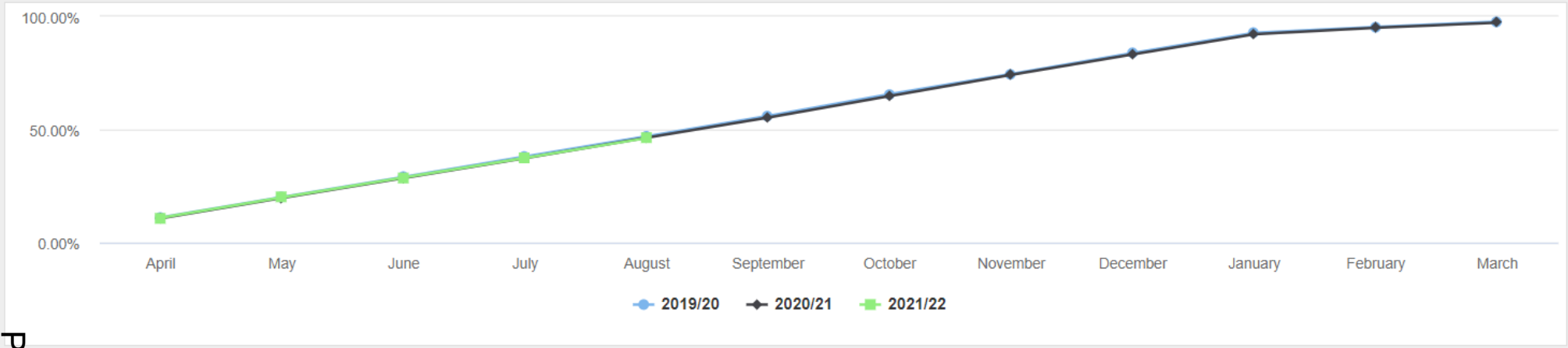
Page 36



WD-CST10 Total Calls to WD



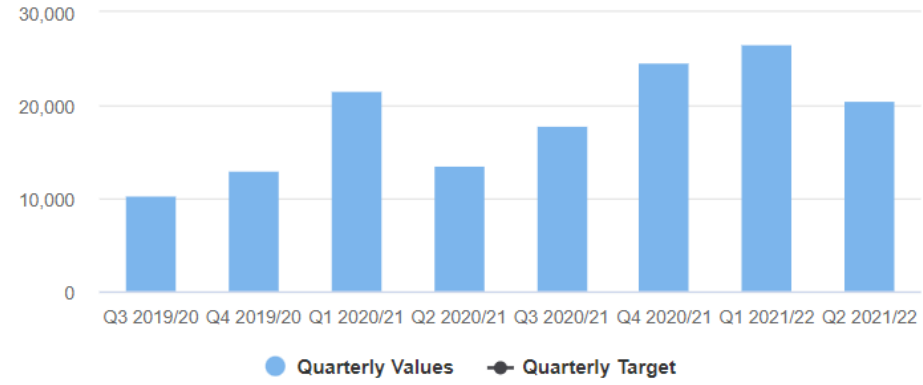
WD-BV9 % of Council Tax collected



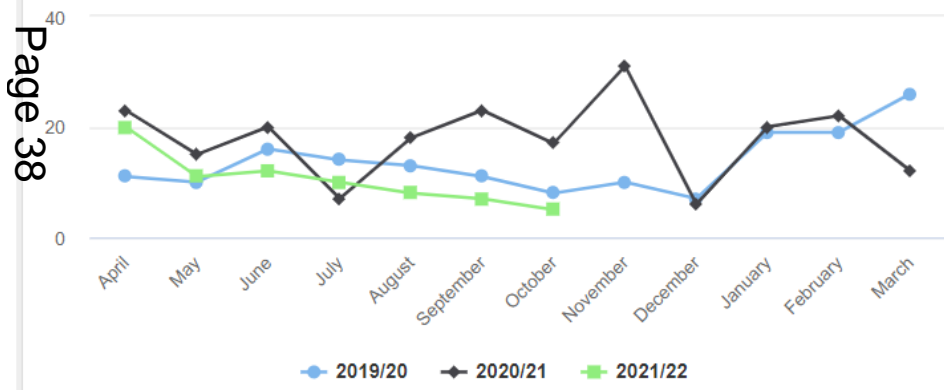
% of customer contact through online interaction



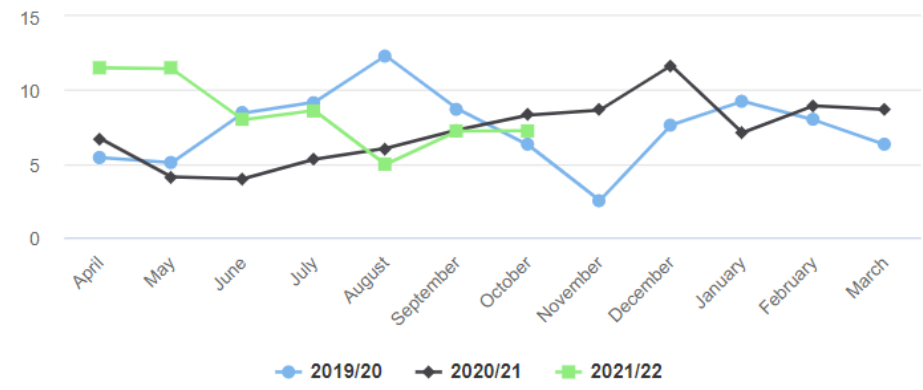
WEB Online submissions - Liberty & W360



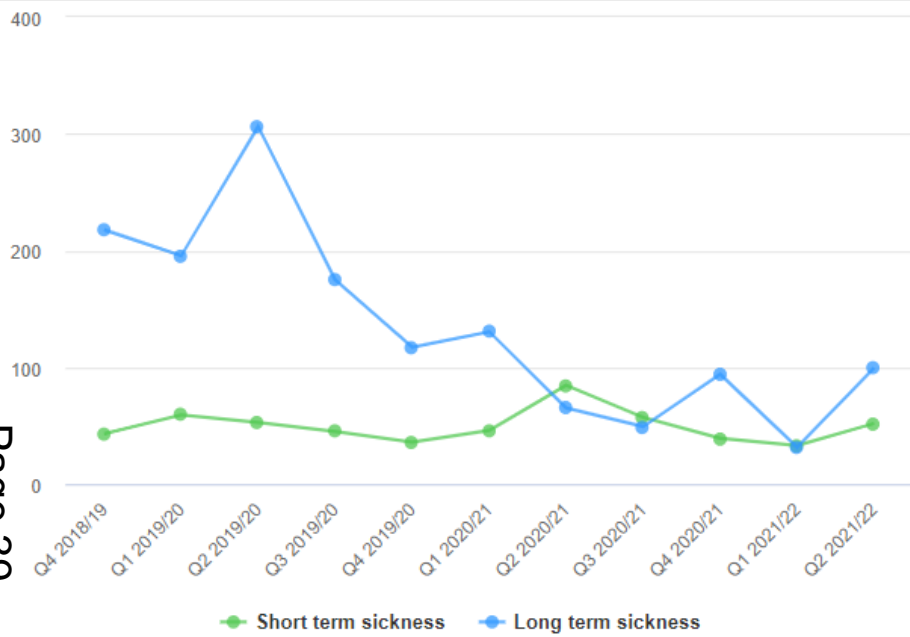
Number of households where homelessness prevented



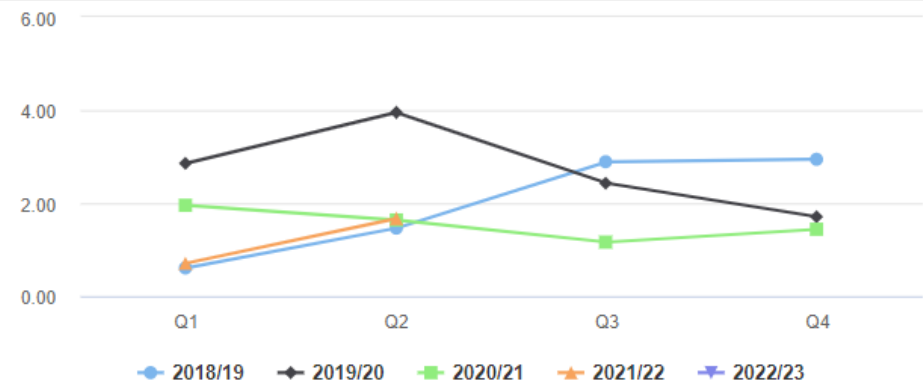
Level of temporary accommodation use (Avg over the month)



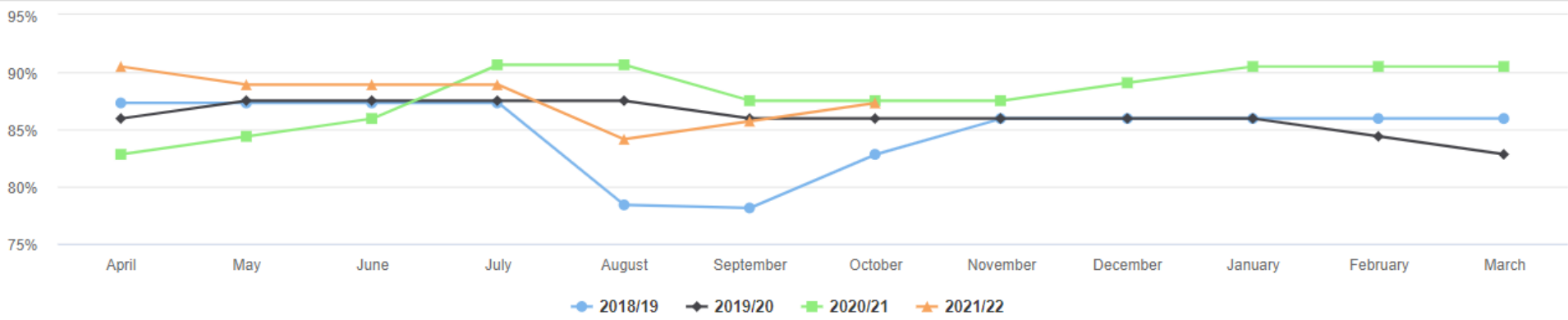
WD Sickness



Working Days Lost Due to Sickness Absence (average days per FTE)



WD-P1 Employment estates occupancy levels (snapshot)



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Report to: **Overview and Scrutiny Committee**
Date: **16th November 2021**
Title: **LOCALITIES TEAM UPDATE**
Portfolio Area: **Customer First**
Portfolio holder: Cllr Terry Pearce

Wards Affected: **All**

Relevant Scrutiny Committee: **N/A**

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

Date next steps can be taken:

Authors: **Chris Bell** Role: **Localities Team Leader**

Contact: Chris.Bell@swdevon.gov.uk

RECOMMENDATIONS

That the Overview and Scrutiny Committee notes the changes in the structure of the Localities Team and the work undertaken in the past 12 months and continues to support the locality model pending ongoing monitoring and a further report in 12 months.

1. Executive summary

- 1.1 The Localities Team Leader brought a report to the Overview & Scrutiny Committee in November 2020, detailing how the Localities Service had been operating in the previous 12 months, and how the service had evolved from initial inception in 2015. In the previous report, the Team Leader set out future plans on how to further develop the Locality Service to continue to meet Council needs. The Overview & Scrutiny Committee recommended in November 2016 that the Locality Model should continue to operate pending ongoing monitoring and a 12-monthly report.
- 1.2 The Localities Team acts as a liaison and support service providing information and support to Members, multi-agency partners, residents and officers on a wide range of resident-facing Council services.

- 1.3 Locality working was a key and innovative part of the Council's transformation programme, and the Localities Team have been in operation for over six years. The Service continues to evolve, responding to changing priorities and covers service elements previously covered by a number of departments across the Council. The range of services and support delivered by the Localities Team continues to be well received both within the Council and by residents and partners.
- 1.4 In the past year, a review of the West Devon Locality Service was carried out by a West Devon Task & Finish Group. While there were minimal wholesale changes to the structure, there has been more support and a clear escalation route with the introduction of the Senior Mobile Locality Officers.

2. Background

- 2.1 The following background information provides an overview of how the Localities Team is currently operating. The locality service was formed in June 2015 as a liaison and support service that undertakes work on behalf of a number of services across the Council. The model has now diversified with the addition of officers shared between the Council and South Hams District Council. The model allows the locality officers to have more support, a clear point of escalation and further administrative support to allow the Team to be out in the community for more time than ever before. The current structure is set out paragraph 2.1.4 below.
 - 2.1.2 With the Covid-19 pandemic, the Localities Team have been at the forefront of many of the priority tasks that have been required of the Council, including carrying out many activities to support the communities in their time of need. The localities team have also been involved in some of the statutory duties which have been required of local authorities including Covid-19 compliance visits, and have provided an essential support to the Covid Compliance Officers.
 - 2.1.3 There has been a change of personnel within the Localities Team Leader position as of August 2021, and the new Team Leader is looking to focus on efficiencies within the Service and how we can fine-tune our processes to ensure we continue to improve, respond effectively to changing priorities and provide a value for money and efficient service.

2.1.4 Structure



2.2 Mobile Locality Officers

There are three Mobile Locality Officers who cover designated areas across West Devon. These officers are paid a Level 8 salary and are each equipped with a Council vehicle and an iPad. These officers undertake a wide variety of tasks (see below) and receive dedicated training to help them fulfil their roles. Mobile Locality Officers are issued their workload on a daily basis predominantly via the All on Mobile platform. They receive varied work requests during the course of their day and are often able to respond quickly to cases requiring urgent attention.

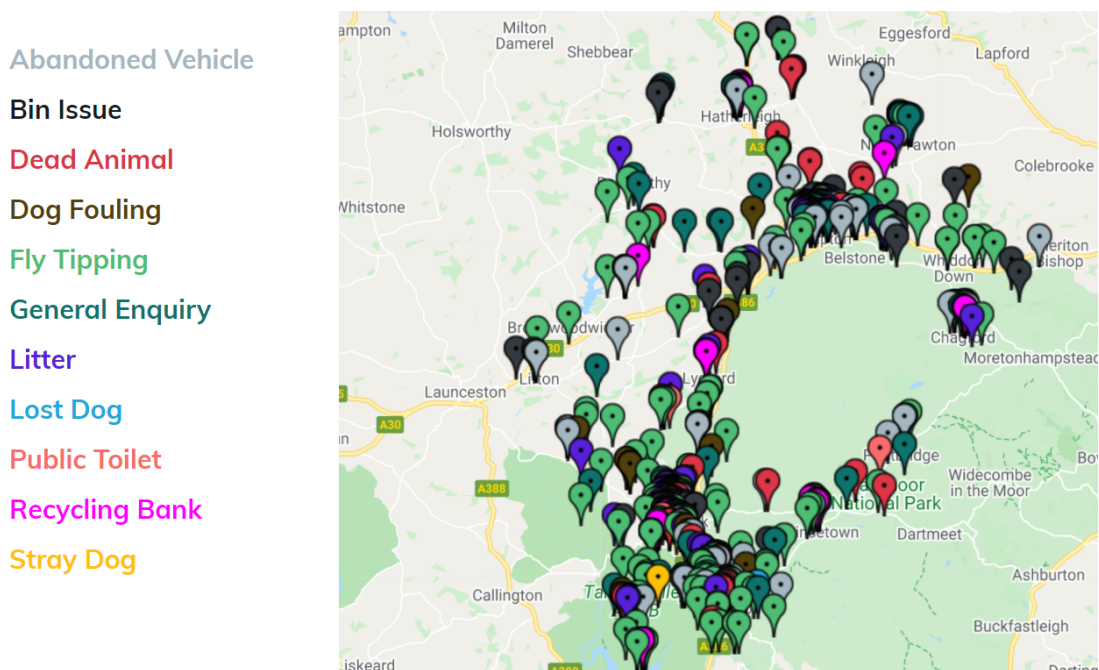
2.2.1 Mobile Locality Officer Tasks

Types and range of tasks undertaken by Mobile Locality Officers include:

- a. Regular information gathering (normally the supply of photos or the completion of short forms) for Assets, Council Tax, Elections, NNDR, Planning Enforcement and Environmental Health and Commercial Services, or for escalation to Locality Engagement Officer.
- b. Council asset inspections including toilet checks and fire alarm testing
- c. Abandoned vehicle reports
- d. Fly-tipping reporting, investigation and collection of small fly tips
- e. Dog patrols
- f. Planning notices (and individual householder notifications)
- g. Private water supply testing
- h. Visual preliminary inspections to assess the condition of the trees
- i. Environmental nuisances
- j. Waste and cleansing issues – meeting with customers to resolve issues and encourage recycling
- k. Disabled Facility Grant Visits
- l. Identifying street defects for repair / replacement
- m. Housing benefit and Council Tax reduction digital assistance visits
- n. Support at community and consultation events
- o. Contract monitoring of all aspects of the FCC contract
- p. Taxi rank inspections to ensure driver and vehicle compliance
- q. Annual Housing site survey relating to the new homes bonus

- r. Assist in facilitating events in the area

The below map shows the variety, scope and spread of some of the work the Mobile locality officers carry out. This map shows the work from the start of 2021 up until the start of September 2021.



- 2.2.2 It is important to note that many of the tasks undertaken by Mobile Locality Officers were previously undertaken by a range of specialist officers in the Council who were paid Level 6 and above. The targeted use of Mobile Locality Officers for these tasks is therefore much more cost effective. For example, the average hourly rate of a qualified Planning Officer is over £5 more per hour than a Mobile Locality Officer.
- 2.2.3 The workload of Mobile Locality Officers is ever growing and evolving. The addition of the shared localities support officer has allowed the Mobile officers to do what they do best and spend more time out in the Borough whilst allowing the senior localities case manager to coordinate an efficient and planned approach with the varied and multiple tasks of which the localities service provide.
- 2.2.4 When the Covid-19 pandemic hit, the localities team were able to adapt to changing demands. The team helped with tasks from many different services within the Council and the local communities, working closely with Members to reach those most vulnerable in their time of need.
- 2.3 **Locality Engagement Officers**
There is currently one Locality Engagement Officer (LEO) covering West Devon. The LEO's role is to provide a point of contact to members and residents and provides an increased level of outreach to the community.
- 2.3.1 **Locality Engagement Officer Tasks**
Types of tasks undertaken by the LEO:

- a. Attendance at a variety of engagement events and Link Meetings to inform residents and Town & Parish representatives of Council services.
- b. Interacting with contractors, special community interest groups and partners.
- c. First point of contact for Members with responsibility for taking ownership of queries/complaints and seeing cases through to the point of resolution
- d. Processing place-based cases on the Council's systems and dealing with customer correspondence through a variety of methods, appropriate to the customer and specifics of the case.
- e. Working closely with Mobile Locality Officers to find solutions to long standing/complex cases
- f. Contract monitoring of the FCC contract by carrying out regular street inspections in the Borough's high profile zones.

2.4 **Localities Team Leader**

The Localities Team is directly managed (in line with other services within case management) by a Level 5 Team Leader with this post being shared across the two authorities. The Team Leader manages a locality team of 15 staff across both authorities with the assistance of the Senior Localities Case Manager who works equally across both authorities. The main purpose of these roles is to lead, manage and motivate a team of staff in the Localities Team and ensure effective deployment of resources.

2.4.1 There has been a change of Localities Team Leader as of August 2021 as the previous team leader has changed roles within the authority. The new team leader is focusing on efficiencies within the service and how we can fine-tune the processes we follow to ensure best value for money and providing a more streamlined, efficient service.

2.4.2 A key part of the Case Management Manager's role is working with the Extended Leadership Team to develop the Locality Service and ensure business demand across the organisation is met. The inherent flexibility of the Locality service has allowed case management to provide additional support in areas experiencing exceptionally high workload e.g. Waste Case Management, Elections, Neighbourhood Planning and Trees.

2.5 **Senior Mobile Localities Officers**

There are two Senior Mobile Locality Officers who split their time between South Hams and West Devon. These officers are paid a Level 7 salary and they are a shared between the two authorities. The Senior Mobile Locality officers are experienced officers who are able to provide support to the Level 8 officers and are also able to take on more complex cases. They provide a defined escalation route for difficult cases which require resolution. They also provide support to the Level 7 officers and are able to carry out joint visits when there is a need to do so.

2.5.1 **Senior Mobile Localities Officer Tasks**

Types of tasks undertaken by the Senior Mobile Localities Officer:

- a. Act as a point of escalation and provide field based support for Mobile Locality Officers

- b. Lead on resolving complex issues within the communities
- c. Help coordinate and deliver locality project and priority work
- d. Investigate complex fly-tipping and environmental crime cases
- e. Carry out joint patrols
- f. Lead on targeted engagement with residents and businesses

3. Performance

3.1 In the past year the West Devon Locality Team delivered the following:

- a. Undertook over 70 routine public toilet inspections (Many toilets were closed or at reduced capacity due to pandemic)
- b. Undertook 37 routine bottle bank inspections.
- c. Affixed over 750 planning notices and delivered over 4000 neighbour notifications
- d. Dealt with 90 abandoned vehicles
- e. Have investigated and collected/reported for collection 334 Fly-tips with 210 follow up visits.
- f. Carried out 256 private water quality supply tests
- g. Visited 179 potentially empty properties
- h. Carried out 17 Periodic Housing inspections on Council-let properties

3.1.2 In addition to the above tasks, there have also been a significant number of further tasks which the Mobile Localities Officers have been required to carry out due to the Covid-19 pandemic. Some of these are listed below:

- a. Food parcel deliveries as required for vulnerable members of the community. Also ensuring supermarket deliveries are accessible to those in vulnerable categories.
- b. Covid-19 compliance visits on behalf of PHE & in conjunction with DCC.
- c. Welfare and outreach – reaching out to the vulnerable in the community.
- d. Carried out welfare visits at identified addresses and making safeguarding calls to residents who had been flagged to the team.
- e. Delivering office equipment to members of staff to allow them to work at home throughout the lockdown periods.
- f. Support local businesses and opening up after lockdown periods giving Covid advice and helping them to access available government funding
- g. Delivery of key PPE to different Council departments across the Borough.

3.2 The LEO has undertaken a variety of engagement events, working within Covid guidelines to ensure we still reach out to residents within difficult operational times. Some of these are listed below:

- a. Engagement and outreach at Waitrose store in Okehampton
- b. Outreach engagement event with residents at Livewell property in Tavistock
- c. Okehampton agricultural association show 2021
- d. Chagford community event
- e. Eco Fair, Okehampton

The LEO was also involved in the pre-election health and safety assessments at various locations around the Borough. She was also heavily involved in the Covid response and continues to visit towns to engage with businesses on

Covid compliance and secure practices assisting the Borough and safely welcoming back shoppers and visitors to the area.

- 3.3 Due to the Covid-19 pandemic certain engagement activities have been placed on hold by the organisers. The LEO has managed to still attend the above events and provide outreach to residents within the Borough, a task that should not go un-noticed.
- 3.4 As well as carrying out engagement work, the LEO also assists with locality based enquiries. She also takes ownership of any formal complaints relating to the waste contract, and works with residents and the contractors to resolve these.

4. FUTURE LOCALITY SERVICE DEVELOPMENTS

- 4.1 The Locality Officers are well placed to offer a flexible, timely and a wide-ranging support function to the entire organisation. Their current responsibilities mean that they are involved with nearly every service area, and are able to re-prioritise their workload at short notice to provide support wherever it is most needed. The main aim of the Localities service is to ensure that resources are best allocated to align with Council priorities and in the coming months the team will be undertaking a wide range of routine activities in support of departments such as Planning, Waste and Environmental Health, as well as undertaking specific larger scale tasks for departments such as Elections and Revenues and Benefits.

The focus for the next 12 months will be to continue to improve our internal working processes to ensure we have the capacity to meet the ever increasing demand on the Team's resources.

We have introduced vehicle tracking which enables us to better understand the areas of demand the officers are faced with. This should also allow us to better plan the workload, driving efficiencies and productivity. This also provides an added benefit of safety for the officers as we are able to see their locations at all times.

We are looking at how we can improve the amount of foresight going forward to allow a more proactive service and to allow us to better plan the workload of each officer whilst still allowing the reactive element of the role to thrive. This is a task that the new Team Leader will oversee and develop with assistance from the Senior Localities Case Manager. We are also looking to establish tasks which can be shared among different services, to reduce un-needed travel and reduce our carbon footprint.

There have also been discussions about the practicalities of the MLO's using electric vehicles to reduce fuel costs and the environmental impact of their role. Further work is currently being done to understand the challenges and feasibility of such a programme and how this can help achieve net-zero aims.

We will be focusing on ensuring the team are best placed to support the delivery of corporate priorities as set out in "A Plan for West Devon", particularly those relating to rural poverty and providing high quality services.

5. Implications

| Implications | Relevant to proposals Y/N | Details and proposed measures to address |
|--|---------------------------|---|
| Legal/Governance | Y | The Overview & Scrutiny Committee is responsible for considering and scrutinising how the Council is performing as an organisation. |
| Financial | N | There are no direct financial implications of the contents of the report. |
| Risk | N | Section 3 of the report shows the service is performing well. |
| Comprehensive Impact Assessment Implications | | |
| Equality and Diversity | N | |
| Safeguarding | N | |
| Community Safety, Crime and Disorder | N | |
| Health, Safety and Wellbeing | N | |
| Other implications | N | |

Supporting Information

Appendices:

None

WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE

INITIAL DRAFT ANNUAL WORK PROGRAMME PROPOSALS – 2021/22

| Date of Meeting | Report | Lead Officer |
|------------------|--|---------------|
| | | |
| 18 January 2022 | Climate Change and Biodiversity Action Plan: Six-Monthly Update | Drew Powell |
| | Council Delivery against Corporate Theme: Housing | |
| | Third Sector Partners – Dan Cooke, Tamar Valley AONB | |
| | Council Delivery Against Key Performance Indicators | Jim Davis |
| | Task and Finish Group Updates (<i>if any</i>) | |
| | Community Broadband – Quarterly Update | Gemma Bristow |
| | Draft Budget Proposals 2022/23 | Lisa Buckle |
| | O+S Annual Work Programme (<i>to include preparation for next meeting</i>) | |
| | | |
| 15 February 2022 | Task and Finish Group Updates (<i>if any</i>) | |
| | Third Sector Partners – DCC’s Portfolio Holder for Planning tbc | |
| | Fusion (Leisure) Annual Report | Jon Parkinson |
| | Council Delivery against Corporate Theme: Community Wellbeing | |
| | O+S Annual Work Programme (<i>to include preparation for next meeting</i>) | |
| | | |
| 22 March 2022 | Task and Finish Group Updates (<i>if any</i>) | |
| | Third Sector Partners – tbc | |
| | Community Broadband – Quarterly Update | Gemma Bristow |
| | Council Delivery against Corporate Theme: Economy | |
| | O+S Annual Work Programme (<i>to include preparation for next meeting</i>) | |
| | | |
| 26 April 2022 | Task and Finish Group Updates (<i>if any</i>) | |
| | Third Sector Partners – tbc | |
| | O+S Annual Work Programme (<i>to include preparation for next meeting</i>) | |
| | Council Delivery against Corporate Theme: Natural Environment | |
| | Live West (Housing Provider) | |
| | | |
| | | |

| | | |
|---|--|-----------------------|
| <i>To be considered for scheduling:</i> | Devon Health and Wellbeing Board | |
| | Key Strategic Partners: Dartmoor National Park Authority Reps (invited); Citizens Advice (invited) and Council for Voluntary Service (invited) | |
| | Police and Crime Commissioner to address concerns over traffic speed in the Borough | P&CC unable to attend |

DRAFT