

West Devon Overview and Scrutiny Committee



Title:	Agenda														
Date:	Tuesday, 16th January, 2024														
Time:	2.00 pm														
Venue:	Chamber - Kilworthy Park														
Full Members:	<p style="text-align: center;">Chairman Cllr Kimber Vice Chairman Cllr Johnson</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Blackman</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Calder</td> <td>Cllr Squire</td> </tr> <tr> <td>Cllr Casbolt</td> <td>Cllr Vachon</td> </tr> <tr> <td>Cllr Elliott</td> <td>Cllr Viney</td> </tr> <tr> <td>Cllr Guthrie</td> <td>Cllr Wakeham</td> </tr> <tr> <td>Cllr Mann</td> <td>Cllr West</td> </tr> <tr> <td>Cllr Saxby</td> <td></td> </tr> </table>	Cllr Blackman	Cllr Southcott	Cllr Calder	Cllr Squire	Cllr Casbolt	Cllr Vachon	Cllr Elliott	Cllr Viney	Cllr Guthrie	Cllr Wakeham	Cllr Mann	Cllr West	Cllr Saxby	
Cllr Blackman	Cllr Southcott														
Cllr Calder	Cllr Squire														
Cllr Casbolt	Cllr Vachon														
Cllr Elliott	Cllr Viney														
Cllr Guthrie	Cllr Wakeham														
Cllr Mann	Cllr West														
Cllr Saxby															
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 - 4**
Minutes of the meeting of 10 October 2023
- 3. Declarations of Interest**
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting
- 4. Items Requiring Urgent Attention**
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency
- 5. Public Forum** **5 - 6**
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. South West Water and Environment Agency (Quality of River water)**
Verbal Update
- 7. Draft Revenue and Capital Budget Proposals for 2024-25** **7 - 38**
- 8. Performance Report -April to November 2023** **39 - 64**
- 9. 2023/24 Committee Annual Work Programme** **65 - 66**

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 **10th** day of **October 2023** at **2:00 pm**.

Present:

Cllr P Kimber – Chairman
Cllr A Johnson – Vice-Chairman

Cllr J Elliott
Cllr S Guthrie
Cllr U Mann
Cllr T Southcott

Cllr P Vachon
Cllr N Viney
Cllr S Wakeham
Cllr C West

Director of Place and Enterprise
Head of Housing
Democratic Services Specialist

Also in Attendance: Cllr M Ewings (Leader), Cllr M Renders (Deputy Leader), Cllr G Dexter and Cllr C Edmonds. Cllrs M Calder and T Leech (Via MS Teams) Head of Democratic Services and Head of Revenue and Benefits (Via MS Teams)

***O&S 8/23 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs M Casbolt, I Saxby and P Squire.

***O&S 9/23 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 25 July 2023 were confirmed as a true and correct record.

***O&S 10/23 DECLARATIONS OF INTEREST**

Cllr Mann declared an interest as she was employed by Citizens Advice Bureau, and she left the meeting during the presentation by them on Item 6 of the agenda.

***O&S 11/23 PUBLIC FORUM**

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

***O&S 12/23 CITIZENS ADVICE IN WEST DEVON**

The Chief Executive of Citizens Advice Bureau gave a presentation to Members on the work that they do within West Devon. Although a member of the National Citizens Advice Bureau this branch remain an independent charity. The income they generate is purely their own and they do not receive any funding from the national body, however they benefit from branding and insurance from their membership. They receive funding from Devon County Council, West Devon Borough Council and Town and Parish Councils within West Devon.

In 2022-23 2,857 people with 6,573 problems were helped. From 1 April to 30 September 2023 1,375 people with 3,936 problems were helped, generating £698,623 income gain for families in West Devon.

More complex problems are being presented and this has given an increase of presenting issues being dealt with on last year by +21.3%.

The cost of living crisis has impacted with welfare benefits being the most common area the bureau was dealing with. The main debt problem presented was council tax.

Currently there are 17 volunteers in the West Devon offices.

In response to a question on universal credit it was explained that it is a complex process to get right particularly when there are changes in circumstances, so people go to the CAB for help. The statistics shown are based on individuals helped but this can extent to families members within the household of the person presenting for help. In regard to rurality a current pilot scheme with video meetings is proving encouraging. Hate crime reported to the bureau is unreported to the police, however the bureau is a reporting centre and have a portal to provide information based on what is reported to them.

***O&S 13/23 SOCIAL HOUSING STANDARDS, HOMELESSNESS, TEMPORARY ACCOMMODATION AND RURALITY**

The Head of Housing gave the Committee Members a verbal update on Housing KPI's. There were currently 16 households in temporary accommodation within West Devon, comprising 6 families and 10 single people of which 4 of those singles are care leavers. 9 of those were in bed and breakfast accommodation, whilst 7 were in self-catering accommodation. West Devon have the lowest number of people in temporary accommodation in Devon. The cost of temporary accommodation for the last year was £329,000, with the cost to West Devon being £247,000.

Five properties have been purchased through the local authority housing fund and had permission through the Hub Committee to purchase a further three properties for Afghan and Ukrainian refugees in the first instance and then for longer term housing need. In 2022-23 West Devon accommodated 72 households of which 53 were single people and 19 were families.

Last year 5,916 nights there were spent in temporary accommodation, an increase on last year of 2,440. Some of this was due to the lack of private rental and less opportunity to prevent homelessness. Over the last three

years homelessness was prevented in 404 instances and 967 people present at the same time. The rough sleeper count is 0, this count is done on a yearly basis.

194 guests have been welcomed from Ukraine to West Devon as their first location and a further 10 have moved in as their second location in the UK. Temporary accommodation was only used on four occasions, which is testament to the hosts and resettlement teams in the borough. The government will need to give some security for what happens after month 24 as the host will receive no payment as it stands after this time.

The Head of housing explained that legislation states that people cannot be in bed and breakfast accommodation for any longer than six weeks. In West Devon this has not been broken but it has come very close and they continue to remain concerned. People with poor tenancy history would be likely to remain in temporary accommodation longer as they need a package of support. Lack of four-bedroom properties through Devon Homechoice means families wanting a larger property need to look at the private sector rental.

In response to whether there was a seasonal trend to rough sleepers in the borough the Head of Housing commented that she was aware people may flee other areas due to domestic violence or being in the armed forces.

50% of housing need is for single people. Under the local housing allowances, if you are under 35 years old you are only entitled to a shared room in a house of multiple occupation. Some of the support mechanisms are not there in a rural area for the cohort of homeless in West Devon, although they work closely with County colleagues. It was reiterated that an outreach worker is available to speak to anyone that Members are aware of who are sleeping rough in their wards. In 2022-23, 348 people presented as homeless there were applications for 157 people with 191 being advice cases only, where they were able to resolve their homelessness with advice from the housing team.

The housing team that is shared with South Hams was described as a strong hard-working team. The Head of Housing will be circulating all the facts and figures in a report to Members of the Committee.

***O&S 14/23 TASK & FINISH GROUP UPDATES**

The Committee was asked to decide which groups they wished to join in regard to setting up task and finish groups for both Fusion and South Water, so that they could gather questions to put to both when they attended the Overview and Scrutiny Committee meetings over the coming year. Interest to join the group for SWW was shown by Cllrs Southcott, Guthrie, Elliott, West and Viney. Interest was shown to join the Fusion group by Cllrs Wakeham, Johnson, Mann and Vachon. The Director of Enterprise and Place described the brief on these groups as to influence and help and support these companies when looking at questions to ask. He agreed to attend the start of both meetings to give a brief on each. The

Leader and Lead Hub Member would also feed into the Fusion Task and Finish group.

***O&S 15/23 ANNUAL WORK PROGRAMME**

The Leader outlined that in previous years only two items would appear on the agenda as some topics created a good and long debate. A member voiced their concern on the lack of understanding from the whole council in the role the agricultural sector can play and in particular climate change. The Leader stated that in the latest draft version of the Corporate Strategy it acknowledged agricultural modernisation in the farming community. Members were reminded that they are able to attend any of the Hub Advisory meetings and can ask questions at the Hub meetings to gain more knowledge.

(The meeting terminated at 3.30 pm)

Chairman

PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White (darryl.white@swdevon.gov.uk) 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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Agenda Item 7

Report to: **Overview and Scrutiny Committee**

Date: **16 January 2024**

Title: **Draft Revenue and Capital Budget Proposals for 2024-25**

Portfolio Area: **Cllr M Ewings – Budget Setting Process**

Wards Affected: **All**

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

Author: **Lisa Buckle** Role: **Corporate Director for Strategic Finance**

Contact: Email: lisa.buckle@swdevon.gov.uk

RECOMMENDATIONS

- 1. That the views of the Overview and Scrutiny Committee are sought on the content of the Draft Revenue and Capital Budget Proposals for 2024/25.**

Views are sought in particular on:-

- i) Modelling an increase in Council Tax for 2024/25 of 2.99% (This would increase a Band D council tax for 24/25 from £254.00 to £261.59 – an increase of £7.59 per year or under 15pence per week);**
- ii) The financial pressures shown in Appendix A of £1,268,000;**
- iii) The savings/additional income of £(705,000) as shown in Appendix A; and**
- iv) The net contributions to/(from) Earmarked Reserves of £342,000 as shown in Appendix A, including using £150,000 from the Business Rates Retention Earmarked Reserve as set out in 3.14 of the report;**

- v) The proposed use of £309,180 of New Homes Bonus funding to fund the 2024/25 Revenue Budget as set out in 3.20 of the report.**
- vi) The proposed two capital bids (total of £140,000) set out in 8.4 and the proposal to finance these from New Homes Bonus funding.**

1. Executive summary

- 1.1 The Council's Medium Term Financial Strategy (MTFS) is based on a financial forecast over a rolling three-year period to 2026/27. The Hub Committee considered the MTFS at its meeting on 19 September 2023.
- 1.2 The Council, along with other local authorities, has faced unprecedented reductions in Government funding. Between 2009/10 and 2020/21, the Council's Core Government funding has reduced by £3 million. The Council now receives minimal Government Grant (Revenue Support Grant) of £94,416 in 2024/25 to fund its services and the Council must be self-sufficient.
- 1.3 The Council has continued to work in partnership with South Hams District Council which has allowed West Devon to achieve annual savings of £2.2 million and more importantly protect all statutory front line services. Between both Councils the annual shared services savings being achieved are over £6 million per annum. However, the Councils continue to face considerable financial challenges because of uncertainty in the wider economy and constraints on public sector spending.
- 1.4 It is important to note that the MTFS set out the budget strategy for the Council for the next three years, with regular reviews (at least annually) and updates when items are further known or are announced by the Government.
- 1.5 Prudent financial management in the past, has meant that the Council was in a relatively healthy position financially before the pandemic hit. The management of risk and promoting financial resilience is a key principle of our budget strategy and this has helped facilitate our response. Key to the Council's financial resilience is its reserves, which are at a prudent level.
- 1.6 The Fair Funding Review, business rates baseline reset, and other funding reforms now look set to be pushed back to 2026/27 although this has not been confirmed by the Government so the MTFS and Budget Proposals for 2024/25 assumes that these changes will happen in 2026/27.

1.7 The key assumptions within the Budget Proposals for 2024/25 are as below. Each of these is described in more detail in Section 3.

- The business rates baseline reset will be deferred until 2026/27 at the earliest (with no negative Revenue Support Grant in 2024/25 or 2025/26)
- There will be a phasing in of negative Revenue Support Grant as part of the business rates baseline reset (predicted to be in 2026/27) with a transition period, to avoid Local Authorities losing/gaining too much in one go. The modelling assumes negative RSG of £117,000 in 2026/27. Some of the negative RSG could be offset by growth.
- It is assumed Council Tax limits for District Councils will remain at the higher of 2.99% or £5 for the next three years.
- 2024/25 is another roll over settlement, which will give an amount of £449,180 of New Homes Bonus funding and it is proposed to use £309,180 to fund the 2024/25 revenue base budget and £140,000 for capital projects (see 3.20).
- A business rates pooling gain of £200,000 has been modelled for 2024/25 and 2025/26, with no further gains for 2026/27 onwards.
- A council tax surplus of £151,000 for 24/25 has been assumed, with a council tax collection rate of 97.75% built into the 24/25 TaxBase calculation (98.34% was achieved in 2022/23 which was in the top quartile nationally)
- Rural Services Delivery Grant will continue for 24/25 (£544,625)
- A 4% pay increase has been modelled from 2024/25 onwards (4% equates to £216,000 on total pay of £5.4m). The pay assumption has been reduced to 3% in 2025/26 and 2026/27.

1.8 The report sets out proposals for the Council to achieve a balanced budget for 2024/25, as shown in **Appendix B**. The Council is currently forecasting a £418,937 budget gap by the following year, 2025/26. The cumulative aggregated Budget Gap by 2026/27 is £1.7 million, if no action has been taken in each individual year to close the budget gap annually.

Budget Gaps	2024/25 £	2025/26 £	2026/27 £	Total Aggregated Budget Gap £
'New' Budget Gap each year	Nil – Balance budget proposed	418,937	874,174	1,293,111
*Cumulative Budget Gap	Nil – Balance budget proposed	418,937	1,293,111	1,712,048

* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

- 1.9 The budget gap for 2025/26 of £418,937 is very much in line with the level expected at this point in the financial planning cycle. In the year after, the budget gap is £0.87million, due to the local government reforms that are expected (see 3.14). These are the reset of the business rates baseline, the fair funding review and the impact of negative RSG (Revenue Support Grant), coupled with the loss of the business rates pooling gain.
- 1.10 Below shows the summary of proposed changes to the Budget report for 2024/25, following the announcement of the Draft Local Government Finance Settlement. Proposals for a balanced budget are shown below:

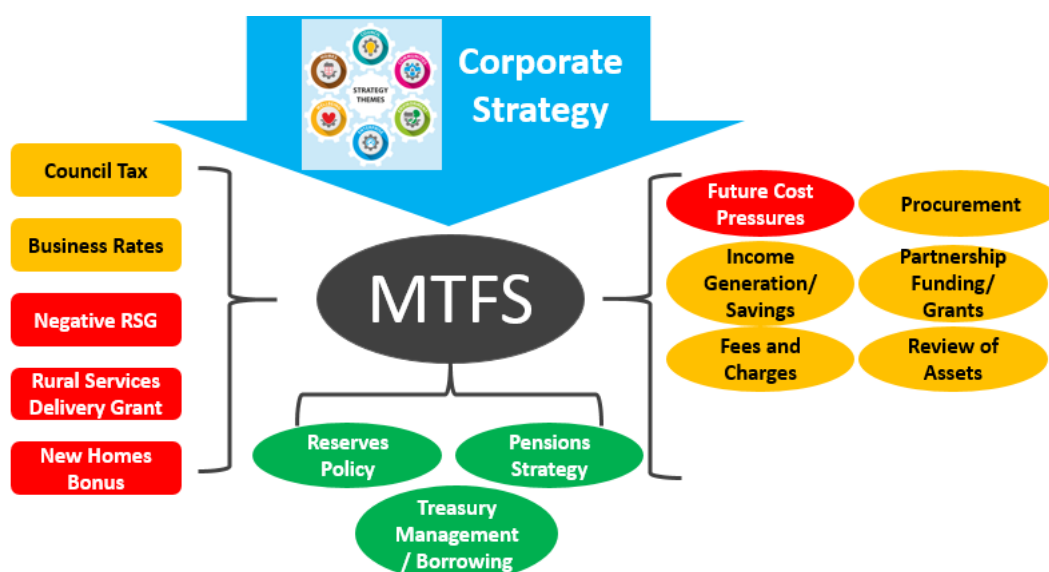
	£
<i>Budget gap for 24/25 reported in the Hub Committee Budget report on 21st November 2023</i>	142,030
Additional cost pressures identified £80,000	
Cost pressure for business continuity and cyber security (This is 50% of the total cost – SHDC will also pay 50%)	75,000
Stepped increase of another 5% to the contribution to the Maintenance Management and Risk Management Reserve (MMRM Reserve) for Investment properties. This would increase the contribution from 10% of annual rental income of £1.1m to 15% in 24/25 (with an aim to increase it to 20% for 2025/26 financial year). There was a recommendation to review the reserve contribution from the Audit and Governance Committee.	55,000
Reduce the proposed annual contribution into the Vehicles Replacement Reserve from £350K per annum to £300K per annum, with an options report being brought to Members in early 2024.	(50,000)
Changes to Financing of the Base Budget £(32,030)	
Increase the amount of New Homes Bonus used to fund the Base Budget from £300,000 to £309,180 (see section 3.20 of the report)	(9,180)
The 2024/25 Council Tax Base has been calculated at 21,512.23 Band D equivalent properties (which is slightly lower than the estimate at November 23 of 21,525). This difference in the modelling generates slightly less council tax income of £3,568.	3,568
Extra Revenue Support Grant (Actual amount is £94,416 which is £1,416 higher than the previous estimate of £93,000)	(1,416)
More funding from Funding Guarantee (3% increase in Core Spending Power) - Actual amount is £93,067 which is £69,329 higher than the previous estimate of £23,738. This is based on a complicated formula that takes into account other Government grants such as New Homes Bonus (which has increased for 24/25).	(69,329)

Less funding from Services Grant – Actual amount is £10,488 which is £56,162 less than the previous estimate of £66,650	56,162
Increase the amount of funding from business rates income from £2,316,000 to £2,327,835	(11,835)
Additional income/savings identified (£190,000)	
Introduce a vacancy saving target on salaries – equates to around 1.5% of salaries (total pay of £5.4m)	(80,000)
Increase the income target for income from treasury management investments from an extra £350,000 to an extra £400,000. This would set a base budget of £800,000 income target for 2024-25.	(50,000)
Environmental Health fees and charges – increase in line with inflation	(20,000)
Garden Waste charges – Increase the amount of extra garden waste income from an increased customer base and an inflationary increase in the annual subscription amount.	(30,000)
Reduce the cost pressure for national insurance and national living wage from an extra £40,000 to an extra £30,000 for 2024-25	(10,000)
<i>Revised Budget gap for 2024/25 as set out in this report (as at January 2024) - (A balanced budget position is presented for Members' consideration)</i>	Nil (Balanced Budget)

2 COMPONENTS OF THE MEDIUM TERM FINANCIAL STRATEGY

2.1 The Diagram below sets out all the component parts which constitute the make-up of the MTFS. Items in Green denote those elements where the Council has a large degree of control in the setting of policies and strategies. Items in Amber denote those components of the MTFS where the Council has a degree of control. Red items signal components where the Council has hardly any control over funding allocations which are decided by the Government and future cost pressures which can be outside of the Council's control or influence.

2023/24 Net Budget £8.59 million



- 2.2 The key assumptions within the Budget Proposals are set out in Section 3.

OVERALL POSITION – BUDGET GAP

- 2.3 Financial modelling has been undertaken for the next three years to predict the Council's financial situation for the short and medium term.
- 2.4 **Appendix A** to the Budget report sets out the Budget Pressures forecast for the next three years and the additional savings and income forecast. **Appendix B** illustrates the overall financial forecast for the forthcoming five years. The Council's Net Budget is £8.59 million in 2023/24.
- 2.5 A Summary forecast is shown below of the potential budget situation if all the budget pressures and the savings and income generation in Appendix A were approved. It also shows the situation if the Council Tax is increased by 2.99% per annum (shown in Appendix B).

- 2.6 The report sets out proposals for the Council to achieve a balanced budget for 2024/25, as shown in Appendix B. The Council is currently forecasting a £418,937 budget gap by the following year, 2025/26. The cumulative aggregated Budget Gap by 2026/27 is £1.7 million, if no action has been taken in each individual year to close the budget gap annually.

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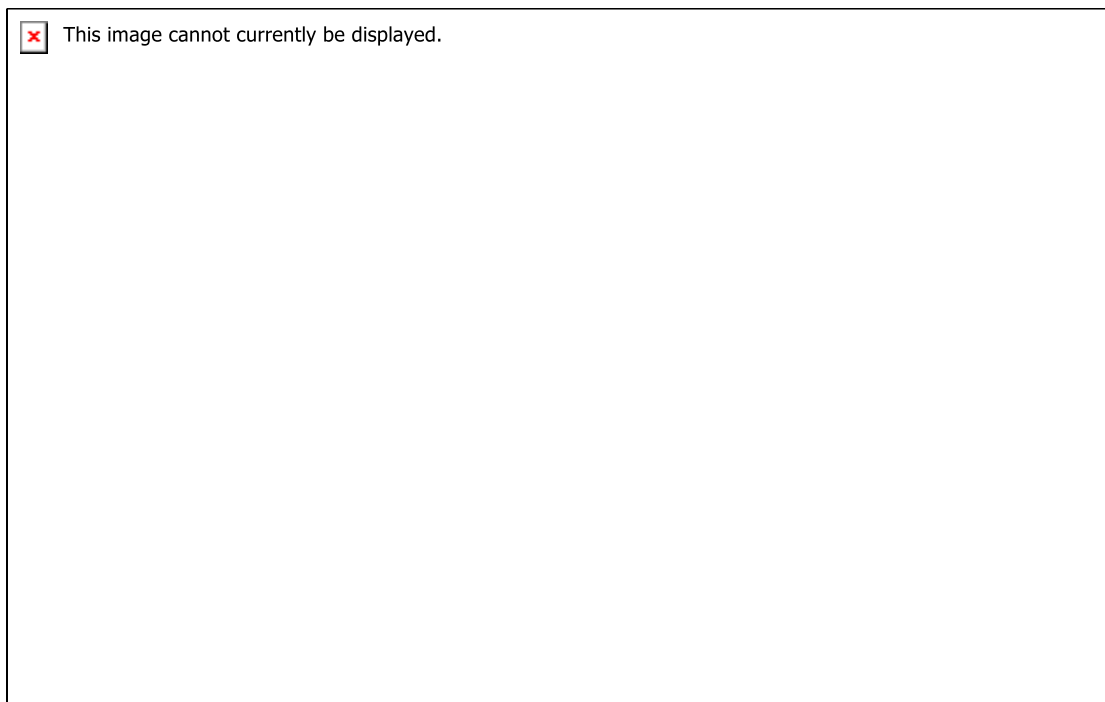
- 2.7 The Council will continue to assess various options for closing the budget gap for 2025/26 onwards, and in the longer term, to achieve long term financial sustainability and further reports will be presented to Members.

3 LOCAL GOVERNMENT FINANCE SETTLEMENT FOR 2024/25

- 3.1 On 18th December 2023, the Government published for statutory consultation, the provisional local government finance settlement for 2024/25. This followed a policy statement published on 5th December.
- 3.2 The provisional settlement is once again a holding position, designed for stability and certainty for planning purposes for 2024/25. The broad approach is based on a uniform roll-over of the core elements of the settlement. No announcements were made regarding funding reform and this has been deferred.
- 3.3 Detailed numbers are only available for 2024/25 in the Finance Settlement and there remains significant uncertainties for 2025/26, particularly for District Councils. These include the future of the New Homes Bonus Scheme, which is now simply a one-year retrospective payment.

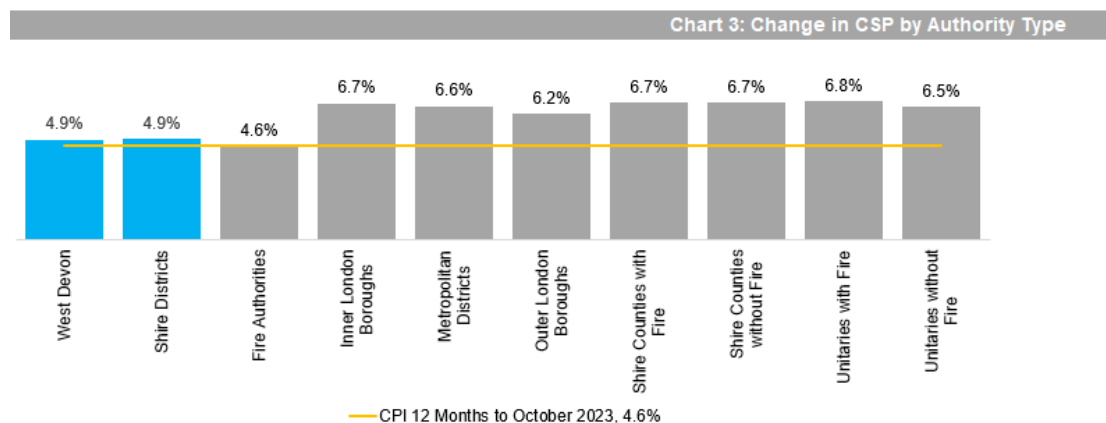
- 3.4 The 'Core Spending Power' is a headline figure used by the Department for Levelling-Up, Housing and Communities (DLUHC) to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax, as below. The Council now receives minimal Government grant (Revenue Support Grant of £94,416 for 2024/25 (see 1.2).
- 3.5 ***Core Spending Power for West Devon (which is a measure of how much extra funding a Council has received for next year) increased by 4.9% for 2024/25 from £8.527m to £8.947m as shown below.***
- 3.6 Core Spending Power (CSP) is the term the Government use to say how much money Councils have to run their services. CSP includes Business rates, Council Tax, NHB and the various different Grants. On average nationally Core Spending Power is increasing by 6.5% for 2024/25. The average for Shire Districts is a Core Spending Power increase of 4.9%. Shire Counties are increasing by 6.7% in their CSP. A large part of the increase in CSP is an assumed increase in Council Tax, which the Government build into the CSP calculation, as shown below.

Table 1 - Core Spending Power (CSP), £m



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Table 2 – Analysis of Core Spending Power % increases by Authority Type



Council Tax

- 3.7 The Council Tax Referendum limits for District Councils for 2024/25 is the higher of 2.99% or £5. A 2.99% increase is higher for West Devon Borough Council as this equates to an increase of £7.59 on a Band D property.

An increase in council tax of 2.99% for the next three years has been modelled for council tax purposes in the budget report. This would equate to a Band D council tax for the Borough Council of £261.59 in 2024/25 as shown in Appendix B (an increase of £7.59 for the year or under 15 pence per week), which equates to a 2.99% increase. The Council's share of the council tax for 2024/25, will be set at the Council meeting on 20th February 2024.

(A 1% increase in council tax generates £55,000 of extra council tax income). A 2.99% increase in council tax generates extra council tax income of £0.165m.

Council Tax legislation sets out that Council Tax is partly a form of general taxation on a property and partly a tax on the people living in a property. Council Tax funds essential services in an area and the cost of public services is spread across all taxpayers in the same way, regardless of which services residents use or receive. Council Tax is a form of general taxation rather than a service charge.

3.8 The table below shows how an average Band D council bill is made up for West Devon Borough Council for 2023/24, compared to 2022/23. Of an average Band D Council Tax within the Borough of £2,346.79, **an amount of £254.00 is the element of a council tax bill set by West Devon Borough Council.** Therefore 11pence of every £1 paid (11%) in council tax is received by West Devon Borough Council to pay for our services. The rest of the council tax bill is set by Devon County Council, the Fire, the Police and Town and Parish Councils to fund the services they provide. In 2023/24, the council tax for an average Band D property in West Devon increased by £116.15 per annum (5.21% as shown below).

Precepting Authority	Band D 2022/23	Band D 2023/24	£ Increase	% Increase
West Devon Borough Council	£246.63	£254.00	£7.37	2.99%
Devon County Council Precept	£1,372.59	£1,419.21	£46.62	4.99%
Adult Social Care Precept *	£183.87	£214.92	£31.05	
Devon & Cornwall Police & Crime Commissioner	£246.56	£261.56	£15.00	6.08%
Devon & Somerset Fire & Rescue	£91.79	£96.79	£5.00	5.45%
Average Parishes/Towns	£89.20	£100.31	£11.11	12.46%
TOTAL	£2,230.64	£2,346.79	£116.15	5.21%

Town and Parish Precepts for 2023/24 are shown in Appendix D. The largest Parish Precepts are North Tawton (£203.24), Okehampton Town (£186.42) and Tavistock (£204.72), with the smallest Precept being Gidleigh (£0.00) for a Band D property.

3.9 The Council Tax Referendum Limits that will apply for 2024/25 are as follows:

- Shire Districts – 2.99% limit or £5, whichever is the higher
- Police - £13 referendum limit.
- Fire – 2.99% limit
- Upper Tier – 4.99%
- No referendum limits will be set for Town and Parish Councils for 2024/25

- 3.10 A council tax collection rate of 97.75% has been assumed for 2024/25 within the TaxBase calculation. **The Council collected 98.34% in council tax in 2022/23 which was in the top quartile of all Councils nationally.** It has been assumed that the number of properties within the Borough will increase by 300 per annum from 2024/25 onwards.

Business Rates and Negative Revenue Support Grant (RSG)

- 3.11 It has been assumed that the Business Rates Reset will be delayed to 2026/27. Whilst this change is not confirmed by the Government, a reset based on the current taxbase would appear very unlikely.
- 3.12 Estimates have been made of the business rates baseline funding levels for 2024/25 onwards and the relative deductions for negative RSG in 2026/27. For example in 2024/25, the £2.4m is the amount the Council is projected to retain from its business rates income collected of around £9 million (this equates to around 27p in every £1 collected of business rates). The 2022/23 collection rate for West Devon for business rates was 98.95%, which was in the top quartile of all Councils nationally. It was announced, as part of the Autumn Statement 2023, that the small business rates multiplier for 2023/24 will remain frozen at 49.9p and there will be an increase to the standard rate multiplier of 6.7% (from 51.2p to 54.6p).
- 3.13 It is recommended to take £150,000 funding from the business rates retention on an annual basis to fund the base budget. This would reduce the business rates retention reserve by £0.45m over the next 3 years to smooth the impact of the business rates baseline reset and the future loss of pooling gains. This reserve is predicted to have more business rates income being set aside into the reserve in 23/24, due to the way that business rates income flows through the collection fund over a period of years.
- 3.14 The Fair Funding Review, business rates baseline reset, and other funding reforms now look set to be pushed back to 2026/27 although this has not been confirmed by the Government so the MTFS assumes that these changes could happen in 2026/27. The 2025/26 finance settlement will be the first year of a new spending review period.

The table below shows the modelling of business rates income over the next three financial years.

Business Rates Income	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)
			Potential Baseline Reset
Business Rates Income	2.402	2.440	2.550
Less: Negative Revenue Support Grant (RSG) due to the Baseline reset			(0.117)
Anticipated Pooling Gain (Nil in 26/27 due to the baseline reset)	0.200	0.200	Nil
Funding proposed to be taken from the Business Rates Retention Reserve to smooth the volatility in business rates income	0.150	0.150	0.150
Total Business Rates Income	2.752	2.790	2.583

It is this reduction in Business rates income predicted in 2026/27 which is increasing the budget gap in 2026/27 to £0.874million. A part of the 26/27 budget gap is caused by the predicted drop in business rates income of around £200,000. This is due to the potential business rates baseline reset and the loss of the pooling gain from being in a Devon business rates pool at the same time. It is very uncertain as to when the baseline reset will happen. This has been anticipated for a number of years but the timetable has continually been put back. This modelling assumes it will happen in 2026/27 but there has been no firm timescale announced by the Government.

- 3.15 The MTFs assumes that the full range of changes from the Fair Funding Review will be implemented based on the proposals in the December 2018 consultation paper, plus the latest population estimates (2022) and the latest council tax data. It is assumed that the business rates baseline reset will happen in 2026/27.
- 3.16 This means the Council wouldn't have to forego some of its business rates income (£117,000) by paying some of it back to Government in the form of 'negative government grant' in 24/25. Negative RSG is effectively the Council's further predicted funding cuts. The modelling assumes negative RSG of £117,000 in 2026/27. Some of the negative RSG could be offset by growth. The Government consultation paper on the Finance Settlement for 2024/25 states (under para 1.3.1) that: "We are confirming that we have no plans to introduce negative Revenue Support Grant".

Devon Business Rates Pool

- 3.17 West Devon Borough Council has elected to remain part of the Devon-wide Business Rates Pool for 2024/25. The latest modelling shows that a pooling gain in the region of £9.7million is forecast for 2024/25, with the Council's share of the pooling gain being in the region of £200,000.

Rural Services Delivery Grant

- 3.18 Rural Services Delivery Grant will continue for 2024/25 at previous levels (WDBC share of £544,625) and the methodology for distribution is assumed to remain unchanged from 2023/24. This is Government grant to recognise the additional cost of delivering services in rural areas.

New Homes Bonus (NHB)

- 3.19 NHB has been 'rolled over' for another year, with no legacy payments being paid. The Council's provisional allocation is **£449,180 for 2024-25** (higher than the amount estimated in the previous budget report of £440,000).
- 3.20 This is based on a property increase of 371 properties. (The amount received is 371 less the baseline of 0.4% (103 properties) at 80% of £2,065 which is an average national council tax). It is proposed that the allocation of NHB for 2024/25 could be used in the way set out below.

NHB Provisional allocation for 2024/25	£449,180
Amount used to fund the 2024/25 revenue base budget	£(309,180)
Funding for capital projects for 2024/25, to set aside an annual provision for the roof at Kilworthy Park and a capital budget for the bank reconciliation software. (see 8.4)	£(140,000)

Other Government Grants

- 3.21 The 'Funding Guarantee' has been continued, which ensures every Authority has at least a 3% increase in Core Spending Power. A Funding Guarantee grant of £93,067 has been announced for 2024-25 for West Devon (this is higher by £69,329 than the previous budget report which estimated £23,738). This is based on a complicated formula that takes into account other Government grants such as New Homes Bonus (which has increased for 24/25).
- 3.22 Revenue Support Grant (RSG) will be £94,416 for 2024/25. The Council now receives minimal main Government Grant in the form of RSG. See 1.2 of the report.

Other Budget Items

- 3.23 The Consumer Price Index (CPI) was 4.6% (October 2023 CPI), which is down from 6.7% in September. Inflation over the past 18 months has been at a 40 year high. An extra £150,000 cost pressure for inflation on goods and services and increases in utility costs has been included within the cost pressures in Appendix A. The previous minutes from the meeting of the Monetary Policy Committee (MPC) state that it is expected that inflation will drop back to 4.8% by the end of 2023, accounted for by lower energy, and to a lesser degree, food and core goods price inflation. At present, there is no indication from Government of any additional funding to meet inflationary cost pressures.
- 3.24 A provision for the 2024/25 pay award has been modelled in the MTF5 at 4% (£216,000), with total pay being £5.4million. This has been reduced to 3% in 2025/26 and 2026/27. The Medium-Term Financial Strategy is not an expression of Council Policy on pay awards, but a means of ensuring an appropriate provision is made as part of the overall financial planning of the Council. The Council is particularly affected by inflation in terms of the Local Government Pay Award as staffing forms a significant proportion of the Council's budget.
- 3.25 The pay award for 2023-24 has now been agreed. This is for £1,925 per Scale Point or a 3.88% increase for Scale Point 44 upwards. This would cost an extra £147,000 and this amount also needs to be built into the Base Budget for 2024-25 as a 'catch up' as the budget for 23/24 has already been set.
- 3.26 The current Bank Base Rate will increase the Council's income from treasury management investments and additional income of £400,000 has been built into the Budget for 2024/25. This would set an income target of £0.8million for 2024/25 for treasury management income and it is proposed to reduce the target to £0.6million for 2025/26. It is predicted that bank base rate will remain at 5.25% until September 2024 when it is predicted to reduce to 5%, with a predicted reduction to 4.5% by December 2024 and 4% by March 2025.
- 3.27 Cost pressures for insurance (£30,000) and IT inflation cost pressures for increases in prices and additional software and security (£110,000) have been built into the Budget Proposals for 2024/25.
- 3.28 A cost pressure of £75,000 has also been built in for business continuity and cyber security.

WEST DEVON VISION AND STRATEGY 2024 - 2028

- 3.29 At the Hub Committee meeting on 30 January 2024, the Hub Committee will consider the West Devon Vision and Strategy 2024-2028 and the Year 1 (2024/25) delivery plan. Proposals will be recommended to Full Council to adopt the West Devon Vision and Strategy 2024-2028 and the delivery plan at its meeting on 20 February 2024. The West Devon Vision and Strategy and delivery plans have been refined following a seven week consultation and engagement period with the public and partners. Once adopted, the vision and strategy will be the Council's overarching strategic document setting out our ambitions and priorities for the Borough.
- 3.30 There was a separate report on the Hub Committee agenda for 21 November 2023 for the review of the Capital Programme and a review of Reserves (see Appendix C for an extract of this report on the review of Reserves). The Hub Committee resolved to recommend to Council to withdraw three capital projects from the current Capital Programme, potentially freeing up £263,200 and to also approve the review of revenue reserves, potentially releasing a further £871,000 of revenue funding. **Therefore, there is potentially £1,134,200 available to fund the new emerging West Devon Vision and Strategy 2024-2028.**

Climate and Biodiversity

- 3.31 The West Devon Vision and Strategy sets out the Council's primary commitments to tackling climate change and increasing biodiversity as part of the Natural Environment theme. The proposed financial commitment and investment for this Theme will be set out in the report to the Hub Committee on 30th January 2024. This will then be recommended to Full Council on 20th February 2024.

Second homeowners council tax premium

- 3.32 The Levelling Up and Regeneration Act 2023 allows Billing Authorities the discretion to charge second homeowners a council tax premium of 100% (so a second home dwelling would pay double the council tax charge). The Act requires Billing Authorities to have a minimum period of 12 months between making its first determination and the financial year in which it takes effect. That means the earliest that Councils can introduce it is for the start of the 2025-26 financial year, i.e. 1 April 2025. At Council on 21 February 2023, Council approved charging up to an extra 100% council tax on second homes.
- 3.33 Now that the legislation has been passed, it is recommended to Council to adopt a further resolution to charge a council tax premium on second homes from 1 April 2025. This will be a separate report to the Hub Committee in January 2024 and a recommendation to Council in February 2024. The estimated additional yield from council tax would be £1.6m of which the Council's share would be approximately £0.17m (11%) – see Memorandum Note in Appendix A.

- 3.34 The key impact of second homes is to remove a significant number of homes from the local housing market, with properties that would otherwise be available to provide permanent homes for local people being used as holiday homes by people whose primary residency is outside the Borough. For this reason, the Council believes that the additional money raised by the second homes premium should be invested back into housing. West Devon Borough Council is working with other councils across Devon to make the case that all the additional tax raised should be ringfenced to address housing challenges, including to acquire existing properties to provide temporary accommodation, to support people with complex needs and the provision of specialist accommodation with supported facilities for care leavers.
- 3.35 There was a separate report on the Hub Committee agenda on 21st November 2023 regarding the long stay car parking pay and display charges review. It must be noted that in the 2023/24 Budget the Council reduced its income target for car parking income by £150k. Therefore, the review of car parking charges as is proposed in this report by an inflationary amount (since March 2021) is taking the Council's car parking income back to pre-pandemic levels and a pre pandemic budget position. It is proposed to increase the long stay car parks tariffs only, ensuring that short stay shopping opportunities are not impacted.

4. Treasury Management and Borrowing Strategy

- 4.1 The Council has previously taken external treasury management advice on the Council's overall borrowing levels and debt levels. The Council set an Upper Limit on External Borrowing (for all Council services) as part of the Medium-Term Financial Strategy of £50 million in 2019 and it is not proposed to change this limit at present.
- 4.2 In 2022/23 the long-term borrowing of the Council decreased from £27,726,000 (2021/22) to £27,012,000. Short-term borrowing increased from £615,000 to £714,000. This is due to the profiling of the debt repayments where long term borrowing has moved to short term borrowing. Total borrowing as at 31 March 2023 has reduced from £28,341,000 to £27,726,000. No further external borrowing took place during 2022/23.

5 FEES AND CHARGES

- 5.1 As part of the budget process, fees and charges will be reviewed. A delegation is in place to enable service managers to increase fees and charges by inflation where these are not material changes or increases.
- 5.2 DEFRA has confirmed that the implementation of the Extended Producer Responsibility (EPR) will be deferred from October 2024 to October 2025.

6 BUDGET FOR 2025/26 AND TIMESCALES

- 6.1 The Council will continue to assess the options for closing the budget gap for 2024/25 onwards, and in the longer term, to achieve long-term financial sustainability and further options will be presented to Members in further budget reports. This will consider ways to reduce the Council's operating costs and generating further income and savings.
- 6.2 Making the best use of our resources and setting a balanced budget annually is within the 'Delivering Quality Services' Delivery Plan.
- 6.3 The revenue budget monitoring report to the Hub Committee on 19th September shows an overall projected deficit of £37,000 for the 2023/24 financial year. This is 0.4% of the overall net budget set of £8.588million and this is very close to a break-even position.

7 Earmarked and Unearmarked Reserves Policy

- 7.1 Unearmarked Reserves total £1.569 million at 31 March 2023. There was a surplus of £79,000 on the outturn position for 2022/23 (1.0% of the net budget of £7.770m) as shown in the Draft Statement of Accounts for 2022/23 published by the end of June 2023. In accordance with normal accounting practice, this underspend has gone into Unearmarked Reserves.
- 7.2 At Council on 21 February 2023, Members set a minimum balance for Unearmarked Reserves of £900,000, with an operating level of a minimum of £1.25million (Minute reference CM 66/22). This was based on a risk assessment basis and a sensitivity analysis. Therefore, the current level of Unearmarked Reserves of £1.569million at 31 March 2023 is still above these minimum levels to be held which are set annually. An updated risk assessment and sensitivity analysis will be presented to Council in February 2024.
- 7.3 Legislation does not prescribe how much the minimum level of reserves should be. The Section 151 Officer is tasked with recommending the minimum level of reserves required as part of the budget setting process having regard to elements of risk in the Council's finances (this was recommended at £900,000 being the minimum level in February 2023, with an operating level of £1.25million). Section 25 of the Local Government Act 2003 requires the Section 151 officer to report on the adequacy of the Council's financial resources on an annual basis.
- 7.4 **Earmarked Reserves** have reduced by £0.287m in 2022/23 moving from £9.189m on 1 April 2022 to **£8.902m at 31 March 2023 as shown in Appendix C**. This is an extract from the report to the Hub Committee on 21.11.23 on the review of Reserves. See 3.30 of this report which gives further detail.

- 7.5 Reserve levels will be kept under constant review and will be reviewed throughout the budget setting process to consider commitments against Earmarked Reserves, their unallocated balance, and the contributions to/from Earmarked Reserves for 2024/25 and future years also. This will be further set out in the Budget report to the Hub Committee in January 2024.
- 7.6 The proposed contributions to/from Earmarked Reserves for 2024/25 are shown in Appendix A. It is recommended to make an annual contribution of £50,000 to a JLP reserve, to commence the JLP review and to also commence making a £300,000 annual contribution to the vehicle replacement reserve for the future replacement of the waste fleet. An options report on waste vehicles will be presented to Members in 2024.
- 7.7 The Council currently puts 10% of its annual income from investment properties into a Management, Maintenance and Risk Earmarked Reserve. It is recommended to have a stepped increase of another 5% to the contribution to the Maintenance Management and Risk Management Reserve (MMRM Reserve) for Investment properties. This would increase the contribution from 10% of annual rental income of £1.1m to 15% in 24/25 (with an aim to increase it to 20% for 2025/26 financial year). There was a recommendation to review the reserve contribution from the Audit and Governance Committee. Increasing the contribution from 10% to 15% would be an extra annual cost of £55,000 per annum.
- 7.8 The provision of an appropriate level of balances is a fundamental part of prudent financial management, enabling the Council to build up funds to meet known and potential financial commitments.
- 7.9 As highlighted above there is a high degree of uncertainty about future levels of funding for local government. However, the Section 151 Officer is keeping a close watch on developments and planning for this longer-term uncertainty.

8 CAPITAL PROGRAMME AND PRUDENTIAL BORROWING

- 8.1 The Capital Programme is set by the Council and may be funded by sale proceeds from the disposal of assets (capital receipts), external grants and contributions, directly from revenue or from borrowing.
- 8.2 Capital projects will be scored on the following criteria:
- Health and Safety compliance
 - Essential to keep operational assets open
 - Fit with the Council's Delivery Plans for the new emerging West Devon Vision and Strategy 2024-2028
 - To rationalise service delivery or service improvement
 - To generate income, capital value or to reduce revenue costs

8.3 It is important that future bids for capital are aligned with the review of the new emerging West Devon Vision and Strategy 2024-2028.

8.4 There are two capital bids for 2024/25 (total of £140,000) that it is recommended form part of the Capital Budget Proposals for 2024/25 and be funded from New Homes Bonus funding. These are as below: -

- £90,000 – to renew and upgrade the Councils’ bank reconciliation software (This is 50% of the projected cost, which is shared with SHDC)
- £50,000 – Annual amount set aside for a provision for the roof at Kilworthy Park

This will be a recommendation as part of the Budget Proposals report to Council in February 2024.

8.5 The Council’s Asset Base is £38.3 million at 31 March 2023. The Council will continually review and challenge its asset base in order to deliver the optimum value for money from the Council’s Assets.

9 FINANCIAL SUSTAINABILITY AND TIMESCALES

9.1 The MTF5 is the starting point for developing a meaningful three year strategy that sets out the strategic intention for different strands of funding available to the Council (Hub Committee 19th September 2023).

9.2 The Council’s budget is essentially fixed in cash terms and its ability to raise income is limited as there are national controls in place around council tax and business rates.

9.3 The Council will continue to assess various options for closing the budget gap for 2025/26 onwards, and in the longer term, to achieve long term financial sustainability and further reports will be presented to Members.

9.4 On 5th December 2023, the Audit and Governance Committee considered an interim Auditor’s Annual Report from the Council’s external auditors, Grant Thornton. This gave commentary on the Council’s arrangements to secure economy, efficiency and effectiveness in its use of resources (see Section 10 of this report). It also gave commentary on financial sustainability.

- 9.5 Under the category of 'Financial sustainability', the report stated: that 'West Devon Borough Council (the Council) continues to perform well with regard to financial sustainability, with a record of stable financial and budgetary management. Despite the challenging environment in which it continued to operate in during 2021/22 and 2022/23, the Council has maintained a good financial position and achieved a balanced budget. Our work has not identified any significant weaknesses in arrangements to secure financial stability.'
- 9.6 An All Member Briefing on the Draft Budget Proposals for 2024/25 will take place on **Wednesday 10th January 2024**.
- 9.7 The table below shows the budget timetable for the 2024/25 Budget process.

19 th September 2023	Hub Committee – To consider the three-year MTFs (Medium Term Financial Strategy) for 2024/25 to 2026/27
21 st November 2023	Hub Committee – To consider draft proposals for the Revenue and Capital Budget for 2024/25.
Wednesday 10 th January 2024 (4pm)	All Member Briefing on the Budget Proposals for 2024/25
16 th January 2024	Overview & Scrutiny Committee - To consider draft proposals for the Revenue and Capital Budget for 2024/25.
30 th January 2024	Hub Committee – To recommend Final Budget Proposals to Council for 2024/25
15th February 2024 (9am)	Date which Council Procedure Rule 16 applies
20 th February 2024	Full Council – To approve Final Budget Proposals for 2024/25 and set the WDBC share of the Council Tax
22 February 2024	Council Tax Setting Panel – to agree the Council Tax Resolution for 2024/25 (This is WDBC share plus all other precepting authorities share).

Note 1- Council Procedure Rule 16 states that 'Where a member intends to move a motion or amendment in relation to the Budget, the text of that motion or amendment must be put in writing and submitted to the Head of Paid Service by 9am on the third working day before the meeting, in order that officers may have sufficient time to consider and advise the Council of the financial implications of any such motion or amendment'. As per the timetable above, this would need to be submitted by 9am on Thursday 15 February 2024.

10. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Hub Committee is responsible for recommending to Council the budgetary framework. It is the role of the Overview and Scrutiny Committee to scrutinise the Budget proposals being proposed by the Council on an annual basis. In accordance with the Financial Procedure Rules, Council must decide the general level of Reserves and the use of Earmarked Reserves.</p> <p>The preparation of the Budget report is evidence of whether the Council has considered all relevant information and proper advice when determining its financial arrangements in accordance with statutory requirements, and, that it will set a lawful budget.</p>
Financial implications to include reference to value for money		<p>The report sets out proposals for the Council to achieve a balanced budget for 2024/25, as shown in Appendix B. The Council is currently forecasting a £418,937 budget gap by the following year, 2025/26. The cumulative aggregated Budget Gap by 2026/27 is £1.7million, if no action has been taken in each individual year to close the budget gap annually.</p> <p>On 5 December 2023, the Audit and Governance Committee considered an interim Auditor's Annual Report from the Council's external auditors, Grant Thornton. This gave commentary on the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources.</p> <p>The report stated that 'The Council has demonstrated a good understanding of its role in securing economy, efficiency and effectiveness in its use of resources. Our work has not identified any significant weaknesses in arrangements.'</p>
Risk		<p>Each of the budget options taken forward by Members will consider the risks of the option.</p>
West Devon Vision and Strategy 2024-2028		<p>At the Hub Committee meeting on 30 January 2024, the Hub Committee will consider the West Devon Vision and Strategy 2024-2028 and the Year 1 (2024/25) delivery plan. Proposals will be recommended to Full Council to adopt the West Devon</p>

		<p>Vision and Strategy 2024-2028 and the delivery plan at its meeting on 20 February 2024. The West Devon Vision and Strategy and delivery plans have been refined following a seven week consultation and engagement period with the public and partners.</p> <p>Once adopted, the vision and strategy will be the Council's overarching strategic document setting out our ambitions and priorities for the Borough.</p>
Climate Change - Carbon / Biodiversity Impact		<p>A report was presented to Council on 8th December 2020 'Climate Change and Biodiversity Strategy and Action Plan update'.</p> <p>In March 2021, Council approved to set up an Earmarked Reserve for £200,000 for the Recovery Plan and Corporate Strategy.</p> <p>The West Devon Vision and Strategy sets out the Council's primary commitments to tackling climate Change and increasing biodiversity as part of the Natural Environment theme.</p> <p>The proposed financial commitment and investment for this Theme will be set out in the report to the Hub Committee on 30th January 2024. This will then be recommended to Full Council on 20th February 2024.</p>
Comprehensive Impact Assessment Implications		
Consultation and Engagement Strategy		<p>External consultation and engagement have not been undertaken regarding this report.</p> <p>The West Devon Vision and Strategy and delivery plans have been refined following a seven-week consultation and engagement period with the public and partners.</p>
Equality and Diversity		Equality Impact Assessments are completed for the budget proposals.
Safeguarding		None directly arising from this report.
Community Safety, Crime and Disorder		None directly arising from this report.
Health, Safety and Wellbeing		None directly arising from this report.
Other implications		None directly arising from this report.

Supporting Information

Appendices:

Appendix A – Budget pressures and savings

Appendix B – Modelling of the Budget Position

Appendix D – Town and Parish Precepts for 2023/24

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WEST DEVON BOROUGH COUNCIL

BUDGET PRESSURES

	BASE 2023/24 £	Yr 1 2024/25 £	Yr 2 2025/26 £	Yr 3 2026/27 £
Waste collection, recycling and cleansing contract inflation (estimate) - assume 7.5% 2023/24 onwards (23/24 also includes some extra inflation provision from 22/23)	345,000	245,000	245,000	245,000
Waste collection, recycling and cleansing contract - Council 19 July 2022	400,000	0	0	0
Waste collection, recycling and cleansing - additional properties	50,000	100,000	100,000	100,000
Triennial Pension revaluation (increase in Pension Employer primary rate contributions)	50,000	0	0	75,000
Inflation on goods and services	150,000	150,000	150,000	150,000
Salaries - provision for pay award at 4% (£216,000) for 2024/25 (total pay of £5.4m), reducing to 3% in 25/26 and 26/27	0	216,000	170,000	170,000
Salaries - 22/23 award of £1,925 per Scale point has been modelled (an extra £210,000 on top of the 2% provided for)	360,000	0	0	0
Pay award 2023-24 - Initial figures of £1,925 per Scale Point or a 3.88% increase for Scale Point 44 upwards. (£147,000 is the amount over the current budget provision). This will need to be built into the Base Budget in 2024-25.	0	147,000	0	0
Increase in salaries - increments and pay and grading	175,000	75,000	75,000	75,000
IT inflationary cost pressures - increases in prices	0	110,000	0	0
Flooding - recent events have highlighted the need to add a cost pressure for dealing with the impacts of climate change, such as flooding, on our communities	0	50,000	0	0
Business continuity and cyber security	0	75,000	0	0
Extra insurance costs	0	30,000	0	0
Reduction in car parking income - Income targets were reduced in 2023/24 - There was a report to the Hub Committee in November 2023 on fees and charges for car parking. This is shown in the savings section further down.	150,000	0	0	0
Increase in external audit fees	60,000	30,000	0	0
Housing Delivery Team - Hub Committee 7th June 2022	29,800	0	0	0
Head of Revenues and Benefits - Hub Committee 12th April 2022	30,000	0	0	0
The Planning Improvement Plan, Hub Committee 7 June 2022, noted that the cost of the restructure, £33K per annum, will be funded for the first three years from the additional planning income held in the planning earmarked reserve.	33,000	0	0	0
A Plan for West Devon - Council 28.9.21 - £122,000 cost pressure for 22/23 and £168,000 for 2023/24 (Base Budget of £168,000 in 2024/25 onwards)	46,000	0	0	0
Reduction in Housing Benefit administration subsidy	10,000	10,000	0	0
National Insurance and National Living Wage (NLW increases)	40,000	30,000	20,000	20,000
TOTAL IDENTIFIED BUDGET PRESSURES	1,928,800	1,268,000	760,000	835,000

WEST DEVON BOROUGH COUNCIL

Contribution to Earmarked Reserves
(This line shows the annual contributions into the Reserve)

	BASE 2023/24 £	Yr 1 2024/25 £	Yr2 2025/26 £	Yr 3 2026/27 £
Contribution to IT Development Reserve (£50K per annum)	50,000	50,000	50,000	50,000
Contribution to Planning Reserve (£25K per annum)	25,000	25,000	25,000	25,000
Contribution to Elections Reserve (20K per annum)	20,000	20,000	20,000	20,000
Contribution to a Joint Local Plan Earmarked Reserve - to commence the JLP review	0	50,000	50,000	50,000
Contribution from the Planning Reserve for the cost of the restructure within the planning service - Hub Committee 7 June 2022 - to be funded for the first three years from the additional planning income held in the planning earmarked reserve	(33,000)	(33,000)	(33,000)	0
Contribution from Business Rates Retention Reserve to smooth the volatility in business rates income from the baseline reset	(150,000)	(150,000)	(150,000)	(150,000)
Contribution from Strategic Change Earmarked Reserve	(32,567)	0	0	0
Contribution to Vehicles Replacement Reserve (£50K per annum) - An increase to £300,000 per annum per year has been built in as a cost pressure. An options report will be brought to Members in early 2024.	50,000	300,000	300,000	300,000
Increase the contribution to the Management, Maintenance and Risk Management Reserve for Investment properties - This increases the contribution from 10% of annual rental income in 23/24 to 15% in 24/25 and 20% for 25/26 onwards.	0	55,000	110,000	110,000
Contribution to Joint Local Plan Earmarked Reserve (staffing costs)	25,000	25,000	25,000	25,000

Total Contribution to/ (from) Earmarked Reserves	(45,567)	342,000	397,000	430,000
SAVINGS AND INCOME GENERATION IDENTIFIED				
	BASE 2023/24 £	Yr 1 2024/25 £	Yr 2 2025/26 £	Yr 3 2026/27 £
Income from Investment properties (£350,000 is in the Base Budget for 2023/24) - periodic upwards rental reviews on investment properties	50,000	0	0	0
Management fee income from external contracts such as leisure - Council 15 February 2022	45,500	0	0	200,000
IT FIT Project - software savings	10,000	0	0	0
Establishment savings (salary savings) gained from IT and digital communications	50,000	0	0	0
Extra recycling income - this income has already been achieved in 2021-22 (Base budget of £515,000 in 2023-24)	190,000	0	0	0
Extra trade waste income (Base budget of £45,000 in 2023-24)	30,000	0	0	0
Extra treasury management income to reflect increases in the Bank Base rate (Base Budget of £400,000 in 2023-24)	375,000	400,000	(200,000)	0
Car parking income (Hub Committee report 21st November 2023 - inflationary increases since March 2021)	0	150,000	0	0
Vacancy saving target on salaries - equates to around 1.5% of salaries (total pay of £5.4m)	0	80,000	0	0
Extra garden waste income from an increased customer base and an inflationary increase in the annual subscription amount (Base budget of £305,000 in 2023-24)	60,000	55,000	0	0
Environmental Health fees and charges - inflationary increases	0	20,000	0	0
Savings on staff and Member travel and expenses	30,000	0	0	0
Housing Benefit overpayments	40,000	0	0	0
Additional Employments estates income (Base budget of £427,000 in 2023-24)	50,000	0	0	0
Funding from Homelessness prevention government grant (this funds housing posts - funding to be reflected within the base budget)	180,000	0	0	0
TOTAL SAVINGS AND INCOME GENERATION	1,110,500	705,000	(200,000)	200,000

Memorandum note on Planning Fee Income

The Government has confirmed that a 35% increase for major applications and 25% for all other applications will apply from 6th December 2023. This is expected to generate around £60,000 to £70,000 of additional planning income. In 2022-23, the Council experienced a shortfall in planning income of £185,000 (39%) against the budgeted income target of £473,000. Therefore no additional income has been built into the base budget for 2024/25.

Second Homes 200% council tax - Projected Income and Expenditure	BASE 2023/24 £	Yr 1 2024/25 £	Yr 2 2025/26 £	Yr 3 2026/27 £
Discretion to charge up to an extra 100% extra council tax on Second Homes (timescale is that legislation has been introduced for 25-26). There was a separate report on the Council agenda of 21 February 2023 regarding this. The estimated additional yield from council tax would be £1.6m, of which the Council's share would be approximately £0.17m (11%).		0	(170,000)	(170,000)
Expenditure: The Council is experiencing additional temporary accommodation costs This has been identified in the latest Budget Monitoring report (19.9.23) as being an on-going cost pressure. Significant increases are anticipated in the expenditure on temporary accommodation over and above what is claimable back through DWP (Department for Work and Pensions) subsidy. This is reflective of the national picture.		150,000	150,000	150,000

Modelling assumptions: Assumes Council Tax is increased by 2.99% annually	BASE	Yr 1	Yr 2	Yr 3
Modelling for the financial years 2023/24 onwards	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Base budget brought forward	7,769,695	8,587,995	9,150,995	9,692,058
Budget pressures (as per Appendix A)	1,928,800	1,268,000	760,000	835,000
Savings already identified (as per Appendix A)	(1,110,500)	(705,000)	200,000	(200,000)
Projected Net Expenditure:	8,587,995	9,150,995	10,110,995	10,327,058
Funded By:-				
Council Tax income - Modelling a 2.99% increase in council tax each year (Taxbase 24/25 = 21,512.23 Band D Equivalent properties)	5,391,371	5,627,384	5,876,433	6,135,259
Collection Fund Surplus	377,000	151,000	150,000	150,000
Increase in Council Tax in year collection and recovery (Revenues and Benefits Review)		60,000	60,000	60,000
Localised Business Rates (estimate of business rates resources received in the year)	1,761,000	2,327,835	2,350,000	2,450,000
Increase in Business Rates in year collection and recovery (Revenues and Benefits Review)		75,000	90,000	100,000
Business Rates Tariff/Top Up Adjustment amount (Negative Revenue Support Grant change to baseline need assumed to start in 2026/27)	0	0	0	(117,000)
Revenue Support Grant	89,000	94,416	100,000	0
Business Rates Pooling Gain	200,000	200,000	200,000	0
Funding from Rural Services Delivery Grant	544,625	544,625	544,625	544,625
Funding from Funding Guarantee (3% increase in Core Spending Power) - this was a new grant for 23/24 onwards. Assume discontinued when the Fair Funding Review is implemented in 26-27.	51,044	93,067	398,000	0
Less grants rolled into the Funding Guarantee amount	(88,262)	0	0	0
Transitional funding - assume the introduction of the business rates baseline reset and the Fair Funding Review will translate into some transitional funding being available to Councils	0	0	0	250,000
Funding from New Homes Bonus (or a replacement scheme)	150,000	309,180	310,000	310,000
Funding from New Services Grant	66,650	10,488	10,000	0
Less: Contribution to Earmarked Reserves	45,567	(342,000)	(397,000)	(430,000)
Total Projected Funding Sources	8,587,995	9,150,995	9,692,058	9,452,884
Budget gap per year (Projected Expenditure line 4 - Projected Funding line 20)	0	0	418,937	874,174
Actual Predicted Cumulative Budget Gap	0	0	418,937	1,293,111
Aggregated Budget Gap (if no action is taken in each individual year to close the budget gap annually)	0	0	418,937	1,712,048

Modelling Assumptions: (Assumes an increase in Band D Equivalent properties of 300 per annum)				
Council Tax (Band D) (an increase of 2.99% per annum has been modelled)	254.00	261.59	269.41	277.46
Council TaxBase	21,225.87	21,512.23	21,812.23	22,112.23

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ANALYSIS OF RESERVES (EARMARKED RESERVES AND UNEARMARKED RESERVES)

APPENDIX C

Extract of the Hub Committee report 21.11.23 on the review of Earmarked Reserves						
EARMARKED RESERVES	Closing balance 31.03.2023	Future Commitments	Funding needed to hold a prudent provision	Unallocated spend	Annual reserve contribution	Comments
Specific Reserves - General Fund	£000s	£000s	£000s	£000s	£000s	
Earmarked Reserves which are essential for operational core service delivery (for example programmed renewal and replacement of plant and equipment)						
Business Rates Retention Reserve (remainder of the reserve needed to manage business rates volatility each year)	(971)	150	821	0		This relates to a timing issue on the accounting adjustments required for the localisation of business rates. This reserve deals with any volatility in Business Rate income. In 2023/24 £150,000 is budgeted to be used of this reserve to smooth the volatility in business rates income used to finance the revenue budget.
Car Park Maintenance Reserve	(534)	38	496	0		The majority of this reserve is uncommitted. Future commitments are for the provision of electric car charging points and resurfacing of car parks.
Elections	(61)	61	0	0	(20)	This reserve is held to fund the cost of Borough Council elections, an annual contribution of £20,000 is made into this reserve.
Environmental Health Initiatives	(104)	104	0	0		The additions to this reserve applied in 2022/23 relate to savings on Environmental Health salaries, and are committed to fund a post for the next two years (2023/24 & 2024/25).
Grounds Maintenance	(99)	99	0	0		A reserve set up in 2019/20 to hold the Grounds Maintenance in year surpluses to be reinvested back into the service.
Homelessness Prevention Reserve	(184)	141	43	0		This reserve has been created following underspends on Homelessness Prevention Costs. The future commitments of £74k are £50k towards the part funding of capital works at Springhill, and the future funding of service salary costs £91k.
ICT Development Reserve	(45)	45	0	0	(50)	An annual contribution of £50k is made into this reserve. Commitments in 23/24 are for the new website and planning systems.
Leisure Services	(133)	86	47	0		A reserve set up in 2016/17 to support non recurring costs of the leisure service. The future commitments of £86k are contributions towards the cost of capital works at Parklands Leisure Centre and Tavistock Viaduct Walk.
Maintenance Funds	(436)	95	341	0		A reserve set up in 2016/17 to support potential non recurring maintenance costs of property assets held by the authority. The future commitments of £95k are contributions towards the cost of capital works at Heron Rd, Exeter and Hayedown Depot.
Maintenance, Management and Risk Management Reserve (MMRM) - 10% of annual income from investment properties is set aside into this reserve	(418)	0	418	0		This reserve was set up in 2018/19 to manage the ongoing maintenance costs of the Council's Investment Property. The contributions to this reserve equate to 10% of the rental income on an annual basis. This is being reviewed for the future.
New Homes Bonus (Revenue Base Budget funding)	(150)	150	0	0		Funding set aside to finance the 2023/24 revenue budget
New Homes Bonus	(363)	363	0	0		Commitments for capital programme funding from allocations approved in previous years, such as Springhill, Tavistock and other capital projects
Planning Policy & Major Developments	(123)	118	5	0	(25)	This reserve is for all planning matters and is also required to put funding aside to meet any future appeal costs. Commitments mainly relate to the Planning Restructure. A contribution of £25,000 is made into the reserve annually.
Joint Local Plan	(25)	25	0	0	(25)	This reserve is to fund the salary costs of the JLP team. An annual contribution of £25k is made into this reserve.
Section 106 Monitoring and technical support	(3)	3	0	0		This reserve funds the costs of staff to oversee the administration of S106 deposits and how they are spent.
Organisational Development Strategy	(20)	20	0	0		This reserve was created from external work carried out in other Councils e.g. HR work with Councils also embarking on a Transformation Programme. This funding is now earmarked for implementing the Council's Organisational Development Strategy.
Vehicle Replacement	(376)	376	0	0	(50)	Earmarked for the Vehicle Fleet Replacement Programme. An annual contribution of £550k is made into this reserve.
Waste & Cleansing Options Review	(678)	450	228	0		This reserve was established in 2016/17 to support and promote changes in service provision and capital investment. Amounts have been committed to fund capital expenditure for an additional waste fleet vehicle and for the upgrade of Hayedown Depot.
Tree Maintenance	(14)	14	0	0		This reserve was set up in 2021/22 to hold underspends in the revenue budget and to support longer term ongoing costs of the tree maintenance programme
Affordable Housing Reserve	(159)	98	0	(61)		This is a new reserve set up in 2022/23 to support the delivery of affordable housing initiatives. £98k has been committed to support the continuation of the tenants incentive scheme and capital works to modernise 3 Springhill, the balance of the reserve is currently uncommitted.
Tamar Trails	(55)	55	0	0		This is a new reserve set up in 2022/23 to support the delivery of capital improvement works to the trail. The reserve is fully committed as detailed in capital monitoring report to Hub Committee 07/03/23
Sub - Total	(4,951)	2,491	2,399	(61)	(170)	
Earmarked Reserves which are being used to fund new corporate initiatives and corporate priorities						
Broadband Community Support Reserve	(50)	50	0	0		The set up of this reserve was approved by Hub on 01/12/20, min ref HC40, funded by a £50k contribution from the Business Rates Retention Reserve to support the council's economic and health & wellbeing objectives.
Business Rates Retention Reserve (Corporate Strategy)	(104)	104	0	0		£104k has been committed to fund initiatives included in the Corporate Strategy, including supporting enhancements to Tavistock & other towns
Innovation Fund (Invest to Earn)	(376)	287	0	(89)		This reserve was set up in 2016/17, current commitments are for a contribution towards the upgrade of Hayedown Depot and Corporate Strategy projects £80k.
Recovery Plan & Corporate Strategy Reserve	(159)	159	0	0		This was a reserve established at the end of 2020/21 to support the costs of the Recovery Plan & Corporate Strategy (Hub 16/03/21), it is fully committed to fund the cost of various initiatives as detailed in the Corporate Strategy.
Strategic Change (T18)	(67)	33	0	(34)		£33k has been committed to finance the 2023/24 revenue base budget
Sub - Total	(756)	633	0	(123)	0	
Earmarked Reserves which is Government Grant funding being used for the purposes of the grant determination letter						
Neighbourhood Planning	(45)	45	0	0		This is Neighbourhood Planning Grant funding received in previous years yet to be applied to finance relevant expenditure
Revenue Grants	(1,303)	1,303	0	0		This reserve comprises of government grants received for specific initiatives or new burdens, and are held in the reserve for accounting purposes.
Ukraine Humanitarian Crisis (Government Grant funding)	(669)	669	0	0		This reserve was set up in 2022/23 to hold funding received to support the Ukraine Humanitarian Crisis which will be spent in 2023/24. An amount of £496,583 will be spent in 2023/24 on the purchase of five properties through the Local Authority Housing Fund (LAHF) as approved by Hub Committee (07/03/23).
Sub - Total	(2,017)	2,017	0	0	0	
Notional Earmarked Reserves which are held for a technical accounting purpose for the Collection Fund (this is not funding available to the Council to spend)						
S.31 Compensation Grant (Business Rates Section 31 Grants for business rates relief)	(307)	307	0	0		This is a new reserve set up to hold the business rates S31 grants received in 2020/21 and 2021/22 to offset the business rate reliefs given to businesses during lockdown. Under current Collection Fund accounting rules, the S31 grants received will not be discharged against the Collection Fund deficit until the following year in 2023/24. This reserve is not money which is available for the Council to spend and it is important that this is not misinterpreted in the Accounts, as this is a national issue.
Sub - Total	(307)	307	0	0	0	
Uncommitted Earmarked Reserves and available for Members to decide how to allocate these funds for future priorities (This potentially releases £871,000 for the West Devon Vision and Strategy 2024-2028 - see Section 3.30 of the covering report)						
COVID-19	(254)	0	0	(254)		This was a reserve set up at the end of 2021 used to hold grant funding provided by central government to finance costs & income losses incurred as a direct result of dealing with the COVID-19 pandemic. The current balance in this reserve is uncommitted for these purposes.
Financial Stability	(617)	0	0	(617)		This was a new reserve set up in 2018/19, which is to be available for any future financial pressures arising from local government funding reforms and any other budget pressures. It is currently uncommitted funding.

Sub - Total	(871)	0	0	(871)	0	
TOTAL EARMARKED RESERVES	(8,902)	5,448	2,399	(1,055)	(170)	
TOTAL UNEARMARKED RESERVES (General Fund Balance)	(1,569)	0	1,569	0		This Unearmarked Reserve has a minimum balance of £0.9 million and an operating level of £1.25 million (set by Members as part of the budget process). The 2022/23 surplus of £79,000 from the 2022/23 Accounts has been transferred to Unearmarked Reserves, in accordance with normal accounting practice. The £1,569m includes the surplus of £79,000 for the 2022/23 financial year outturn.
TOTAL REVENUE RESERVES (EARMARKED AND UNEARMARKED RESERVES)	(10,471)	5,448	3,968	(1,055)	(170)	

COMPARISON OF PARISH/TOWN PRECEPTS IN 2022/23 and 2023/24

Parish/Town	2022/23	2023/24	2022/23	2023/24	Increase/	Increase/
	Parish	Parish	Parish	Parish	(Decrease)	(Decrease)
	Precept	Precept	Band D	Band D	Band D	Band D
	£	£	council tax	council tax	council tax	council tax
			£	£	£	%
Beaworthy	4,261	4,261	49.51	49.45	(0.06)	-0.1%
Belstone	3,408	3,500	27.87	28.36	0.49	1.8%
Bere Ferrers	70,520	77,371	65.55	71.87	6.32	9.6%
Bondleigh	200	200	3.39	3.14	(0.25)	-7.4%
Bratton Clovelly	6,558	6,924	38.12	39.58	1.46	3.8%
Brentor	15,250	15,750	81.27	82.89	1.62	2.0%
Bridestowe	7,511	8,260	33.08	35.59	2.51	7.6%
Broadwoodkelly	2,721	2,721	23.17	22.35	(0.82)	-3.5%
Buckland Monachorum	59,907	61,814	35.71	36.63	0.92	2.6%
Burrator	5,000	5,500	7.69	8.40	0.71	9.2%
Chagford	54,000	60,000	70.63	75.14	4.51	6.4%
Dartmoor Forest	17,995	17,995	48.62	48.17	(0.45)	-0.9%
Drewsteignton	13,410	11,900	37.93	33.51	(4.42)	-11.7%
Exbourne & Jacobstowe	7,490	10,500	33.67	46.00	12.33	36.6%
Germansweek	4,727	4,970	59.98	60.26	0.28	0.5%
Gidleigh	0	0	0.00	0.00	0.00	0.0%
Gulworthy	5,855	6,733	29.41	32.90	3.49	11.9%
Hatherleigh	25,000	35,000	41.11	53.11	12.00	29.2%
Highampton	4,830	4,896	39.65	39.65	0.00	0.0%
Horrabridge	41,400	46,506	58.38	64.84	6.46	11.1%
Iddesleigh	5,000	5,000	58.20	55.97	(2.23)	-3.8%
Inwardleigh	4,750	5,200	29.06	30.07	1.01	3.5%
Kelly	450	450	8.64	8.45	(0.19)	-2.2%
Lamerton	8,799	10,805	27.00	32.99	5.99	22.2%
Lewdown	8,196	8,524	24.22	23.72	(0.50)	-2.1%
Lifton	14,769	15,138	34.67	34.87	0.20	0.6%
Lydford	12,050	8,508	67.67	46.87	(20.80)	-30.7%
Mary Tavy	17,928	19,382	48.97	51.43	2.46	5.0%
Meeth	2,300	2,415	33.99	35.67	1.68	4.9%
Milton Abbot (including Bradstone)	5,324	5,457	14.54	14.88	0.34	2.3%
Monkokehampton	4,598	4,600	88.66	87.44	(1.22)	-1.4%
North Tawton	134,029	144,971	191.92	203.24	11.32	5.9%
Northlew	11,111	13,600	39.19	45.19	6.00	15.3%
Okehampton Town	313,086	421,893	140.26	186.42	46.16	32.9%
Okehampton Hamlets	24,200	27,850	41.14	42.54	1.40	3.4%
Peter Tavy	11,000	11,500	85.58	89.39	3.81	4.5%
Plasterdown	4,369	4,942	15.46	17.45	1.99	12.9%
Sampford Courtenay	10,682	10,682	42.55	41.57	(0.98)	-2.3%
Sourton	8,511	9,252	50.80	51.31	0.51	1.0%
South Tawton	22,432	24,291	48.47	51.85	3.38	7.0%

COMPARISON OF PARISH/TOWN PRECEPTS IN 2022/23 and 2023/24

Parish/Town	2022/23	2023/24	2022/23	2023/24	Increase/ (Decrease)	Increase/ (Decrease)
	Parish	Parish		Parish		
	Precept	Precept	Band D	Band D	Band D	Band D
	£	£	council tax	council tax	council tax	council tax
			£	£	£	%
Spreyton	3,500	4,535	18.21	23.17	4.96	27.2%
Sticklepath	5,732	6,088	36.74	38.34	1.60	4.4%
Stowford	3,014	3,105	24.50	25.19	0.69	2.8%
Sydenham Damerel	2,673	2,244	23.35	19.33	(4.02)	-17.2%
Tavistock	852,554	968,870	186.54	204.72	18.18	9.7%
Throwleigh	4,280	5,000	28.31	32.63	4.32	15.3%
Total	1,845,380	2,129,103				

Report to: **Overview and Scrutiny Committee**

Date: **16 January 2024**

Title: **Key Performance Indicators
April – November 2023**

Portfolio Area: **Councillor Chris Edmonds
Hub Lead for Performance & Resources**

Wards Affected: **All**

Author: **Neil Hawke** Role: **Assistant Director Strategy**

Contact: Neil.hawke@swdevon.gov.uk

Recommendations:

That the Overview and Scrutiny Committee notes:

1. the Key Performance Indicators for April 2023 – November 2023
2. the intention to review some Key Performance Indicators to provide more helpful information for Members in the future.

1. Executive summary

- 1.1 As part of its Performance Management Framework, the Council has committed to providing at least three annual updates on Key Performance Indicators to the Overview and Scrutiny Committee.
- 1.2 The last report on performance was considered by the Committee in July 2023.
- 1.3 This report sets out key service performance up to 30th November 2023 (Appendix A – Key Performance Indicators).

2. Proposal and Next Steps

- 2.1 The Overview and Scrutiny Committee are asked to consider the key operational performance report at Appendix A to this report.
- 2.2 Aligned to the adoption of the West Devon Vision and Strategy (scheduled for February 2024), it is proposed that Officers work with Hub Lead Members to review the Key Performance Indicators and make amendments to ensure the measures provide a clear overview of Council performance.

2.3 This review will include, for example considering a Key Performance Indicator to replace 'Number of Ombudsman Cases Reviewed and Upheld' which is considered to be of limited value and duplicates reporting to Audit and Governance Committee. A better measure of customer satisfaction may well be % of overall Council complaints received an upheld.

2.4 A review of Key Performance Indicators also ensures that our Key Performance measures align to the final priorities within the West Devon Vision and Strategy.

2.5 The proposal would be to implement any new or revised KPI's from 1st April 2024.

3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Member Scrutiny of Key Performance Indicators is important to good governance of the Council.
Financial implications to include reference to value for money	Y	Setting our performance against key frontline services provides a demonstration of value for money. The report also sets out progress against Council Tax and NDR collection rates – key income streams for the Council.
Risk	Y	Monitoring key performance indicators (which is undertaken by the officer Performance Board on a monthly basis) enables us to manage the risk profile of the Council, identifying any areas of under performance and taking steps to address.
Supporting Corporate Strategy	Y	All
Consultation & Engagement Strategy	N	NA
Climate Change - Carbon / Biodiversity Impact	Y	The report sets out progress against waste recycling rates.
Comprehensive Impact Assessment Implications		
Equality and Diversity		

Safeguarding		
Community Safety, Crime and Disorder		
Health, Safety and Wellbeing		
Other implications		

Supporting Information

Appendices:

Appendix A – Key Performance Indicators April 2023 – November 2023.

Background Papers:

Approval and clearance of report

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West Devon
Borough Council

Key Service Performance

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April – November 2023
Overview & Scrutiny



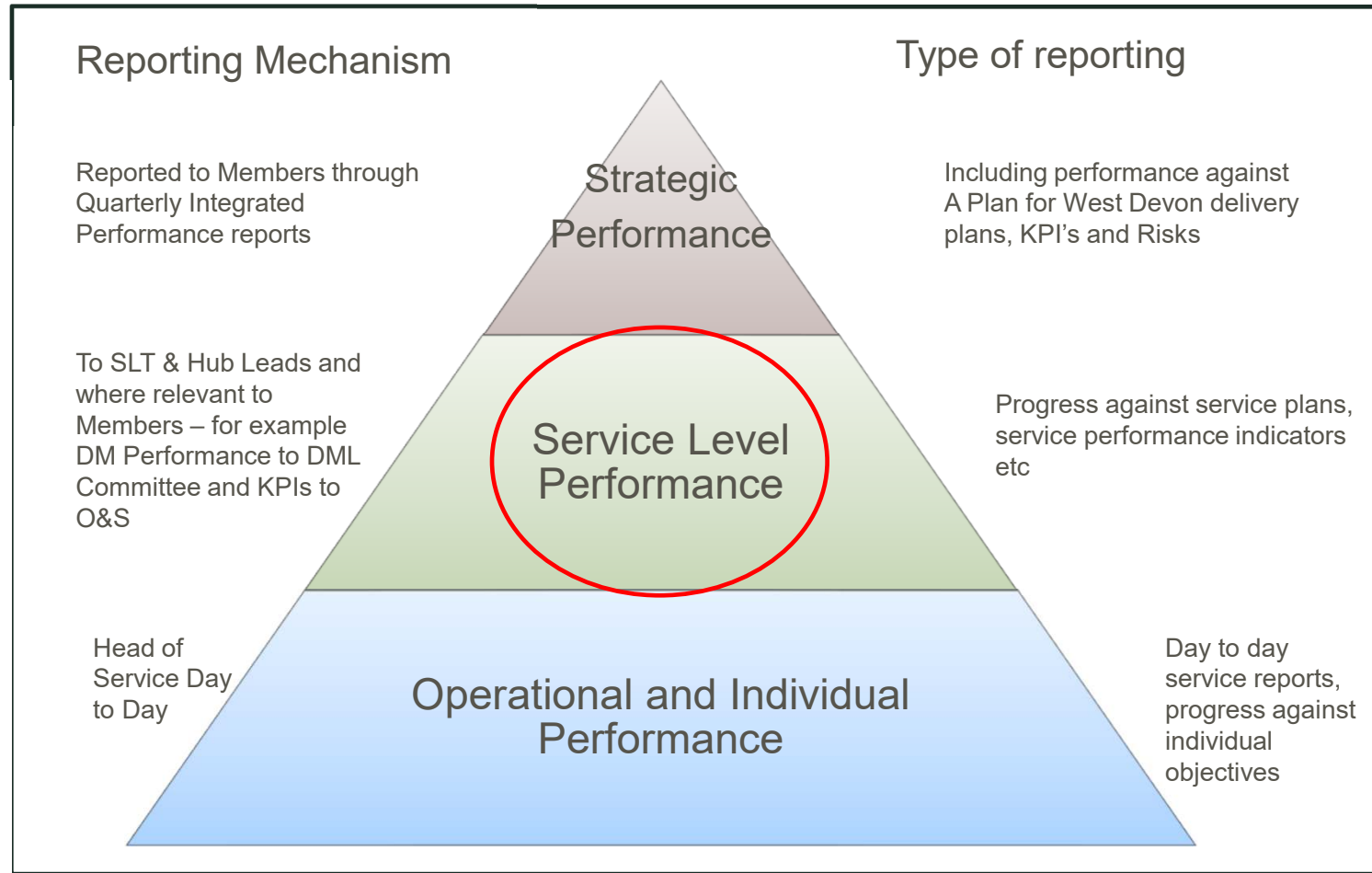
*A Plan for
West Devon*

Introduction






The Council reports on performance in a number of ways as set out in our performance management framework. This report updates members on performance at the second tier – Service Level Performance.






This performance is also considered by the Senior Leadership Team on a regular basis as part of ongoing service performance review discussions.






Over the coming pages, we set out an overview of key service performance.






Performance on a Page

Measure	On Target?
% of FOI requests handled within timescales	
Ombudsman Cases Received and Upheld	
% of major applications determined within 13 weeks, or with an agreed EOT	
% of non-major applications determined within 8 weeks or with an agreed EOT	
Enforcement cases open at end of quarter	

Measure	On Target?
%age of cases where homelessness was prevented	
Employment Estate Occupancy Rates	
Temporary Events Notices issued in timescale	
Average number of days to process new housing benefit claims	
Average number of days to process change in circumstances to housing benefit claims	

Measure	On Target?
Council tax collection	
In-year collection rate for non-domestic rates	
Number of missed bins per 100k	
Household recycling rates	
Contact centre calls answered in 5 mins	

Measure	On Target?
Revs & Bens calls answered in 8 mins	
Total calls	
Online Uptake	

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% of FOI requests handled within timescales

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	October																
90% as set by the ICO	Higher than target	90%	83.8%	62 requests received in November, 52 responded to on time	<p style="text-align: center;">2023/24</p> <table border="1"> <caption>2023/24 Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April - May - June (Q1)</td> <td>78.00%</td> </tr> <tr> <td>July</td> <td>82.00%</td> </tr> <tr> <td>August</td> <td>65.00%</td> </tr> <tr> <td>September</td> <td>80.00%</td> </tr> <tr> <td>October</td> <td>75.00%</td> </tr> <tr> <td>November</td> <td>85.00%</td> </tr> </tbody> </table>	Month	Percentage	April - May - June (Q1)	78.00%	July	82.00%	August	65.00%	September	80.00%	October	75.00%	November	85.00%
Month	Percentage																		
April - May - June (Q1)	78.00%																		
July	82.00%																		
August	65.00%																		
September	80.00%																		
October	75.00%																		
November	85.00%																		
Explanation of performance this period	<p>Performance has continued to improve since a drop in performance in August.</p> <p>Services continue to be supported and encouraged to respond to FOI requests on time and we are now 5% below the national target which is positive.</p> <p>KPI to be reviewed ahead of 2024 – 2025. Proposal: replace using internal complaints data and Annual Ombudsman letter to consider performance and trends.</p>																		

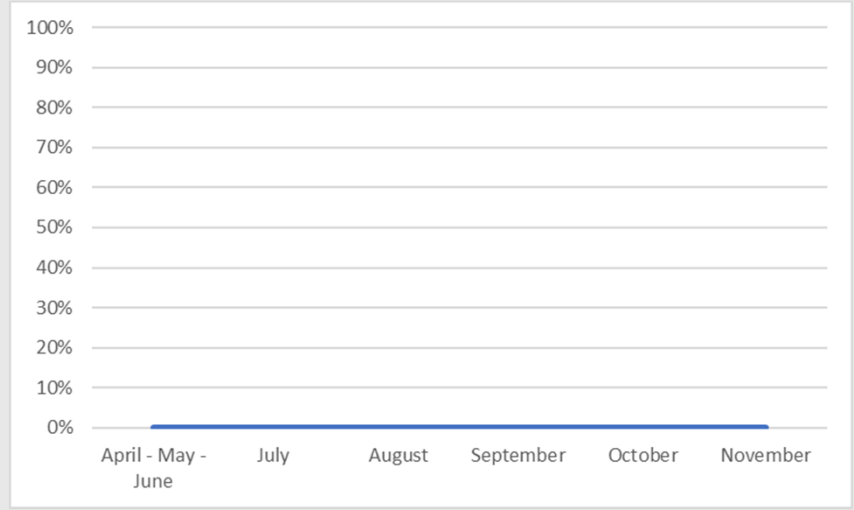
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Ombudsman Cases Investigated and Upheld

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History (Total complaints received vs complaints upheld)
		Target	November 2023		
<51% Ombudsman comparator for similar Councils	Lower than target	<51%	0%	This is an annual measure and is a simple percentage of complaints received by the Ombudsman being upheld	
Explanation of performance this period	<p>Of the 5 complaints that customers sent to the Ombudsman since April, none have been investigated.</p> <p>We are therefore at 0% of cases being upheld, which is positive.</p> <p>KPI to be reviewed ahead of 2024 – 2025. Proposal: replace using internal complaints data and Annual Ombudsman letter to consider performance and trends.</p>				

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% of major applications determined within 13 weeks, or with an agreed EOT

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History
		Target	November 2023		
This is a National Target (60%) Page 48	Above target	70%	100%	Divide the number of applications determined in line with agreed extension of time by total number determined over the measurement period. 1 application has been determined within 13 weeks or with an agreed extension of time.	
Explanation of performance this period	This is an excellent performance in determining major applications above the national target.				



% of non-major applications determined within 8 weeks or with an agreed EOT

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
This is a National Target (70%)	N/A	80%	80%	<p>Divide the number of applications determined in line with agreed extension of time by total number determined over the measurement period.</p> <p>25 applications have been determined, 20 within 8 weeks or with an agreed extension of time. (11 (55%) in time and 9 (45%) in accordance with an agreed extension of time)</p>	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>86%</td> </tr> <tr> <td>July</td> <td>88%</td> </tr> <tr> <td>August</td> <td>95%</td> </tr> <tr> <td>September</td> <td>91%</td> </tr> <tr> <td>October</td> <td>85%</td> </tr> <tr> <td>November</td> <td>80%</td> </tr> </tbody> </table>	Month	Percentage	April - May - June	86%	July	88%	August	95%	September	91%	October	85%	November	80%
Month	Percentage																		
April - May - June	86%																		
July	88%																		
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September	91%																		
October	85%																		
November	80%																		
Explanation of performance this period	<p>This is a good performance, above the National Target (70%) and the local target (80%).</p> <p>There is a slight dip in determinations due to the implementation of the new Planning IT software. This should improve performance over the next quarter.</p>																		

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Enforcement cases open at end of month

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	Lower than target	120	115	<p>The total number of enforcement cases open at the end of the month.</p> <p>During November 11 new enforcement cases were received and 18 were closed.</p>	<table border="1"> <caption>Enforcement cases open at end of month (Performance History)</caption> <thead> <tr> <th>Month</th> <th>Enforcement cases open at end of month</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>140</td> </tr> <tr> <td>July</td> <td>125</td> </tr> <tr> <td>August</td> <td>120</td> </tr> <tr> <td>September</td> <td>118</td> </tr> <tr> <td>October</td> <td>122</td> </tr> <tr> <td>November</td> <td>115</td> </tr> </tbody> </table>	Month	Enforcement cases open at end of month	April - May - June	140	July	125	August	120	September	118	October	122	November	115
Month	Enforcement cases open at end of month																		
April - May - June	140																		
July	125																		
August	120																		
September	118																		
October	122																		
November	115																		
Explanation of performance this period	There is a decreasing trend this year with the number of closed cases exceeding the number of new cases.																		

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Average temporary accommodation use per month

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	Reducing trend	For trend purposes only	16.8	Average number of families in temporary accommodation over the period at any one time	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Average number of families</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>12</td> </tr> <tr> <td>July</td> <td>13</td> </tr> <tr> <td>August</td> <td>15</td> </tr> <tr> <td>September</td> <td>15</td> </tr> <tr> <td>October</td> <td>20</td> </tr> <tr> <td>November</td> <td>17</td> </tr> </tbody> </table>	Month	Average number of families	April - May - June	12	July	13	August	15	September	15	October	20	November	17
Month	Average number of families																		
April - May - June	12																		
July	13																		
August	15																		
September	15																		
October	20																		
November	17																		
Explanation of performance this period	<p>The number of approaches remains relatively stable and low placement figures overall compared to other areas in Devon.</p> <p>We are seeing additional presentations due to cold weather at points in the month. These may lead to an increase in short stays to protect health during extreme weather.</p>																		

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%age of cases where homelessness was prevented

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
2021-22 Average positive outcomes for the South West: 42% Homeless prevention (As per line on graph)	Exceed SW average	Target 60%	November 2023 78%	Of the total number of households assessed as eligible for a prevention or relief of homelessness service from us – the % of these that are made and accepted.	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>% of cases prevented</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>60%</td> </tr> <tr> <td>July</td> <td>68%</td> </tr> <tr> <td>August</td> <td>85%</td> </tr> <tr> <td>September</td> <td>50%</td> </tr> <tr> <td>October</td> <td>65%</td> </tr> <tr> <td>November</td> <td>78%</td> </tr> </tbody> </table>	Month	% of cases prevented	April - May - June	60%	July	68%	August	85%	September	50%	October	65%	November	78%
Month	% of cases prevented																		
April - May - June	60%																		
July	68%																		
August	85%																		
September	50%																		
October	65%																		
November	78%																		
Explanation of performance this period	<p>The team closed 14 duties in November. Of these 11 were closed having been successfully housed. A further 3 cases closed after a main duty. No cases were closed with the person not engaging and / or still being homeless.</p> <p>Case duration is increasing, many applicants are approaching as at risk of homelessness but the availability of housing in the area is resulting in them not successfully securing accommodation before they become homeless. We are therefore working with people for a longer duration and cases are becoming harder to prevent, resulting in us working with many people after they have become homeless to seek to relieve their homelessness.</p> <p>We have seen no reduction in the cost of private rented accommodation with rental rates remaining high resulting in a high reliance on social housing to meet local housing need.</p>																		

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Employment Estate Occupancy Rates

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	Higher than target	90%	90%	Number of Occupied Commercial Assets Against Total Number	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Occupancy Rate</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>91.5%</td> </tr> <tr> <td>July</td> <td>89.5%</td> </tr> <tr> <td>August</td> <td>90.0%</td> </tr> <tr> <td>September</td> <td>89.0%</td> </tr> <tr> <td>October</td> <td>90.5%</td> </tr> <tr> <td>November</td> <td>90.5%</td> </tr> </tbody> </table>	Month	Occupancy Rate	April - May - June	91.5%	July	89.5%	August	90.0%	September	89.0%	October	90.5%	November	90.5%
Month	Occupancy Rate																		
April - May - June	91.5%																		
July	89.5%																		
August	90.0%																		
September	89.0%																		
October	90.5%																		
November	90.5%																		
Explanation of performance this period	<p>Estates Occupancy has been above target over the last 12-18 months.</p> <p>There is continued strong demand coupled with effective Estate Management which has resulted in maintaining strong occupancy levels.</p> <p>Where there were voids across the estate circa 80% of these were under offer.</p>																		

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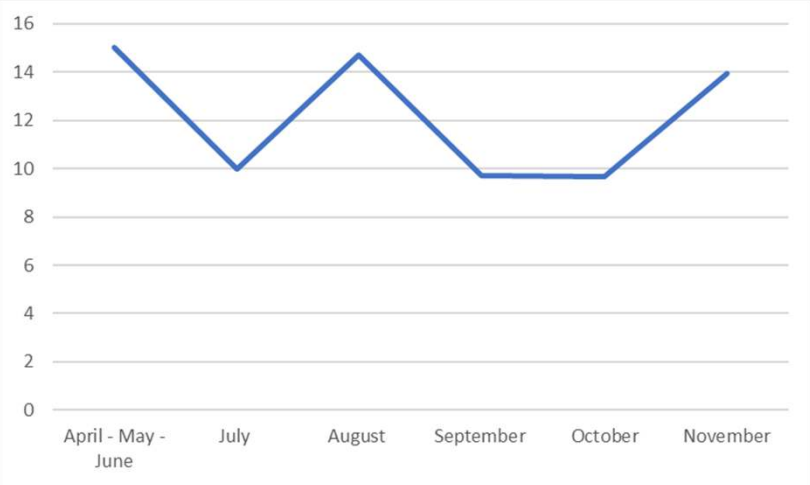


Temporary Events Notices issued in timescale

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History
		Target	November 2023		
Statutory Requirement	On target	100%	100%	Percentage of applications completed compared to number received	
<p>Page 54</p> <p>Explanation of performance this period</p> <p>TENS have a statutory requirement to issue in one working day from the receipt of the application. These are prioritised against all other licence applications due to the statutory requirement for TENS and that if the Council does not process them correctly the event will receive tacit consent.</p> <p>KPI to be reviewed ahead of 2024 – 2025. Proposal: to remove.</p>					



Average number of days to process new housing benefit claims

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
<p>National performance figures are published quarterly. Whilst there isn't an equivalent target, during the average national performance was 20 days.</p>	Below target	17 days	14 days	It is the average time taken to process a new housing benefit claim. This is calculated as the average (mean) processing time in calendar days, rounded to the nearest day.	 <table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Average Days</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>15</td> </tr> <tr> <td>July</td> <td>10</td> </tr> <tr> <td>August</td> <td>15</td> </tr> <tr> <td>September</td> <td>10</td> </tr> <tr> <td>October</td> <td>10</td> </tr> <tr> <td>November</td> <td>14</td> </tr> </tbody> </table>	Month	Average Days	April - May - June	15	July	10	August	15	September	10	October	10	November	14
Month	Average Days																		
April - May - June	15																		
July	10																		
August	15																		
September	10																		
October	10																		
November	14																		
Explanation of performance this period	<p>There has been good performance overall and each month has been better than the national average.</p> <p>Focusing on assessing new housing benefit claims means we provide timely support to some of the most vulnerable residents in the Borough.</p>																		



Average number of days to process change in circumstances to housing benefit claims

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
<p>National performance figures are published quarterly. The average number of days taken to process a change in circumstances to an existing housing benefit claim during August was 8 calendar days.</p>	Below target	6 days	3.42 days	<p>It is how long it takes to process as change of circumstances to an existing housing benefit claim.</p> <p>It is the average time taken, calculated as the average (mean) processing time in calendar days, rounded to the nearest day.</p>	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Average Number of Days</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>4.8</td> </tr> <tr> <td>July</td> <td>5.5</td> </tr> <tr> <td>August</td> <td>6.5</td> </tr> <tr> <td>September</td> <td>8.2</td> </tr> <tr> <td>October</td> <td>7.0</td> </tr> <tr> <td>November</td> <td>3.5</td> </tr> </tbody> </table>	Month	Average Number of Days	April - May - June	4.8	July	5.5	August	6.5	September	8.2	October	7.0	November	3.5
Month	Average Number of Days																		
April - May - June	4.8																		
July	5.5																		
August	6.5																		
September	8.2																		
October	7.0																		
November	3.5																		
<p>Explanation of performance this period</p>	<p>The team has continued to perform better than target throughout the year. The target is set at 6 days for each quarter.</p> <p>increase in September was due to the reviewing of rents for supported housing, these take longer to process due to complexities of the information and the amount of scrutiny required.</p>																		



Council Tax Collection

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
DLUHC require a Quarterly Return of Council Taxes and Non-Domestic Rates (QRC4) to be submitted annually which is published as a statistical release. Returns are also submitted in quarters 1-3, but the content is not published.	On target	50-75%	74.25%	The in-year collection rate is the amount of council tax due for the financial year that is received by 31 March shown as a percentage of the net collectable debit in respect of that year's council tax. i.e it is how much council tax is collected as a percentage of the amount we would have collected if everyone liable had paid what they were supposed to.	<table border="1"> <caption>Council Tax Collection Performance History</caption> <thead> <tr> <th>Month</th> <th>Collection Rate (%)</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>~28.00%</td> </tr> <tr> <td>July</td> <td>~38.00%</td> </tr> <tr> <td>August</td> <td>~48.00%</td> </tr> <tr> <td>September</td> <td>~58.00%</td> </tr> <tr> <td>October</td> <td>~68.00%</td> </tr> <tr> <td>November</td> <td>74.25%</td> </tr> </tbody> </table>	Month	Collection Rate (%)	April - May - June	~28.00%	July	~38.00%	August	~48.00%	September	~58.00%	October	~68.00%	November	74.25%
Month	Collection Rate (%)																		
April - May - June	~28.00%																		
July	~38.00%																		
August	~48.00%																		
September	~58.00%																		
October	~68.00%																		
November	74.25%																		
Explanation of performance this period	November: 74.25% = £38,162,607.51 collected out of £51,400,285.85 2023/24 net liability. Reduction on 2022/23 - in September 2022 £134,850 was posted on to Council Tax accounts due to the £150 Energy Rebate scheme. This increased the collection rate from September 2022 onwards by around 0.28%																		



In-year collection rate for non-domestic rates

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
DLUHC require a Quarterly Return of Council Taxes and Non-Domestic Rates (QRC4) to be submitted annually which published as statistical release. Returns are also submitted in quarters 1-3, but the content is not published.	On target	50-75%	75.37%	The in-year collection rate is the amount of non-domestic rates due for the financial year that is received by 31 March shown as a percentage of the net collectable debit in respect of that year's non-domestic rates. i.e it is how much non-domestic rates is collected as a percentage of the amount we would have collected if everyone liable had paid what they were supposed to.	<table border="1"> <caption>In-year collection rate for non-domestic rates (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Collection Rate (%)</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>36.00%</td> </tr> <tr> <td>July</td> <td>45.00%</td> </tr> <tr> <td>August</td> <td>55.00%</td> </tr> <tr> <td>September</td> <td>60.00%</td> </tr> <tr> <td>October</td> <td>68.00%</td> </tr> <tr> <td>November</td> <td>75.37%</td> </tr> </tbody> </table>	Month	Collection Rate (%)	April - May - June	36.00%	July	45.00%	August	55.00%	September	60.00%	October	68.00%	November	75.37%
Month	Collection Rate (%)																		
April - May - June	36.00%																		
July	45.00%																		
August	55.00%																		
September	60.00%																		
October	68.00%																		
November	75.37%																		
Explanation of performance this period	November: 75.37% = £6,985,005.29 collected out of £9,267,324.17 2023/24 net liability. Difference on 2022/23 - in November 2022 cash collected was increased by £624,230.30 CARF relief posted on to accounts for the 2021 financial year in September 2022. These payments would have increased the 2022 November collection rate by up to 6.4%																		



Number of missed bins per 100k

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History																	
		Target	November 2023																			
80 per 100,000	Below target	80	88	Number of missed bins per 100,000																		
Page 59 Explanation of performance this period	There was a large spike in October due to technical difficulties with the lorries. We are working closely with FCC to improve crew briefings.																					
	<table border="1"> <thead> <tr> <th>Month</th> <th>Total number of missed collections</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>45</td> </tr> <tr> <td>May</td> <td>41</td> </tr> <tr> <td>June</td> <td>46</td> </tr> <tr> <td>July</td> <td>95</td> </tr> <tr> <td>August</td> <td>105</td> </tr> <tr> <td>September</td> <td>85</td> </tr> <tr> <td>October</td> <td>234</td> </tr> <tr> <td>November</td> <td>152</td> </tr> </tbody> </table>					Month	Total number of missed collections	April	45	May	41	June	46	July	95	August	105	September	85	October	234	November
Month	Total number of missed collections																					
April	45																					
May	41																					
June	46																					
July	95																					
August	105																					
September	85																					
October	234																					
November	152																					



Household Recycling Rates

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History										
		Target	September 2023												
Legal requirement for Local Authorities	Above target	57%	56%	Data supplied by WD to DCC for verification against disposal points.	<table border="1"> <caption>Household Recycling Rates Performance History</caption> <thead> <tr> <th>Month</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>55.5</td> </tr> <tr> <td>July</td> <td>53.0</td> </tr> <tr> <td>August</td> <td>55.8</td> </tr> <tr> <td>September</td> <td>56.5</td> </tr> </tbody> </table>	Month	Rate (%)	April - May - June	55.5	July	53.0	August	55.8	September	56.5
Month	Rate (%)														
April - May - June	55.5														
July	53.0														
August	55.8														
September	56.5														
Explanation of performance this period	<p>April – May – June: 55%</p> <p>July: 53%</p> <p>August: 55%</p> <p>September: 56%</p> <p>Figures for October and November are pending from DCC.</p> <p>We have plans to increase comms on food waste recycling to improve rates.</p>														

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Contact centre calls answered in 5 mins

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	60-80%	80%	94.6%	Total calls (Non-Revs & Bens) with wait time over 5 mins divided by total calls	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>75.0%</td> </tr> <tr> <td>July</td> <td>75.0%</td> </tr> <tr> <td>August</td> <td>68.0%</td> </tr> <tr> <td>September</td> <td>85.0%</td> </tr> <tr> <td>October</td> <td>95.0%</td> </tr> <tr> <td>November</td> <td>95.0%</td> </tr> </tbody> </table>	Month	Percentage	April - May - June	75.0%	July	75.0%	August	68.0%	September	85.0%	October	95.0%	November	95.0%
Month	Percentage																		
April - May - June	75.0%																		
July	75.0%																		
August	68.0%																		
September	85.0%																		
October	95.0%																		
November	95.0%																		
Explanation of performance this period	<p>The performance is within the target each month of this year.</p> <p>The CST Team are no longer taking any benefit calls and supporting Revs with the long wait calls (over 10 mins).</p> <p>Automated switchboard has gone live with over 75% using it. Along with almost 95% being answered in 5 mins (despite increased demand from SH waste), over 55% are answered in less than 1 minute.</p>																		

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Revs & Bens calls answered in 8 mins

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	Above target	80%	61%	Revenues and Benefits calls answered in less than 8 mins/Total RevBens calls.	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April - May Full quarter</td> <td>60.0%</td> </tr> <tr> <td>July</td> <td>50.0%</td> </tr> <tr> <td>August</td> <td>35.0%</td> </tr> <tr> <td>September</td> <td>72.0%</td> </tr> <tr> <td>October</td> <td>68.0%</td> </tr> <tr> <td>November</td> <td>62.0%</td> </tr> </tbody> </table>	Period	Percentage	April - May Full quarter	60.0%	July	50.0%	August	35.0%	September	72.0%	October	68.0%	November	62.0%
Period	Percentage																		
April - May Full quarter	60.0%																		
July	50.0%																		
August	35.0%																		
September	72.0%																		
October	68.0%																		
November	62.0%																		
Explanation of performance this period	<p>Major changes in the approach to Revs & Bens calls took place at the end of September with the effects to be seen over the following few months.</p> <p>CST are supporting the Revs & Bens call answering teams which should increase performance of this measure in the next quarter.</p>																		

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Total calls

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	Decreasing over time Less than the same time period last year	Below same quarter in previous year	2,392 calls	Total calls to CST	<table border="1"> <caption>Total calls to CST (Average)</caption> <thead> <tr> <th>Month</th> <th>Approximate Calls</th> </tr> </thead> <tbody> <tr> <td>April - May - June (Average)</td> <td>2,150</td> </tr> <tr> <td>July</td> <td>2,000</td> </tr> <tr> <td>August</td> <td>2,050</td> </tr> <tr> <td>September</td> <td>2,400</td> </tr> <tr> <td>October</td> <td>2,700</td> </tr> <tr> <td>November</td> <td>2,400</td> </tr> </tbody> </table>	Month	Approximate Calls	April - May - June (Average)	2,150	July	2,000	August	2,050	September	2,400	October	2,700	November	2,400
Month	Approximate Calls																		
April - May - June (Average)	2,150																		
July	2,000																		
August	2,050																		
September	2,400																		
October	2,700																		
November	2,400																		
Explanation of performance this period	<p>Focus on Right First Time and channel shift continues to reduce demand.</p> <p>Automated switchboard implemented putting customers into the correct queues more quickly. Review of webforms to increase online response. CST are actively managing cases to try to resolve at first point of contact to reduce customers calling to chase up requests.</p> <p>Management of capacity against demand in contact centre is continuing to reduce costs whilst also providing additional support to other areas of the council.</p>																		

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West Devon
Borough Council



A plan for West Devon

Online Uptake. Processes started online vs through the Contact centre

National Benchmark (and source)	Good Looks Like	2023 / 24		How its calculated	Performance History														
		Target	November 2023																
N/A	Above 80%	80%	75.2%	Percentage of processes started online by customer vs by Contact centre	<table border="1"> <caption>Performance History Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April - May - June</td> <td>80.8%</td> </tr> <tr> <td>July</td> <td>82.2%</td> </tr> <tr> <td>August</td> <td>82.2%</td> </tr> <tr> <td>September</td> <td>82.8%</td> </tr> <tr> <td>October</td> <td>78.2%</td> </tr> <tr> <td>November</td> <td>75.2%</td> </tr> </tbody> </table>	Month	Percentage	April - May - June	80.8%	July	82.2%	August	82.2%	September	82.8%	October	78.2%	November	75.2%
Month	Percentage																		
April - May - June	80.8%																		
July	82.2%																		
August	82.2%																		
September	82.8%																		
October	78.2%																		
November	75.2%																		
Explanation of performance this period	<p>Increase in CST creating cases in the system from email contact has dropped the overall performance of this indicator.</p> <p>Manually moving general enquiries to the back office after the Waste round restructure has dropped down the online uptake to just below target. We have had a 30-40% increase in processes so overall online processes have kept increasing.</p>																		

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OVERVIEW AND SCRUTINY COMMITTEE

INITIAL DRAFT ANNUAL WORK PROGRAMME PROPOSALS – 2023/24

Date of Meeting	Report	Lead Exec Member/Officer
13 February 2024	Fusion	Cllr Leech/Jon Parkinson
	Devon Building Control	Nigel Hunt
	Quarter 3 -KPI's	Cllr Edmonds/Neil Hawke
	Tak & Finish Groups Updates (if any)	
	O+S Annual Work Programme	Democratic Services
23 April 2024	Waste and Recycling performance	Cllr Daniel/ Sarah Moody
	Community Safety Partnership -Antisocial Behaviour	Becca Hewitt/Claire Birch
	Devon County Council – Transport routes and road maintenance	
	LiveWest	Cllr Renders/Issy Blake
	O+S Work Programme	Democratic Services
<i>To be scheduled</i>	Dartmoor National Park	
	Enhancing Youth Programmes	
	Community Voluntary Services	
	Environment Agency	
	Wildlife wardens	

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Agenda Item 9

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