

# West Devon Overview & Scrutiny (External) Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>										
<b>Date:</b>	<b>Tuesday, 21st March, 2017</b>										
<b>Time:</b>	<b>10.00 am</b>										
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>										
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Sellis <b>Vice Chairman</b> Cllr Cloke</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Ball</td> <td>Cllr Roberts</td> </tr> <tr> <td>Cllr Cheadle</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Jory</td> <td>Cllr Stephens</td> </tr> <tr> <td>Cllr Leech</td> <td>Cllr Watts</td> </tr> <tr> <td>Cllr Pearce</td> <td></td> </tr> </table>	Cllr Ball	Cllr Roberts	Cllr Cheadle	Cllr Sheldon	Cllr Jory	Cllr Stephens	Cllr Leech	Cllr Watts	Cllr Pearce	
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Cllr Pearce											
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.										
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk										

- 1. Apologies for absence**
- 2. Confirmation of Minutes** **1 - 8**  
Meeting held on 11 October 2016
- 3. Declarations of Interest**  
Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.  
  
If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.
- 4. Items Requiring Urgent Attention**  
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency.
- 5. Public Forum** **9 - 10**  
A period of up to 15 minutes is available to deal with issues raised by the public
- 6. Hub Committee Forward Plan** **11 - 14**  
If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **12 Noon on Friday 17 March 2017** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Devon and Cornwall Housing**  
Chief Executive – Paul Crawford to attend this meeting
- 8. Our Plan - Annual Report** **15 - 38**
- 9. New Homes Bonus Allocation to Dartmoor National Park Authority**  
To follow
- 10. Tamar Trails Legacy**

To follow

- 11. Committee Decisions Log 39 - 40**
- 12. Annual Work Programme 2017/18: Initial Thoughts**
- 13. Member Learning and Development Opportunities Arising from this Meeting**

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# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **11<sup>th</sup>** day of **OCTOBER 2016** at **2.00 pm**.

**Present:**

Cllr D K A Sellis – Chairman  
Cllr D W Cloke – Vice-Chairman  
Cllr K Ball  
Cllr N Jory  
Cllr T G Pearce  
Cllr J Sheldon  
Cllr L Watts

Cllr R Cheadle  
Cllr A F Leech  
Cllr A Roberts  
Cllr B Stephens

Head of Paid Service  
Group Manager – Business Development  
Environmental Health Community Of Practice  
Lead  
Specialist – Community Safety, Safeguarding  
and Partnerships  
Senior Specialist – Democratic Services

**Also in Attendance:**

Cllrs M J R Benson, J Evans, D E Moyse and  
C R Musgrave

**\*O&S(E) 30 APOLOGIES FOR ABSENCE**

There were no apologies for absence received for this meeting.

**\*O&S(E) 31 CONFIRMATION OF MINUTES**

The minutes of the Meeting held on 26 September 2016 were confirmed and signed by the Chairman as a true and correct record.

**\*O&S(E) 32 DECLARATIONS OF INTEREST**

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

**\*O&S(E) 33 PUBLIC FORUM**

There were no issues raised during the Public Forum session at this meeting.

**\*O&S(E) 34 HUB COMMITTEE FORWARD PLAN**

The most recent (published October 2016) Hub Committee Forward Plan was presented for consideration. With no specific issues being raised, the Committee subsequently noted the contents of the Plan.

**\*O&S(E) 35 POLICE AND CRIME COMMISSIONER**

The Chairman introduced Alison Hernandez (the Police and Crime Commissioner for Devon and Cornwall) and Sgt Dave Anning (Devon and

Cornwall Police) to the meeting and invited the Commissioner to undertake a brief presentation. In so doing, the Committee was advised that:-

- she fully appreciated the importance of building up good working relationships with local authorities and elected Members. In wishing to develop these relations, the Commissioner urged Members to regularly communicate with her. As an example of this commitment, the Commissioner confirmed that she was in the process of developing a 'Councillor Advocacy Scheme' that would see Members being able to be increasingly involved in policing related matters and greater partnership working in order to keep local communities safe;
- her key functions included: setting the priorities for policing and having responsibility for a £280 million budget and the Devon and Cornwall Police estate. As a general point, the Commissioner summarised her role as being there to represent the general public in policing matters; and
- following a public consultation exercise during the summer, she was imminently to publish her Police and Crime Plan. It was intended that the final version would be presented to the Police and Crime Panel at its meeting on 9 December 2016. Assuming that the Panel endorsed the Plan, the Commissioner's focus would then be on its delivery.

In the subsequent discussion, reference was made to:-

- (a) the impact of central government budget cuts. The Commissioner outlined some of the impacts of the budget reductions and the consequent measures that were being undertaken by her office to plug some of the gaps in service provision. Looking to the future, the Commissioner stressed the importance of all relevant stakeholders working more closely in partnership to prevent crime;
- (b) the National Crime Agency (NCA). The Commissioner highlighted the benefits of the NCA and her belief that the proposed powers that they were to receive would present an excellent opportunity for policing in Devon and Cornwall;
- (c) the Government's Prevent Strategy for tackling radicalisation. In welcoming the question, the Commissioner stated that this Strategy was very much on her radar, but she did recognise that the rural geography of Devon and Cornwall presented a real challenge to tackling radicalisation. In expanding upon this point, Sgt Anning advised that terrorism was now very much a part of the everyday function of the Police service;
- (d) the political aspect of the role. In reply to a question, the Commissioner confirmed that, to date, she had not experienced any party political related issues arising from her role and reiterated that she did not follow the political line of her central government party. Nonetheless, the Commissioner did advise that she had good working relations with local MPs and she was working tirelessly to ensure that increased resources were made available to the Devon and Cornwall area;

- (e) policing in rural areas. The Commissioner recognised the differences between rural and urban policing and advised of her intention for an increased number of front line police officers to be recruited in the area. Sgt Anning also made the point to the Committee that, in the event of any residents observing incidents of crime or anti-social behaviour, then they should record these incidents because video evidence remained very important to the Police;
- (f) incidents of speeding. The Committee was informed that the Commissioner received a great deal of correspondence relating to incidents of speeding. Since speeding was a particularly resource intensive matter, the Commissioner advised that she would like to see greater delegated powers being granted to Community Speedwatch groups and she was currently discussing this concept with the Chief Constable. Moreover, the Commissioner also hoped that the process to become a Community Speedwatch representative could be less bureaucratic and time consuming in the future;
- (g) IT systems. Members were informed by the Commissioner that she accepted that there would be a need to invest monies into upgrading the IT systems. In particular, mobile data devices were still being rolled out to officers and there was a major project being undertaken to ensure that the supporting systems were fully functioning to be able to adequately support them;
- (h) office resources. When questioned, the Commissioner advised that the current budget for her office amounted to £1.25 million and directly employed 27 members of staff;
- (i) the creation of a 'local policing promise'. To ensure that public expectations could be managed, the Commissioner was developing a 'local policing promise';
- (j) some specific parochial issues. In response to some specific Member issues, the Commissioner asked that these (and any others not raised at the meeting) be forwarded on to her email address ([Alison.Hernandez@devonandcornwall.pnn.police.uk](mailto:Alison.Hernandez@devonandcornwall.pnn.police.uk)) outside of this meeting;
- (k) public perception. The Commissioner acknowledged the clear message that she had received when canvassing before her election that the Police were not accessible to the general public. To improve public perception in this respect, she was considering mechanisms such as police front desks being shared with public libraries and town and borough council offices. Moreover, if any Members had their own suggestions to improve upon this public perception, they were encouraged to let the Commissioner know;

- (l) cyber security. It was widely recognised that cyber security related crime was on the increase and was insufficiently resourced at present. As a consequence, cyber security was a key component of the Commissioner's Police and Crime Plan;
- (m) the implications of the badger cull. The Panel was informed that the cull was being funded by DEFRA and was being policed by officers on their non-working days, who were being paid overtime for this duty.

In concluding the agenda item, the Chairman thanked the Commissioner and Sgt Anning for their attendance and very informative responses to Member questions.

**\* O&S(E) 36 COMMUNITY SAFETY PARTNERSHIP**

The Committee considered a report that provided Members with the opportunity to scrutinise the work of the Community Safety Partnership (CSP) as defined by Sections 19 and 20 of the Police and Justice Act 2006 and the Crime and Disorder (Overview & Scrutiny) Regulations 2009.

In the ensuing debate, reference was made to:-

- (a) instances of modern slavery. Unfortunately, the Committee was informed that instances of modern slavery were more prevalent in the Borough than would be naturally assumed;
- (b) value for money to the Council. When questioned, officers were confident that the Council contribution towards the CSP (£38,547 per annum) constituted good value for money to the Council. In addition, this view had been endorsed by Members of the Partnership Task and Finish Group during their recent review;
- (c) the £20,000 grant funded from the Commissioner. Members noted that the Commissioner greatly valued the work undertaken by CSP's. The Committee also learned that it was the hope of the Commissioner that the annual contribution made to CSPs from her office would either be maintained at the existing level or increased. However, such decisions would be made pending discussions between the Commissioner and the Safer Devon Partnership;

It was then

**RESOLVED**

That the report be noted.

**\* O&S(E) 37 TAVISTOCK TOWNSCAPE HERITAGE INITIATIVE – BRIEFING NOTE**



A briefing note was considered by the Committee that provided an update on the Tavistock Townscape Heritage Initiative (TTHI) Scheme. In particular, the note reminded the Committee that the purpose of the Scheme was as follows:

- To bring new uses to, and sustain existing/bring new jobs to heritage buildings and the communities they served;
- To repair and regenerate the historic environment;
- To provide enhancements to the public realm making the town a better place to live in, work and visit; and
- To provide information and education associated with historic buildings. In particular, to increase local resilience through supporting and promoting the historic skills/crafts needed to keep such in good and authentic repair.

The meeting was joined by the Chairman of the TTHI Management Board and the Project Manager, who introduced the Briefing Note and responded to Member questions.

For clarity, the Committee Chairman advised that she attended meetings of the TTHI Partnership and the Grants Policy. However, since she was not directly involved in the decision-making process, she did not consider it necessary to declare an interest in this agenda item.

In the subsequent discussion, the following points were raised:-

- (a) The representatives assured the Committee that the Initiative was particularly mindful of the need to utilise apprentices and the general need to upskill workers on the repair and maintenance of historic buildings. Furthermore, representatives from local schools were invited to a recent skills workshop and a craft and skills day was also being proposed in the future;
- (b) With regard to the financial stability of the scheme, Members were advised that the main associated financial risks related to private owner applications and the need to encourage progress of such schemes was recognised by the Committee;
- (c) Members were given comfort that there were clawback mechanisms in place to prevent private owners from making a quick profit through the Initiative.

In noting the update, the Committee wished to thank the representatives for their attendance and contributions to this meeting.

#### **\* O&S(E) 38 JOINT LOCAL PLAN UPDATE**

The Head of Paid Service introduced the standing agenda item on the Joint Local Plan (JLP) and made particular reference to:-

- the JLP now being an internal policy. As a consequence of the JLP now being an internal policy, the Committee was advised that this standing agenda item was in fact within the remit of the Overview and Scrutiny (Internal) Committee and should therefore be included on its future work programme instead. On balance, the Committee was supportive of this approach, but did wish to retain the provision to receive periodic updates;
- the JLP Steering Group continuing to work its way through the consultation responses;
- two Member Workshops being arranged in the next few months to consider the draft policies that would underpin the JLP and specific site allocations;
- the five year land supply. In light of the apparent ambiguity concerning the Council's five year land supply, it was intended that a more detailed position report would be considered by the Hub Committee at its meeting on 29 November 2016.

It was then:

**RESOLVED**

That the Overview and Scrutiny (Internal) Committee be asked to consider updating its work programme to include 'Joint Local Plan Updates' as a standing agenda item, with the Overview and Scrutiny (External) Committee also being in receipt of periodic updates on the Joint Local Plan.

**\* O&S(E) 39 TASK AND FINISH GROUP UPDATES**

**(a) DCH Rent Review**

The Task and Finish Group Members advised that, rather unsatisfactorily, it had proven particularly difficult to receive any responses from Devon and Cornwall Housing (DCH) regarding this issue.

In conclusion, as a way forward, the Committee agreed that the Task and Finish Group should conclude its review. However, the Committee also requested that representatives from DCH be invited to attend its meeting on 7 March 2017 for three main reasons:

1. How rental figures for social housing were calculated in West Devon;
2. To provide a general update on DCH's approach to property maintenance; and
3. To look at methods of improving DCH's working relationship with the Council.

The Committee also expressed its support for the working practice whereby Members be encouraged to submit questions in advance for the consideration of invited external attendee(s).

**\*O&S(E) 40 COMMITTEE DECISIONS LOG**

The latest version of the Committee decisions log was presented to the meeting.

With no debate or questions being raised on the log, it was then:

**RESOLVED**

That the published Decisions Log be noted.

**\*O&S(E) 41 DRAFT ANNUAL WORK PROGRAMME**

The Committee considered its draft 2016/17 Work Programme and made reference to the following comments, additions and amendments:-

- It was noted that the final recommendations of the Economy Working Group would be presented to the Overview and Scrutiny (Internal) Committee at its meeting on 8 November 2016;
- With regard to County Highways, some concerns were expressed at the nature of the recommendations that were being presented to the Planning and Licensing Committee and it was therefore felt that relevant representatives should be invited to attend a future Overview and Scrutiny (External) Committee. Having been informed of the intention for County Highways Officers to be invited to provide an informal briefing to Planning and Licensing Committee Members in the upcoming months, it was suggested that all Members of this Committee should also be invited to attend this session;
- Some examples were cited regarding poor instances of service being received by Airband customers in the borough. As a consequence, the Committee requested that a senior representative from Airband should be invited to attend a future meeting to respond to these concerns.

(The meeting terminated at 4.15 pm)

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Chairman

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## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting.

### **(b) Notice of Questions**

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White ([darryl.white@swdevon.gov.uk](mailto: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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## WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting 28 March 2017. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

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

*Cllr Sanders – Leader*

*Cllr Baldwin – Deputy Leader*

*Cllr Sampson – Lead Member for Commercial Services*

*Cllr Moody – Lead Member for Customer First*

*Cllr Oxborough – Lead Member for Economy*

*Cllr Jory – Lead Member for Environment*

*Cllr Samuel – Lead Member for Health and Wellbeing*

*Cllr Edmonds - Lead Member for Resources and Performance*

*Cllr Parker – Lead Member for Our Plan and Strategic Housing*

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01822 813662 or by e-mail to [member.services@westdevon.gov.uk](mailto:member.services@westdevon.gov.uk)

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

**DECISIONS TO BE TAKEN BY THE HUB COMMITTEE**

<b>Service</b>	<b>Title of Report and summary</b>	<b>Lead Officer and Member</b>	<b>Relevant Scrutiny Cttee</b>	<b>Decision maker</b>	<b>Anticipated date of meeting</b>
Customer First	<b>Community Housing Policy</b>	CB/	Internal	Council	28 March 2017
Customer First	<b>Request for Long Lease Renewal (EXEMPT report)</b>	GP/	Internal	Hub Committee	28 March 2017
Customer First	<b>World Heritage Site SPD</b>	TJ/Cllr Parker	Internal	Council	28 March 2017
Strategy & Commissioning	<b>Commercial Property Investment</b>	DA/Cllr Baldwin	Internal	Council	28 March 2017
Strategy & Commissioning	<b>Our Plan Annual Report</b>	NT/Cllr Sanders	Internal	Hub Committee	28 March 2017
Commercial Services	<b>Garden Waste</b>	JS/Cllr Sampson	Internal	Council	2 May 2017
Support Services	<b>100% Business Rates – Technical Consultation</b>	LB/Cllr Edmonds	Internal	Hub Committee	2 May 2017
Support Services	<b>Treasury Management (External Borrowing)</b>	LB/Cllr Edmonds	Internal	Hub Committee	2 May 2017
Support Services	<b>Insurance Contract</b>	LB/Cllr Edmonds	Internal	Hub Committee	2 May 2017
Strategy & Commissioning	<b>Commercial Property Investment Strategy</b>	DA/Cllr Baldwin	Internal	Council	2 May 2017
Support Services	<b>Medium Term Financial Strategy</b>	LB/Cllr Edmonds	Internal	Council	July 2017
Support Services	<b>Transformation Programme Closedown</b>	LB/Cllr Edmonds	Internal	Hub Committee	September 2017



**\* Exempt Item (This means information contained in the report is not available to members of the public)**

SJ – Steve Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

SH – Sophie Hosking – Executive Director Service Delivery and Commercial Development

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

CB – Chris Brook – COP Lead Assets

JS – Jane Savage – Lead Specialist Waste Strategy

IL – Ian Luscombe – COP Lead Environmental Health

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

IB – Isabel Blake – COP Lead Housing, Revenues and Benefits

LC – Lesley Crocker – COP Lead Communications



**West Devon  
Borough  
Council**



# Agenda Item 8

Report to: **Overview and Scrutiny (External) Committee**

Date: **21 March 2017**

Title: **ANNUAL REPORT**

Portfolio Area: **Leader of the Council**

Wards Affected: **All Wards**

Relevant Scrutiny Committee: **Overview and Scrutiny Panel**

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

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

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

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

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## **RECOMMENDATION**

**That the Committee RECOMMENDS to the Hub Committee that it RECOMMENDS to Council to:**

- 1. Note the progress and achievements made by the Council**
- 2. Adopt and publish West Devon Annual Report (as presented at Appendix A) for the financial year 16/17**

### **1. Executive summary**

- 1.1 This report is presented by the Leader of the Council and reviews the Council's progress over the last financial year. The Annual Report is presented at Appendix A.
- 1.2 It is good practice to review the Council's progress across a range of internal and external activities as well as providing a public record.
- 1.3 Finally the report sets the scene for the upcoming year ahead.

## **2. Background**

- 2.1 The last financial year has been one of significant change for this Council. It is appropriate to take stock of the key issues, successes and challenges met by the Council and how they have been addressed.
- 2.2 It is also important to look at the impact on residents, communities and our organisation.
- 2.3 It is usual to provide an annual report as an externally facing document, which along with its Annual Governance Statement should help reassure the public that the Council is undertaking its statutory functions, delivering its services and meeting its financial responsibilities in an open and transparent way.
- 2.4 This is a public report and is in line with our requirements to be open and accountable.
- 2.5 The report aims to help Members, the public and our staff to better understand the Council's activities and approach to delivering services to our community.

## **3. Outcomes/outputs**

- 3.1 This report shows significant progress made throughout 16/17 and also acknowledges the challenges that have been faced over the past months.
- 3.2 Financial targets are on track, savings have been realised and the Council's internal controls are fit for purpose.
- 3.3 The report acknowledges that there has been significant changes to systems to drive efficiencies and service improvements.
- 3.4 2017/18 will see more focus on digital technology to provide customers with a variety of choices on how to access services and do business with the Council. As well as a review of waste provision and other key frontline services.

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

- 4.1 Constitutionally, the Leader of Council is required to provide an annual report and it is good practice to do so.
- 4.2 An alternative to the report could be a verbal report from the Leader at Council but it is considered better to have a formal document accessible to the public and published online.

## **5. Proposed Way Forward**

- 5.1 It is proposed that the contents of the report are noted.
- 5.2 Members' views on the presentation and content of the report would be helpful to inform future Annual Reports.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in the development of its Policy Framework and to make any necessary recommendations to the Hub Committee and Council. Constitutionally, the Leader of Council is required to provide an annual report and it is good practice to do so.
Financial	N	There are no financial implications as a result of this report. Actions for 17/18 are funded and budgeted for.
Risk	Y	A failure to review and publish Council achievements and future actions could lead to: Lack of coherent policy and delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: Review of this Annual Report.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		However the publication of the Annual Report may help understanding of the Council’s position and the way it operates amongst partners and the public.

### **Supporting Information**

#### **Appendices:**

A: The Annual Report

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# West Devon Annual Report



# 1

# Introduction

The 2016/17 financial year has undoubtedly been a challenging year with reduced central funding for local government. We have however, continued to work in partnership with South Hams District Council which has allowed West Devon Borough Council to achieve annual savings of £2.2 million and more importantly protect all front line services.

During the year we have been unrelenting in seeking and attempting to deliver efficiencies and improving services. We have done this by adopting innovative IT solutions which admittedly haven't been without their glitches but are now steadily improving performance. 60% of customer queries are resolved at the first point of contact. Significant improvements have also been made in planning and benefits processing times.

The Council has made substantial progress in designing services which are more in line with our customers' requirements and as far as possible are future proofed. Our staff are to be congratulated for the way in which they have managed the significant changes that the organisation has undergone and they, together with the Councillors, are proud of what we have achieved.

The year has also seen the Council make good progress with the Joint Local Plan, a strategic planning document which sets out development and growth up until 2034. Working together West Devon Borough, South Hams District and Plymouth City Councils have approved a Joint Local Plan which subject to further community consultation and examination is on track to be adopted later this year and will set home building and job targets for all three authorities.

Commitment  
to Joint Local  
Plan

**£2.2m**  
annual saving

No  
services to  
communities  
removed



A challenging  
year



Reduced central  
funding



Protect all front  
line services



Improving  
performance



**Our business is our customer**



The Council has continued to play an influential role in sub regional debate on a number of key topics including devolution and productivity and continues to work closely with the Heart of the South West Local Enterprise Partnership (LEP) to secure Growth Deals to facilitate economic growth, job creation and prosperity in the area.



*Philip Sanders*

**Cllr Philip Sanders**  
Leader of the Council



*Steve Jorden*

**Steve Jorden**  
Executive Director  
(Strategy & Commissioning)  
and Head of Paid Service



*Sophie Hosking*

**Sophie Hosking**  
Executive Director,  
Service Delivery and  
Commercial Development



*Working together*



# 2

# Finance

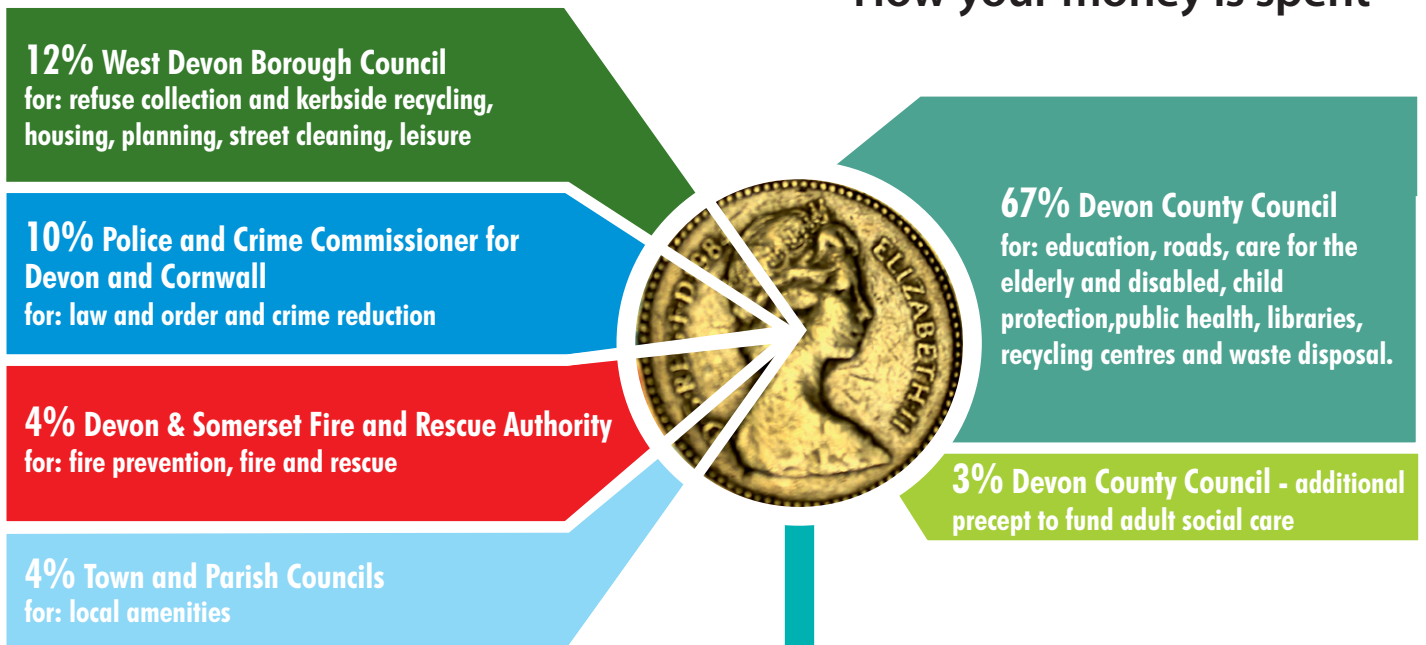
The Council's net budget is £7.4 million for 2017/18. By 2018/19 the Council will receive no core Government funding (Revenue Support Grant) and the Council will need to be self-sufficient.

The withdrawal of Government funding has happened two years earlier than expected. The Council is facing a budget gap over the next two years of £1 million, which the Council is planning to cover through a combination of generating income through business development, ensuring maximum use of its assets, and further reduction in costs.

The Council increased its element of Council Tax by £5 for 2017/18 to £218.39 for a Band D property. Of the money that West Devon collects in Council tax (an average Band D bill is £1,809) only 12% goes to services provided by West Devon, the rest goes to Devon County Council, the local Town or Parish Council, the Fire and Police services.

4

## How your money is spent



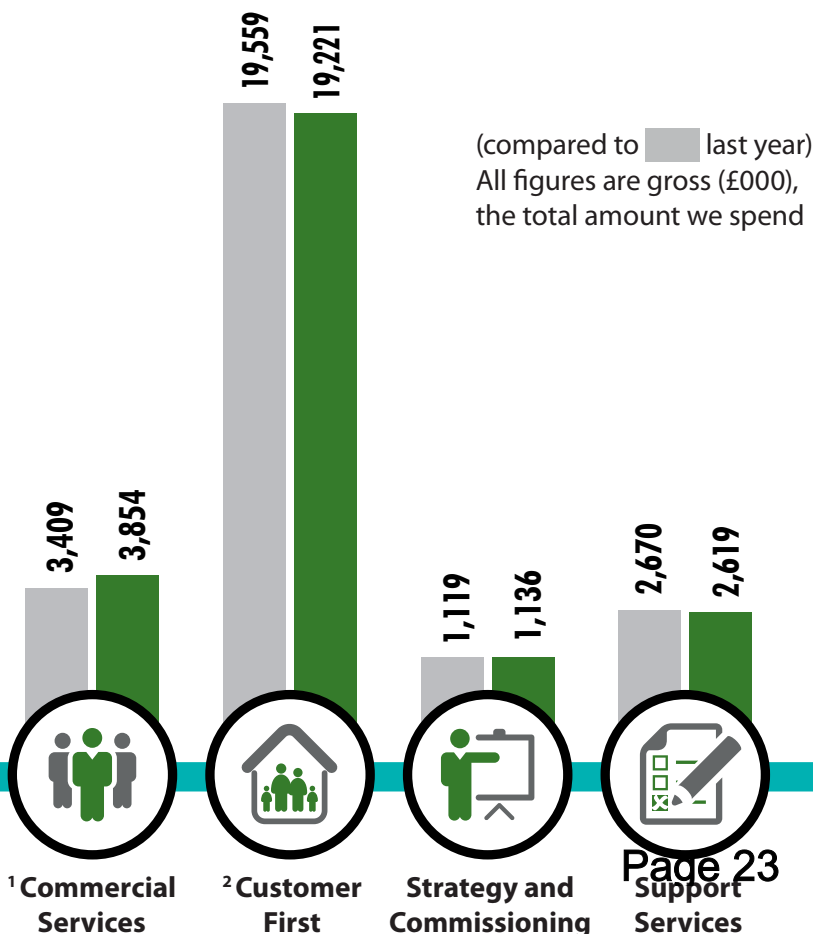


## Financial performance for the year to 31st March 2017

The 2016/17 budget for West Devon was £7.3 million but the actual spend is predicted to be 0.4% lower, providing a saving of £35,000 which will go into the Council's Unearmarked Reserves which stand at £1.06 million. The Council's financial strategy recognises the need to maintain these reserves to provide stability for both medium and longer term financial planning and to provide a contingency against unforeseen events. Maintaining a level of reserves also protects against the volatility of some income and expenditure budgets which can be dependent on economic conditions, the weather and tourism.

The Council's gross expenditure was £26.8 million for 2016/17. Gross income for the year was £19.5 million, resulting in a net budget for 2016/17 of £7.3 million. The Council receives income from Government grants (such as rent allowances, revenue support grant and new homes bonus) and from business rates and fees and charges.

## The Council's spending plans for 2016/17 and 2017/18



2017/18  
**£26.8m**  
Total gross budget

2016/17  
**£26.8m**  
Total gross budget

<sup>1</sup> Includes Recycling and Waste Resource, Public Conveniences, Car Parks and Transport

<sup>2</sup> Includes Housing, Planning, Environmental Health and the administration of Council Tax, Business Rates and Benefits

# 3

# Organisational Effectiveness

Throughout the year we have continued to improve performance to meet the needs of our customers.

We have systematically reviewed areas of poor performance, streamlined processes, embedded new IT solutions and delivered staff training. As a result we have seen a significant reduction in call volumes, an increase in transactions online and quicker turnaround times for planning, benefits and disabled facility grants applications.

## Our Workforce

West Devon Borough and South Hams District Council directly employ 292.5 full time equivalent staff to deliver shared services. West Devon Borough Council also has a contracted workforce which delivers a large number of frontline services. Staff throughout the Councils continue to perform well with sickness levels below the national average. HR policies allow a fair relationship between employer and employee and regular staff briefings and an online staff appraisal system ensures staff are up to speed with Council priorities; and able to evidence their achievements and identify any training needs. Both Councils are committed to providing opportunities to young people and currently have 5 apprentices.

6





## Audit Assurance

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



External audit is provided by KPMG who in 2016 reported that they were satisfied that in all significant respects the Council has put in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources.

## Risk Management

There is a culture of risk ownership and management throughout the Council throughout 16/17 particular focus has been given to health and safety and information security. Risks are logged centrally and are updated regularly. For

each risk, the uncertainties are identified, along with the consequences, likelihood of occurrence and strategic impacts that would result. The Council's Senior leadership Team review the corporate risk log monthly and updates are reported to Elected Members via the Audit Committee on a biannual basis. Elected Members also have the opportunity to raise concerns with the mitigating actions being taken by officers and can suggest new risks for consideration.

## Governance

The Council has a Governance Framework which comprises of the systems, processes, culture and values under which they operate. This is in place to ensure transparent decision making and proper use of public funds and is reported on annually through the Annual Governance Statement. In addition to the controls and procedures mentioned above, the Council's primary governance documents are set out in the Constitution (for example, Contract Procedure Rules, Financial Procedure Rules and Codes of Governance). The Constitution is reviewed annually and adopted at the Annual Meeting for the forthcoming year. The Council has a Report Monitoring process in which all reports are checked against the principles of clarity, fairness, legality, and financial regularity and soundness. The Statutory Officers Panel carries out a rolling review of the Council's core policy documents to ensure that they are kept updated, relevant and effective.

# 4

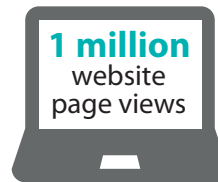
## A few things we spent your money on 2016/17



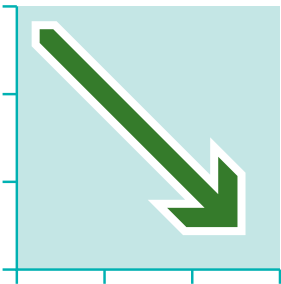
individual household waste collections per annum



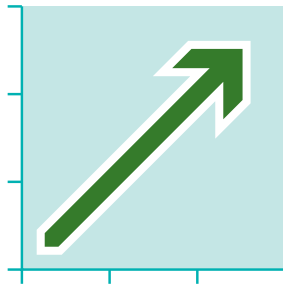
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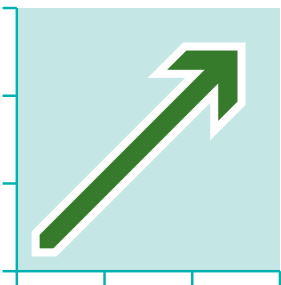
# Performance



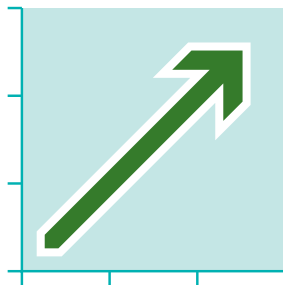
Housing benefit claims processing times reduced from 39 to 16 days



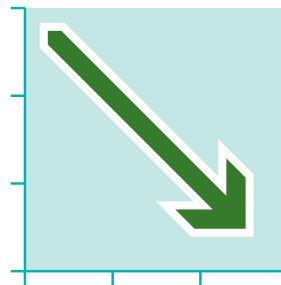
Online transactions increased by 17%



Missed waste collections performing 33% above target



Minor planning determinations delivered on time improved to 96%



Call volumes decreased by 33%



To track the Council's progress throughout the year visit

[www.westdevon.gov.uk](http://www.westdevon.gov.uk)

Search for Councillors and Committees, Internal Overview and Scrutiny Committee.

For a list of council services visit

<https://www.gov.uk/browse/housing-local-services/local-councils>

# 5

# Strategies & Plans

The Council has a number of strategic documents and plans that guide its approach to achieving its vision and ensuring that it remains financially sustainable.

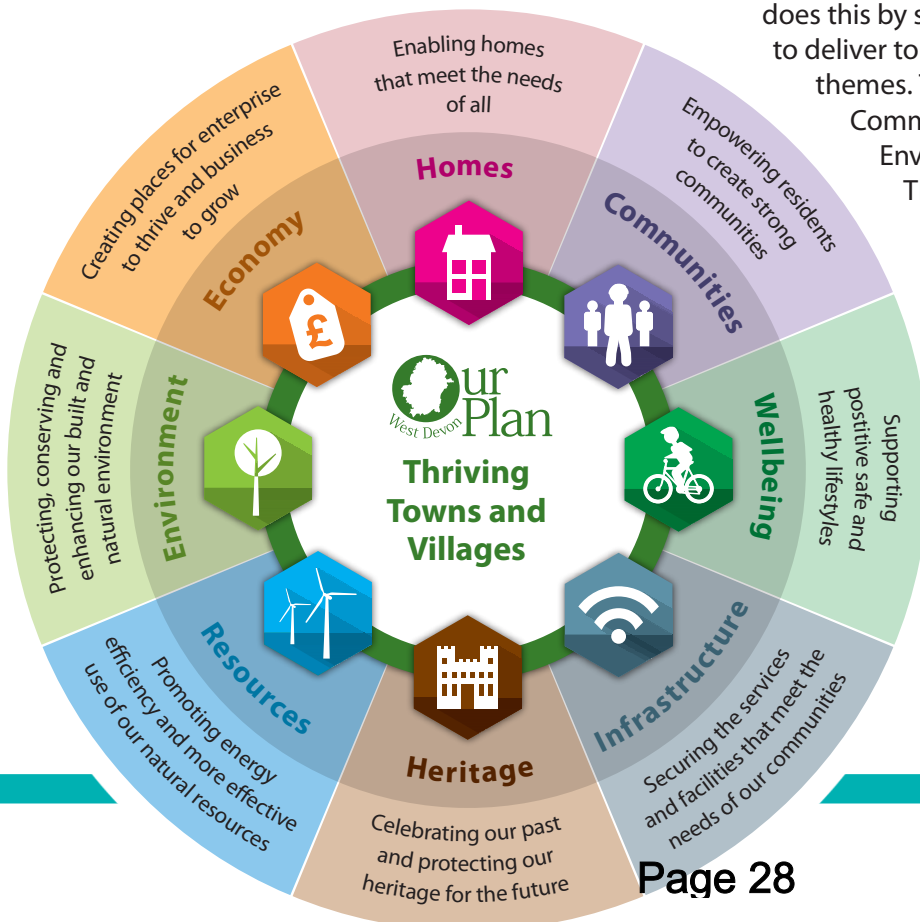


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## Our Plan

The Council's 'Our Plan' describes the Council's vision and aspirations for our communities. It does this by setting out what the Council wishes to deliver to our communities under eight themes. These themes are: Homes; Economy; Communities; Wellbeing; Infrastructure; Environment; Heritage; and Resources.

There is then a range of external policies and strategies which support the delivery of 'Our Plan' (e.g. Planning Policy Guidance, or Homelessness Strategy) helping the Council to deliver this vision. Underpinning these outward looking policies and strategies are internal policies and strategies to help us to deliver Our Plan (e.g. ITC policies, or agile working, or staff appraisals to help develop our workforce). The Council posts all of its strategies and policies, both internal and external, on its website.

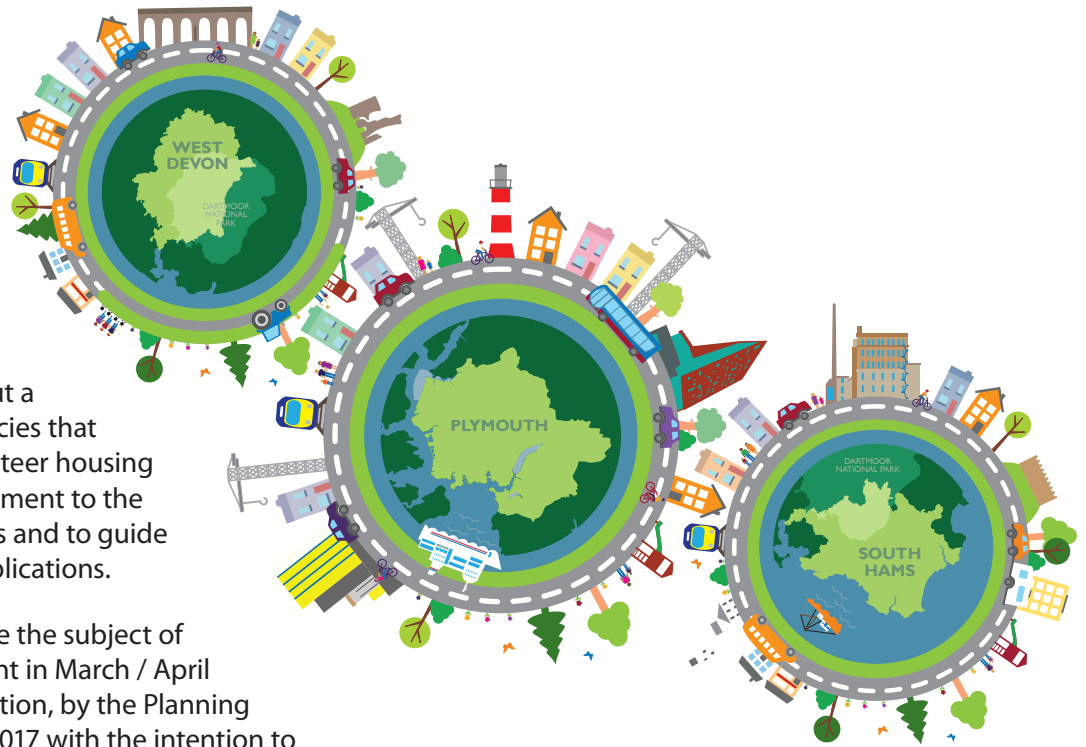




## Joint Local Plan

A key responsibility of the Council is to maintain an up to date development plan. The Joint Local Plan, prepared in conjunction with South Hams and Plymouth Councils sets out a strategy and detailed policies that establish a framework to steer housing and employment development to the most sustainable locations and to guide decisions on planning applications.

The Joint Local Plan will be the subject of a public engagement event in March / April 2017 ahead of an examination, by the Planning Inspectorate, in Autumn 2017 with the intention to adopt in the year 2017 / 2018.



## Medium Term Financial Strategy

Looks at financial planning and management for a 5 year period. This helps us to develop a sustainable budget over the medium term. It incorporates key factors such as changes in Government funding, our spending plans, and the levels of savings we need to make to achieve a balanced budget.

## The Asset Management Plan

Sets out the strategic direction for the Council both as a land owner and with respect to its asset portfolio. It is essential to have a long term plan, to facilitate day to day operational decisions. The key points of the plan are to:

- commence a limited programme of residential development
- grow the existing commercial portfolio of small starter units
- facilitate community use of assets if appropriate
- dispose of underperforming and nonstrategic assets for re-investment

# 6

# Achievements during 2016/17

## HOMES – Enabling homes that meet the needs of all



Action	16/17 Progress
Implement a housing delivery programme	Planning consent granted for 229 affordable homes. In excess of £150,000 secured through the planning process for the delivery of affordable homes. Delivered over 30 new homes in partnership with developers and housing associations.
Homeless Strategy	Widely consulted and adopted on a 5 year homeless strategy setting out the Council's commitment to tackle the causes of homelessness.
Disabled facility grants	Awarded over £164,000 to 43 projects to facilitate independent living through adaptation of homes including level shower access, stair lifts and rails.
Affordable housing	£250,000 Community Led Housing funding awarded to encourage future homes the area. We will continue to work with existing and emerging groups to utilise this grant.

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



Action	16/17 Progress
Clarify and deliver an economic development programme	Agreed a programme for 2016-18 including a funded support package for start-up and growing businesses. Continued sub regional partnership delivery. Business database development and provision of business news bulletins.
Greater Dartmoor Local Enterprise Action Fund	Supported this fund to create jobs in the rural economy, 13 projects approved to date worth over £226,000 investment.
Heart of the South West Growth Deal 3	Further funding granted for targeting the final 5% of premises not benefitting from superfast broadband.
Town Benchmarking	Research conducted in both Tavistock and Okehampton to establish the economic health of each town with a view to informing future policy.
Better Business For All Partnership	Achieved a Federation of Small Businesses Award for work to this partnership including provision of advice and support to over 300 businesses during routine food inspections.
Council owned premises	Achieved over 90% occupancy rate for all Council owned commercial premises.

## INFRASTRUCTURE – Securing the services and facilities that meet the needs of our communities



Action	16/17 Progress
Renew strategic infrastructure delivery plan	Plan prepared in consultation with strategic partners and infrastructure providers which seeks to ensure the timely delivery of: transport, highway infrastructure, education, community facilities and open space / formal play areas.
Waste Review	Future waste options considered to ensure service provision is in place for April 2017 when the current contractual arrangements expire. West Devon continues to be a leading recycling authority.
Grounds maintenance review	Secured a 2 year contract extension to ensure that grounds maintenance continues to a high standard with a minimal increase in costs.

## COMMUNITIES – Empowering residents to create strong communities



Action	16/17 Progress
Produce Joint Local Plan	Conducted over 22 community engagement events to canvas local views on the proposed Joint Local Plan due to be adopted in late 2017.
Neighbourhood Parish Plan	1 new plan underway and continued support provided to 10 communities already developing plans.
Community Project Grants	Over £30,000 awarded to 10 projects for new play parks, parish noticeboards, community centre refurbishments and community safety projects.
Town and Parish (TAP) Funding	Over £51,000 awarded to 39 projects including air ambulance night landing sites, community transport and defibrillators.
Development Management Towns and Parish Meetings	Attendance at 10 parishes/town meetings to foster a better understanding of the planning process.
Developer Forum	Reinstated and held every 3 months, engaged with 30 agents/ developers to update on changes in planning process / legislation and problem solving.
BT Payphone Removal Consultation	Coordinated a consultation to ensure affected communities were well briefed to influence the future of payphones in their communities.
Implement a coordinated community support offer	Review of Partnership working arrangements including Community Safety Partnership, Citizens Advice and Community & Voluntary Service (CVS) to meet community needs.

## WELLBEING – Supporting positive safe and healthy lifestyles



Action	16/17 Progress
Implement public health working group	Group established and focussed on coordinating health and wellbeing projects including Social Prescribing. 3 local GP surgeries engaged to date accessing over £46,000 funding.
Junior Life Skills	Worked with 7 partners including the Police, RNLI, Fire Service, BT and Western Power to present workshops to over 400 year 6 students on safety, wellbeing and responsible citizenship.
Complete and implement health and wellbeing procurement	Secured a 25 year contract with Fusion Lifestyle to run Council owned leisure facilities and provide capital improvements of £1.5 million including new health and fitness facilities at Meadowlands.
Community Sports Grants	Over £3,000 awarded to assist coaching and equipment for 7 projects including squash, triathlon, gymnastics and trampoline clubs.

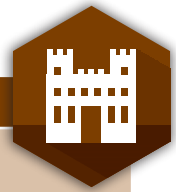
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## ENVIRONMENT – Protecting, conserving and enhancing our built environment



Action	16/17 Progress
Support delivery of the agreed improvement programme for Tamar Valley AONB	Charity established to generate additional income including a Visitor Giving Scheme. Investigation underway in to the viability of a Conservation Board. Ongoing collaboration with partners to achieve efficiencies and attract external grant funding.
Dog fouling	Held roadshows in partnership with the Dogs Trust to raise the importance of responsible dog ownership.
Measures to support design quality	Policy established to encourage high quality design following guidelines requiring layout, materials and greenspace that integrate with the neighbourhood as well as pedestrian, cycling and public transport connectivity to existing facilities and design that promotes safety.

**HERITAGE** – Celebrating our past and protecting our heritage for the future



Action	16/17 Progress
Support World Heritage Site designation	The celebration of the 'tinth' (sic) anniversary of the WHS inscription was a notable success with The Man Engine launch bringing international media publicity to Tavistock. Marketing investment at the Tamar Trails has reaped dividends with an increase in footfall within the World Heritage site.
Tavistock Townscape Heritage Initiative	Contributed to this partnership initiative which to date has secured £130,000 Heritage Lottery Funding and seen the completion of Butchers Hall. Further building refurbishments and public realm enhancement planned for 2017.

**RESOURCES** – Promoting energy efficiency and more effective use of our natural resources



Action	16/17 Progress
Support community led energy conservation and generation	Support for Cosy Devon scheme – Local Energy Action Project signposting residents to free energy efficiency advice.
Solar Panels	Over 3014 kwh energy produced at Council offices

# 7

# Next Steps

The Council will continue to strive to deliver efficient services that meet the needs of its customers.

We will do this by improving our use of digital technology to offer more online transactions and make it quicker and easier to find information, request and pay for a service and improve the customer experience.

Our new awareness campaign for our digital services offer 'Do it online – Save time' will run throughout the year. We will focus on getting things right first time, telling customers what level of service they can expect and then aiming to meet and where possible exceed those expectations. We will develop the use of digital social media to complement existing customer communication to widen our engagement with customers getting information quickly and when it is needed.

The reduction of call volumes achieved this year will free up staff to become more proactive in engaging with customers who do not have access to our digital services and will allow us to develop services to meet their needs.





## Review of key services

In addition to focusing on delivery of services, we will focus on enforcement services, such as planning, environmental health, licensing and develop a more robust and equitable debt recovery process. As central government housing policy continues to develop, we will ensure that all elements of the Council that are involved with housing, from homelessness, housing benefit, to the private sector landlords, affordable homes to improving our planning service to speed up house building are brought together in a cohesive delivery plan.

We will be working with key stakeholders and current contractors to ensure that front line services continue to perform at a high level and can be developed in the future. Recycling, waste collection, street cleansing and grounds maintenance services will all be market tested for quality, environmental suitability, cost and performance in the next 2 years. In the meantime we work closely with partners to improve on current services and get best value for money for residents.

There will continue to be a focus on environmental enforcement and our community offer to ensure that environmental offenders are prosecuted where possible and communities are supported by their Council in a variety of ways.

## Partnership working

We will continue to develop our existing partnerships and create new ones to improve our support to individuals and communities, ensuring that we offer joined up services and customers have a clear understanding of where they can get guidance and support. Through the continued development of our Locality team we aim to make real difference on the ground, this could be through the design of local parking tariffs to encourage economic development or through enabling access to grants to support local initiatives.

## Our financial future

With the withdrawal of Government funding we will need to generate additional income to be able to carry on delivering our current range of services. Over the course of the year we will be considering and implementing proposals to meet this financial challenge; these are likely to include developing investment opportunities and income generating services as well as finding further efficiencies and smarter ways of doing things.



# 8

# 2017/18 Actions

## WELLBEING

### Supporting positive safe and healthy lifestyles

Explore the co-location of public services to ensure a holistic, co-ordinated approach to meet the wellbeing needs of the communities



## HOMES

### Enabling homes that meet the needs of all

Disabled facility grants for home adaptations

Housing projects to target empty homes, houses of multiple occupation and fuel poverty

- £1/4 million to deliver housing to meet the needs of local people
- Tenants incentive scheme to assist homeowners to downsize
- Funding to deliver 26 affordable homes

## HERITAGE

### Celebrating our past and protecting our heritage for the future

Continued commitment to Cornwall and West Devon Mining Landscape World Heritage Site



## ENVIRONMENT

### Protecting, conserving and enhancing our built environment

Funding to the Tavistock Town Heritage Initiative



## COMMUNITIES

### Empowering residents to create strong communities

Village Hall Capital Grants over £36,000 available per annum for improvements and refurbishments



## INFRASTRUCTURE

### Securing the services and facilities that meet the needs of our communities

- Implement a revised emergency response and business continuity plan to support communities during emergencies
- Introduce paperless parking permits allowing for swifter service
- Waste and recycling efficiencies including in-cab technology for more efficient roadside collection

## ECONOMY

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

- Teenage Markets to encourage young entrepreneurs
- Business support funding
- Shaping a sub-regional productivity plan
- Job creation through the Greater Dartmoor LEAF programme



## RESOURCES

### Promoting energy efficiency and more effective use of our natural resources

Support community led energy conservation and generation projects and provide supportive planning policy







West Devon  
Borough  
Council



# Agenda Item 11



West Devon  
Borough  
Council

## OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE – DECISIONS LOG

Meeting Date	Report Title and Minute Ref.	Decision / Action	Officer / Member	Officer comments
11 October 2016	Joint Local Plan Update <b>O&amp;S(E) 38</b>	<ul style="list-style-type: none"> <li>- two Member Workshops being arranged in the next few months to consider the draft policies that would underpin the JLP and specific site allocations;</li> <li>- the five year land supply. In light of the apparent ambiguity concerning the Council's five year land supply, it was intended that a more detailed position report would be considered by the Hub Committee at its meeting on 29 November 2016.</li> </ul> <p><b>RESOLVED</b> That the Overview and Scrutiny (Internal) Committee be asked to consider updating its work programme to include 'Joint Local Plan Updates' as a standing agenda item, with the Overview and Scrutiny (External) Committee also being in receipt of periodic updates on the Joint Local Plan.</p>	<p>Tom Jones</p> <p>Tom Jones</p> <p>Darryl White</p>	<p>Workshops held accordingly.</p> <p>Report subsequently considered by the Hub Committee (Minute *HC 39 refers)</p> <p>The Overview and Scrutiny (Internal) Committee has considered and accepted this request.</p>
11 October 2016	Task and Finish Group Update DCH Rent Review <b>O&amp;S(E) 26</b>	That the DCH Chief Executive be invited to attend the next Committee meeting.	Darryl White	Mr Crawford has confirmed his attendance at the next Committee meeting on 21 March.
11 October 2016	Draft Annual Work	- Having been informed of the intention for County Highways	Kathy Trant	A Planning Training day for Members is

	<p>Programme <b>O&amp;S(E) 41</b></p>	<p>Officers to be invited to provide an informal briefing to Planning and Licensing Committee Members in the upcoming months, it was suggested that all Members of this Committee should also be invited to attend this session;</p> <ul style="list-style-type: none"> <li>- Some examples were cited regarding poor instances of service being received by Airband customers in the borough. As a consequence, the Committee requested that a senior representative from Airband should be invited to attend a future meeting to respond to these concerns.</li> </ul>	<p>Darryl White</p>	<p>being arranged with the intention of Highways being one of the main subject matters on this day.</p> <p>Email has been sent but unfortunately no reply or acknowledgement received.</p>
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