

# South Hams Overview and Scrutiny Panel



<b>Title:</b>	<b>Agenda</b>										
<b>Date:</b>	<b>Thursday, 4th August, 2016</b>										
<b>Time:</b>	<b>10.00 am</b>										
<b>Venue:</b>	<b>Cary Room - Follaton House</b>										
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Saltern <b>Vice Chairman</b> Cllr Wingate</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Baldry</td> <td>Cllr Hopwood</td> </tr> <tr> <td>Cllr Blackler</td> <td>Cllr May</td> </tr> <tr> <td>Cllr Brown</td> <td>Cllr Pennington</td> </tr> <tr> <td>Cllr Green</td> <td>Cllr Pringle</td> </tr> <tr> <td>Cllr Hawkins</td> <td>Cllr Smerdon</td> </tr> </table>	Cllr Baldry	Cllr Hopwood	Cllr Blackler	Cllr May	Cllr Brown	Cllr Pennington	Cllr Green	Cllr Pringle	Cllr Hawkins	Cllr Smerdon
Cllr Baldry	Cllr Hopwood										
Cllr Blackler	Cllr May										
Cllr Brown	Cllr Pennington										
Cllr Green	Cllr Pringle										
Cllr Hawkins	Cllr Smerdon										
<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. Minutes**

**1 - 4**

to approve as a correct record and authorise the Chairman to sign the minutes of the Panel held on 2 June 2016;

**3. Urgent Business**

brought forward at the discretion of the Chairman;

**4. Division of Agenda**

to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;

**5. Declarations of Interest**

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

**6. Public Forum**

**5 - 6**

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

**7. Executive Forward Plan**

**7 - 26**

**Note:** If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before 5.00pm on **Tuesday 2 August 2016** to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.

Requests have already been made for the following future items to be raised at this meeting:

- (a) **Medium Term Financial Strategy for the five year period 2017/18 to 2021/22;**

- (b) **Homeless Strategy**; and
- (c) **Devon Home Choice and Allocations Policy**

<b>8. Planning Peer Challenge Review 2016/17</b>	<b>27 - 78</b>
<b>9. Q1 2016/17 Performance Report</b>	<b>79 - 94</b>
<b>10. Task and Finish Group Updates (if any):</b>	<b>95 - 158</b>

- (a) **Dartmouth Lower Ferry**;
- (b) **Partnerships – Update Report**;
- (c) **Waste and Recycling**; and
- (d) **Events Policy**

<b>11. Actions Arising/ Decisions Log</b>	<b>159 - 160</b>
<b>12. Scrutiny Proposal Form - Review of South Hams Permits</b>	<b>161 - 162</b>
<b>13. Draft Annual Work Programme 2016/17</b>	<b>163 - 164</b>

to consider items for programming on to the annual work programme of the Panel, whilst having regard to the resources available, time constraints of Members and the interests of the local community.

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**MINUTES OF THE MEETING OF THE  
OVERVIEW & SCRUTINY PANEL  
HELD AT FOLLATON HOUSE, TOTNES ON  
THURSDAY, 2 JUNE 2016**

<b>Panel Members in attendance:</b>			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr K J Baldry	*	Cllr D W May
*	Cllr J I G Blackler	*	Cllr J T Pennington
*	Cllr D Brown	*	Cllr K Pringle
∅	Cllr J P Green	*	Cllr M F Saltern (Chairman)
*	Cllr J D Hawkins	∅	Cllr P C Smerdon
*	Cllr N A Hopwood	*	Cllr K R H Wingate (Vice Chairman)
∅	Cllr D Horsburgh		

<b>Other Members also in attendance:</b>
Cllrs H D Bastone, I Bramble, J Brazil, R F D Gilbert, M J Hicks, J Hodgson, J A Pearce, R J Tucker, L A H Ward and S A E Wright

<b>Item No</b>	<b>Minute Ref No below refers</b>	<b>Officers in attendance and participating</b>
All		Executive Director (Service Delivery and Commercial Development) and Senior Case Manager – Democratic Services.
8	O&S.5/16	Group Manager – Support Services and Case Management Manager
9	O&S.6/16	Operational Manager – Environment Services

**O&S.1/16 MINUTES**

The minutes of the meeting of the Overview and Scrutiny Panel held on 21 April 2016 were confirmed as a correct record and signed by the Chairman.

**O&S.2/16 DECLARATIONS OF INTEREST**

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

**O&S.3/16 PUBLIC FORUM**

In accordance with the Public Forum Procedure Rules, no items were raised at this meeting.

**O&S.4/16 LATEST PUBLISHED EXECUTIVE FORWARD PLAN**

The Panel was presented with the most recently published Executive Forward Plan. In so doing, Members acknowledged and noted the contents of the latest Plan and requested updates on items to be presented to the August meeting of the Panel on the Medium Term Financial Strategy, Homeless Strategy and Devon Home Choice and Allocations Policy.

One Member noted that the Annual Report was on the Executive Forward Plan when previously this item was presented by the Leader directly to Council. The Leader clarified that the item on the Forward Plan was a report of the Head of Paid Service and, in line with the Constitution, he could present a Leader's Annual Report to a later Council meeting.

**O&S.5/16 REVIEW OF THE CASE MANAGEMENT FUNCTION**

At the start of this item, the Chairman advised that the Panel had been circulated with paper copies of the latest quarterly Performance Indicator report. Whilst this had been received too late to be an agenda item at this meeting, Members could refer to specific PIs in relation to the presentation that they were about to receive. Some Members expressed dissatisfaction with the format of the Performance Indicator report, however they were reminded that the format and content had previously been agreed following a review undertaken by a Member Task and Finish Group.

The Case Management Manager then gave a presentation to Members that outlined the Case Management function.

In the discussion following the presentation, the following points were made in response to Members questions:

- The Case Management Manager confirmed that, whilst staff in some areas undertook more focussed work as a result of their experience, departmental boundaries no longer existed;
- The channel shift initiative was ongoing and the Online Account was still being developed. There was felt to be huge potential in this area. The Group Manager Support Services added that the two biggest areas of calls made to the Contact Centre were Housing Benefit and Planning and once their processes were included in the Online Account, then the pressure on the Contact Centre would ease;
- The Case Management Manager stated that there were no backlogs of work in Case Management other than a small backlog in processing Disabled Facilities Grants, but a plan was in place to address this situation;
- The Executive Director (SD & CD) explained that the Case Management function owned the throughput of work whilst Specialist officers owned the technical and professional aspect of the business. She added that more detail could be added to the quarterly Performance Indicator report by way of explanation and narrative. Members agreed that this would be helpful as currently the report seemed to indicate issues with the Contact Centre, when in actual fact this may not be a wholly accurate position and it merely reflected the problems across the whole organisation;

- The issue of failure demand was raised. The Case Management Manager confirmed that figures for failure demand were captured in the Contact Centre, but not across the board. In response, Members stated that capturing figures for failure demand was critical. The Executive Director (SD & CD) agreed and advised that this was one of the key issues in the report to be presented to the Executive on 16 June 2016. Currently however, it would not be effective for all officers to log when they were chased and it would place an additional burden on staff. The Group Manager Support Services advised that the new system, once fully in place, would enable the relevant data to be collected;
- Finally, the Chairman sought clarification on whether or not there were backlogs of work within Case Management as the existence of failure demand would indicate that work was outstanding. The Case Management Manager advised that her job was to monitor and be aware of how many pieces of work were within each area. The Executive Director (SD & CD) confirmed that there was a difference between backlog and flow of work and this would be addressed through the narrative of the Performance Indicator report.

#### O&S.6/16 **DARTMOUTH LOWER FERRY – TARIFF REVIEW**

Members were presented with a report that sought approval to recommend revised tariffs for the Dartmouth Lower Ferry. The Operations Manager Environment Services advised Members that the revised tariffs were in line with recommendations in the report from RPT Consulting, and had been considered by the Task and Finish Group.

During discussion, some Members felt that a small number of the charges could be increased so as to maximise income potential. Other Members responded that conversely, reducing charges to attract local custom would be a better way of ensuring long term income potential for the Lower Ferry.

The Chairman confirmed that local Ward Members were in support of the proposals.

It was then:

#### **RECOMMENDED**

That the Executive **RECOMMEND** to Council that the proposed charges, as detailed in presented Appendix A for Dartmouth Lower Ferry be approved.

#### O&S.7/16 **ACTIONS ARISING / DECISIONS LOG**

The Panel noted the latest log of Actions Arising and Decisions.

#### O&S.8/16 **TASK AND FINISH GROUP UPDATES** **Page 3**

The Panel was provided with the following updates:

- a) Dartmouth Lower Ferry – following the report presented earlier in the agenda on the tariff review, there was still a small amount of work for the Task and Finish Group to complete and this would be the subject of a further report to the Panel;
- b) Partnerships – the Task and Finish Group had narrowed the list of partners into classifications. Two days had been set aside to meet with significant partners to discuss how the partnership could progress. The outcome of these discussions would be the subject of a further report to the Panel;
- c) Waste and Recycling – whilst there was no specific update from the Task and Finish Group at this stage, the Executive Portfolio Holder asked that thanks be passed to all officers involved in putting recent changes to the waste and recycling collection system into practice. The Chairman added that the Panel endorsed that message;
- d) Events Policy – Cllr Bramble advised that the Operations Manager Environment Services had undertaken a great deal of background work on the current process for events, and a message was being sent to all Town and Parish Councils to ask them to contribute their views. The Leader asked that the Task and Finish Group look at how the Council can ensure that Council assets were left in an acceptable condition once events had concluded and he was advised that the Task and Finish Group would include this matter in its discussions.

**O&S.9/16 DRAFT ANNUAL WORK PROGRAMME 2016/17**

The Chairman introduced this item and advised that the O&S Panel meeting scheduled for 29 June 2016 would be cancelled. The meeting had been specifically scheduled to enable consideration of the Local Authority Controlled Company Business Case, however it had been agreed that an informal review meeting for all Members to be given the opportunity to discuss this matter should take place instead on 29 June 2016.

In light of this decision, it was noted that the other agenda items that had initially been scheduled for consideration on 29 June 2016 would now be presented to the next O&S Panel meeting on 4 August 2016.

(Meeting started at 2.00 pm and concluded at 3.25 pm).

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Chairman



## **PUBLIC FORUM PROCEDURES**

### **(a) General**

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

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

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to the Democratic Services Manager by 5.00pm on the Monday, prior to the relevant meeting.

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

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

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## **SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN**

This is the Leader of Council's provisional forward plan for the four months starting 20 July 2016. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

Local authorities are required to publish updated forward plans on a monthly basis. The Plan is published in hard copy and on the Council's website ([www.southhams.gov.uk](http://www.southhams.gov.uk))

**Members of the public are welcome to attend all meetings of the Executive, which are normally held at Follaton House, Totnes, and normally start at 10.00 am. If advance notice has been given, questions can be put to the Executive at the beginning of the meeting.**

*The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.*

*Cllr Hilary Bastone – lead Executive Member for Customer First*

*Cllr Rufus Gilbert – lead Executive Member for Commercial Services*

*Cllr Michael Hicks – lead Executive Member for Business Development*

*Cllr John Tucker – Leader of the Council*

*Cllr Lindsay Ward – Deputy Leader of the Council*

*Cllr Simon Wright – lead Executive Member for Support Services*

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01803 861185 or by e-mail to [member.services@southhams.gov.uk](mailto:member.services@southhams.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**

**INDEX OF KEY DECISIONS**

Service	Title of Report and summary	Lead Officer and Executive member	Anticipated date of decision

**KEY DECISIONS:**

For the purpose of the Executive Forward Plan, a key decision is a decision that will be taken by the Executive, and which will satisfy either of the following criteria:

‘to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority’s budget for the service or function to which the decision relates

**(For this purpose significant expenditure or savings shall mean:**

**Revenue – Any contract or proposal with an annual payment of more than £50,000; and**

**Capital – Any project with a value in excess of £100,000); or**

**to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority, in the opinion of the Monitoring Officer (or the Democratic Services Manager in his/her absence).**

A key decision proforma will be attached for each key decision listed above.

**OTHER DECISIONS TO BE TAKEN BY THE EXECUTIVE**

<b>Service</b>	<b>Title of Report and summary</b>	<b>Lead Officer and Executive Member</b>	<b>Decision maker</b>	<b>Anticipated date of meeting</b>
SLT	<b>T18 Budget Monitoring</b> - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	21 July 2016
	<b>Devolution</b>	SJ/Cllr Tucker	Council	21 July 2016
Commercial Services	<b>Parking Order – Operational amendments</b>	CA/Cllr Gilbert	Council	21 July 2016
Strategy and Commissioning	<b>Business Development Opportunities</b>	DA/Cllr Hicks	Council	STANDING ITEM
Commercial Services	<b>Beach and Water Safety</b>	AP/Cllr Gilbert	Executive	21 July 2016
SLT	<b>Annual Report of the Council</b>	SJ/Cllr Tucker	Council	21 July 2016
Support Services	<b>Write Off Report (Q4 2015/16)</b> - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	21 July 2016
SLT	<b>Business Case for Local Authority Controlled Company</b>	SH&SJ/Cllr Tucker	Council	21 July 2016
Commercial Services	<b>Fleet Replacement Report</b>	HD/Cllr Gilbert	Council	15 September 2016
SLT	<b>Sherford Delivery Team</b>	RK/Cllr Tucker	Council	15 September 2016
Support Services	<b>Medium Term Financial Strategy 2017/18 to 2021/22</b>	LB/Cllr Wright	Council	15 September 2016
Customer First	<b>Devon Home Choice and Allocations Policy</b>	IB/Cllr Bastone	Council	15 September 2016
Customer First	<b>Homeless Strategy -</b>	IB/Cllr Bastone	Council	20 October 2016
Customer First	<b>Council Tax Reduction Scheme</b>	IB/Cllr Bastone	Council	20 October 2016
Support Services	<b>2016/17 Revenue Budget Monitoring Report</b>	LB/Cllr Wright	Executive	20 October 2016

Support Services	<b>2016/17 Capital Budget Monitoring Report</b>	LB/Cllr Wright	Executive	20 October 2016
Customer First	<b>Housing Benefit Risk Based Verification Policy</b>	IB/Cllr Bastone	Council	2 February 2017

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

SJ – Steve Jorden – 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

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

CH – Cassandra Harrison – Senior Specialist Place and Strategy

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets

LC – Lesley Crocker – Senior Specialist Media and Communications



**South Hams**  
District Council



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Report to: **Overview and Scrutiny Panel**  
Date: **4 August 2016**  
Title: **MEDIUM TERM FINANCIAL STRATEGY  
FOR THE FIVE YEAR PERIOD 2017/18 TO  
2021/22**  
Portfolio Area: **Support Services – Cllr S Wright**  
Wards Affected: **All**

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

Author: **John Bougeard** Role: **Deputy S151 Officer**  
**Lisa Buckle** **Finance Community of  
Practice Lead (S151  
Officer)**

Contact: **Email: [john.bougeard@swdevon.gov.uk](mailto:john.bougeard@swdevon.gov.uk)**  
**[lisa.buckle@swdevon.gov.uk](mailto:lisa.buckle@swdevon.gov.uk)**

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#### **RECOMMENDATION**

**It is RECOMMENDED that the Overview and Scrutiny Panel:-**

- i) Note the process and timetable for the annual review of the Medium Term Financial Strategy (MTFS)**
- ii) Indicate whether there are any early observations or principles that Members of the Overview and Scrutiny Panel would like officers to take into account when updating the MTFS**
- iii) Note the process for the Four Year Settlement funding offer from the Government.**

## **1. Executive summary**

- 1.1 The Council's Medium Term Financial Strategy (MTFS) is annually reviewed and updated. It is based on a financial forecast over a rolling five year timeframe (to 2021/22).
- 1.2 The MTFS is intended to provide a framework within which decisions can be made regarding the future service provision and council tax levels whilst building an approach that guarantees South Hams District Council's longer term financial viability.
- 1.3 The report sets out the process and timetable for updating and reviewing the MTFS. The MTFS will be drafted over the next few weeks.

## **2 PROCESS FOR UPDATING THE MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

- 2.1 The Budget for 2016/17 was approved by Council on 11th February 2016. This is the starting point for producing the refreshed MTFS and the detailed budget proposals for 2017/18. The 2016/17 Net Budget approved by South Hams District Council was £8.752 million. The following table contains an extract from the 11<sup>th</sup> February 2016 Council report, as shown in Appendix A:

	<b>2017/18</b> <b>£</b>	<b>2018/19</b> <b>£</b>	<b>2019/20</b> <b>£</b>	<b>2020/21</b> <b>£</b>
Annual budget gap (As at February 16)	155,155	541,170	135,247	178,263
<b>TOTAL BUDGET GAP TO 2020/21</b>				<b>1,009,835</b>

- 2.2 The £1 million budget gap was the budget position at February 2016. During August the MTFS will be updated for decisions since February 2016 (e.g. the savings from leisure) and for any known changes in cost pressures and savings. Assumptions that feed into the MTFS will also be updated e.g. inflation predictions, interest rate predictions etc.

- 2.3 The updated MTFS will be presented to the Executive in September 2016 and a full review of the MTFS will be undertaken by all Members at the Members' Budget Workshop which will be set up for late September/early October.
- 2.4 The budget setting process is an iterative process that will constantly change over the next five years. As the Council becomes aware of new cost pressures or further reductions in funding over the next 5 years, this will increase the predicted budget gap. The converse is true for any savings or additional income which are identified over the next five years.
- 2.5 The modelling in Appendix A is an extract from the Council report on 11<sup>th</sup> February 2016. This modelling made various assumptions as set out below.

**£5 council tax referendum limit for District Councils for the four years**

- 2.6 The final Finance Settlement announced in February 2016 stated that the Council Tax referendum limit for all District Councils for the next four years (2016/17 to 2019/20) is the higher of 2% or more than £5. What this means for South Hams is that the Council would have the flexibility to increase its Band D council tax by £5 per year until 2019/20. (It is an increase of £5.01 that triggers a council tax referendum).
- 2.7 In the Council's response to the draft Finance Settlement, District Councils lobbied for the ability to be able to increase council tax by up to £5. The Council made the point that given the dramatic cuts to funding in Revenue Support Grant and New Homes Bonus, Councils must be given the freedom to set the council tax locally based on local need and local understanding of the services and demands on those services. The Band D council tax level for 2016-17 was set by Council at £150.42.
- 2.8 **Members' Budget Workshop** – On 30<sup>th</sup> September 2015 a Members' Budget Workshop was held. This was to give all Members the opportunity to influence and shape the budget setting process. Attached in Appendix B is a summary of the outcomes from the workshop.

- 2.9 At this workshop, there was early support for increasing council tax by the maximum allowable percentage. At this event it was recognised that this measure would increase the base budget for ensuing years and protect the delivery of services and the Council's financial resilience.(At the time the workshop was held, the maximum increase allowable was 1.99%). The Final Finance Settlement increased the maximum council tax increase allowable to £5.
- 2.10 A Members' Budget Workshop will be held again in 2016 (around the end of September/early October 2016) in order to carry out a full review of the MTFS.

### **3 TIMETABLE FOR UPDATING THE MTFS**

- 3.1 The MTFS will be drafted over the next few weeks. The timetable for updating and reviewing the MTFS is shown in Appendix C.

### **4 OTHER ITEMS LINKED TO THE MTFS**

#### **Four year Settlement Funding offer**

- 4.1 The Government have offered a four year settlement funding offer to Councils. The deadline for accepting the offer is Friday 14<sup>th</sup> October.
- 4.2 The offer requires Councils to produce an Efficiency Plan if they wish to accept a four-year settlement. It also states that Efficiency plans do not need to be a separate document and can be combined with Medium Term Financial Strategies.
- 4.3 The offer letter from DCLG confirms that the offer is entirely optional and states:-  
'It is open to any Council to continue to work on a year-by-year basis, but I cannot guarantee future levels of funding to those who prefer not to have a four year settlement'.

4.4 If the Council accepted the four year offer, this would guarantee the levels of funding over the next four years (to 2019/20) for:-

- Revenue Support Grant (this reduces to Nil in 2018/19)
- Transitional Grant
- Rural Services Delivery Grant allocations  
(These funding levels are shown in Appendix A)

4.5 For Business Rates, tariffs and top-ups in 2017-18, 2018-19 and 2019-20 will not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.

### **UK vote to leave the European Union**

4.6 The full implications of the decision on 23 June 2016 by the UK to negotiate an exit from the European Union (EU) will become apparent over time. There may be changes in Government policy and any significant changes in the economy may have an impact on local government financing. The MTFS will contain the latest high level forecasts in the public domain for budgeting purposes (those announced in the Local Government Finance Settlement in February 2016) and the Council will continue to monitor any impact on public sector funding and the Council's treasury management activity closely.

## **5. IMPLICATIONS**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The preparation of the MTFS is evidence that the Council has considered and taken into account all relevant information and proper advice when determining its financial arrangements in accordance with statutory requirements, and in particular, that it will set a lawful budget.
Financial	Y	The MTFS will set out the financial implications for the Council of the budget position for the next five years.

Risk	Y	The financial risks facing the Council will be set out within the MTFS.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None directly arising from this report.
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 – Summary of budget gap to 2020/21(as at February 16)

Appendix B – Summary of the Budget Workshop held 30<sup>th</sup> September 2015

Appendix C – Timetable for updating the MTFS and setting the Budget for 2017/18

MEDIUM TERM FINANCIAL STRATEGY

APPENDIX A

Line No.	Appendix A - Council Tax is increased by £5 each year	Base 2015/16 £	Yr1 2016/17 £	Yr2 2017/18 £	Yr3 2018/19 £	Yr4 2019/20 £	Yr5 2020/21 £
1	Base budget brought forward	9,027,727	8,839,401	8,751,722	8,321,572	8,249,402	8,639,155
2	Budget pressures	2,513,000	1,690,000	545,000	640,000	640,000	575,000
3	Savings already identified	(2,306,326)	(1,283,800)	(118,000)	(96,000)	(40,000)	(40,000)
4	Additional requirement from NHB in 2015/16	(395,000)					
5	Reverse T18 contributions to reserves		(1,950,000)				
6	Reduce New Homes Bonus contribution from £969,126 to £500,000 for years 2016/17 to 2019/20 - further reduce to £450,000 in 2020/21		469,126				50,000
7	Contribution to T18 Strategic Change Reserve		219,000	66,000	(75,000)	(75,000)	(75,000)
8	Contribution to Contingency Reserve		767,995				
9	Reversal of budget surplus in the following year (assumes budget surpluses are only used to fund one-off investment in the year that they occur and that they do not permanently increase the base budget)			(767,995)			
10	<b>Projected Net Expenditure:</b>	<b>8,839,401</b>	<b>8,751,722</b>	<b>8,476,727</b>	<b>8,790,572</b>	<b>8,774,402</b>	<b>9,149,155</b>
	<b>Funded By:-</b>						
11	<b>Council Tax income</b> - Modelling a £5 increase in council tax each year	5,323,372	5,566,140	5,813,328	6,064,516	6,319,704	6,578,892
12	Council Tax Freeze Grant	57,789	0	0	0	0	0
13	Collection Fund Surplus	100,000	210,000	80,000	80,000	80,000	80,000
14	Revenue Support Grant	1,406,240	749,451	245,393	0	0	0
15	Localised Business Rates	1,952,000	1,764,500	1,799,510	1,853,000	1,912,000	1,962,000
16	Rural Services Delivery Grant	0	405,536	327,451	251,886	327,451	350,000
17	Transition Grant	0	56,095	55,890	0	0	0
18	<b>Total Projected Funding Sources</b>	<b>8,839,401</b>	<b>8,751,722</b>	<b>8,321,572</b>	<b>8,249,402</b>	<b>8,639,155</b>	<b>8,970,892</b>
	<b>Budget (surplus)/ gap per year</b>						
19	(Projected Expenditure line 10 - Projected Funding line 18)	<b>0</b>	<b>0</b>	<b>155,155</b>	<b>541,170</b>	<b>135,247</b>	<b>178,263</b>

<b>Cumulative Budget Gap</b>	0	0	155,155	696,325	831,572	1,009,835
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Modelling Assumptions:	<i>An assumption of an additional 400 Band D equivalent properties per year has been included in the TaxBase and modelling above for 2016/17 onwards</i>					
Council Tax (Band D) (an increase of £5 a year has been modelled)	145.42	150.42	155.42	160.42	165.42	170.42
Council TaxBase	36,606.88	37,003.99	37,403.99	37,803.99	38,203.99	38,603.99

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**South Hams Budget Setting Workshop – 30<sup>th</sup> September 2015**

The Executive Director (Strategy & Commissioning), Steve Jordan facilitated the session and spoke about the Medium Term Financial Strategy, the potential effects of devolution and the need for income generation to meet the predicted budget pressures. A key message was that despite the successful ongoing implementation of the T18 Transformation Programme, the Council still needs to make decisions and changes in order to be fully self-sufficient and financially sustainable.

The Finance Community of Practice Lead, Lisa Buckle then shared a presentation about the forecast gap between income and expenditure as a result of reduced Central Government funded Revenue Support Grant and the possible financial effects of the Government's Spending Review (2015).

Finally, the Business Development Group Manager, Darren Arulvasagam shared a presentation about the Business Development / Income Generation agenda and the introduction of the refreshed Asset Management Strategy. The latter is to be discussed at a meeting of the South Hams Executive on 15 October and then possibly brought to a Full Council meeting later this year.

**Feedback from Strategic Priorities – Workshop session (1)**

After a brief discussion around the Strategic Priorities set out in "Our Plan" – an interactive session was held, where the Members in attendance split into groups to look at the strategic priorities and to list the top three principles/objectives or areas which they would like to see taken forward in the Budget process for future years (mainly looking longer term at years 2017/18 onwards (Year 2 of the MTFS)).

The exercise yielded a number of outputs. These priorities / principles have been categorised into broad strategic areas as shown below:

**The Economy** – The Council needs to create conditions whereby South Hams is an attractive place to do business, with the Environment being integral to the Economy. The Council should seek to provide business support, where possible focusing on highly skilled jobs. Members cited the need for joined-up-thinking and the need to link with commercial firms to provide training opportunities. A corporate approach is integral to it. To look at the Council's economic development policies and provide a business support package. Joined up thinking with the LEP (Local Enterprise Partnership). To be supportive of innovation and partnerships.

**Affordable Housing** – To invest in engaging some expertise to advise on policy and different ways of doing things to deliver the best outcomes for affordable housing. Procure advice on different options and methods of delivery. Find a more clever way of delivering outcomes for affordable housing i.e. not just spending money on affordable housing.

**Asset Management** – effective disposal/management - all of equal importance.

**Statutory “Plus”** – Provide more than statutory services from a point of principle and commitment to the community.

**Growth** – Develop prime locations and strategically partner with Private Sector or Registered Providers to develop our land or land that we acquire, with focus on truly affordable housing and employment units (specifically starter units). It was recommended that the Council refreshes its affordable / social housing policies, provides a package of options and develops a strategy to deliver more homes itself (within constraints and taking account of potential risks). A review of investments was suggested and the potential to generate rental income from homes and commercial property.

**Save** – Seek efficiency savings over and above T18; Consider outsourcing services where it is cost effective. Consider how we can *save* our communities, heritage and natural environments e.g. renewable energy projects. This was referred to by other groups as making the District attractive to businesses thereby increasing the availability of jobs.

**Charges** – Follow an Easyjet model; i.e. basic services to satisfy statutory requirements and consider charging for ‘added-value’ items. Set up a trading company (alternative service delivery methods were mentioned), along with the need to make charges profitable, not just a means to reduce the cost to the community.

### **Feedback from Strategic Priorities - Workshop session (2)**

The final interactive session enabled the same groups of Members to set some principles/proposals which they would like the Executive to consider as part of the 2016/17 Budget Setting Process (Year 1 of the Medium Term Financial Strategy). There was some significant correlation between the responses.

The overriding message was that the budget for the forthcoming year should focus on providing stability / consolidation. i.e. spend now to ensure no backlogs and to rid service of focusing and satisfying failure demand.

**Increase Council Tax by the maximum allowable percentage** (*with lobbying ahead of that maximum percentage being sent to see if there could be no upper limit set before a referendum is triggered*).

This measure would increase the base budget for ensuing years and protect the delivery of services and the Council’s financial resilience.

**New Homes Bonus(NHB)** – Use more NHB to fund Affordable Housing Capital Build with smaller sums to support the revenue budget if required. Deliver on Affordable Housing.

**Set up an Innovations Fund** – potentially to support the viability of a Trading Company and innovation.

**Short term injection of additional investment into some services** e.g. the planning service, to clear temporary service backlogs.

**Freeze Car Parking Charges**

**Line by Line Analysis of the budget to drive out efficiencies/ Focus on delivering efficiencies beyond staffing**

**Vulnerable Groups** – ensure the impact of budget proposals are assessed so that vulnerable groups are protected.

**Invest in renewable energy partnerships and projects** – potentially start with smaller pilots, be our own developer

**Pressurise Primary Care Groups & Registered Providers to help out with the growing cost of Disabled Facilities Grants(DFGs)** – to enable residents to live independently in their own homes. The Council currently has the statutory responsibility for DFGs which is a big pressure – work in partnership with others on DFGs.

**Demonstrate Clear Outcomes for Customers**

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## APPENDIX C

### South Hams District Council - Budget Timetable for 2017/18 onwards

Date	Committee
4 <sup>th</sup> August 16	Overview and Scrutiny Panel – To consider the process and timetable for the annual review of the Medium Term Financial Strategy (MTFS)
15 <sup>th</sup> September 16	Executive – To consider the draft MTFS
Date to be set – end of September /early October 16	Members’ Budget Workshop – To carry out a full review of the MTFS
20 October 2016	Executive – To consider the outcome of the Members’ Budget Workshop
24 November 16	Overview and Scrutiny Panel – To consider Fees and Charges for 2017/18
1 December 2016	Executive – Draft Budget Proposals for 2017/18
19 January 2017	Overview & Scrutiny Panel – To comment on the Draft Budget Proposals for 2017/18
2 February 17	Executive – To recommend Final Budget Proposals to Council for 2017/18
<b>6 February 17</b>	<b>Date which Council Procedure Rule 16 applies</b>
9 February 17	Full Council – To approve Final Budget Proposals for 2017/18 and set the SHDC share of the Council Tax
23 February 17	Council Tax Resolution Panel – to agree the Council Tax Resolution for 2017/18 (This is SHDC 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 Monday 6<sup>th</sup> February.

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Report to: **Overview and Scrutiny Panel**  
Date: **4 August 2016**  
Title: **PLANNING PEER CHALLENGE REVIEW  
2016/17**  
Portfolio Area: **Customer First – Cllr H Bastone**  
Wards Affected: **All**  
Relevant Scrutiny Committee: **Overview and Scrutiny (Internal)  
Committee**

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

Date next steps can be taken: **N/A**

Author: **Drew Powell** Role: **Specialist Manager**

Contact: **Ext 1240 drew.powell@swdevon.gov.uk**

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## **RECOMMENDATIONS:**

### **That the Panel:**

- 1. Note that Development Management Committee accepts the Planning Peer Challenge report (Appendix 2 refers),**
- 2. note the content of the Action Plan 2016/17 (Appendix 3 refers); and**
- 3. receive, on a quarterly basis, key performance data as part of the Performance Indicator report.**

## **1. Executive summary**

1.1 The report presents the Peer Challenge Report and Action Plan that has been developed to implement the recommendations contained within the Report, arising from the Planning Improvement Peer Challenge visit conducted between 18<sup>th</sup> and 20<sup>th</sup> April 2016.

1.2 Effective Development Management supports the Councils priorities and objectives and also supports the local economy.

1.3 Failure to deliver the service in line with National Performance Measures may result in the Council being 'designated'. Designation could have adverse impacts in terms of reputation and also financially.

## **2. Background**

2.1 Stability, and by association performance, within the Planning Service, and in the new Community of Practice of Development Management evolving within the new operating model, has adversely been affected by a number of internal and external factors over a number of years.

2.2 There has been a clear improvement in terms of the time taken to determine planning applications as a result of targeted and robust performance management measures over the last six months.

2.3 This improvement is, however, only part of the picture and in order to take a wider, objective view of the function, the Council invited the Local Government Association (LGA) and the Planning Advisory Service (PAS) to undertake a planning improvement peer challenge.

2.4 In advance of the challenge a Position Statement (see Appendix 1) was prepared. This statement set the scene for the challenge team which was made up of experienced officers and members with the necessary skill set to cover the agreed scope of the challenge.

2.5 The challenge took place during between the 18<sup>th</sup> and 20<sup>th</sup> April and many Members will have had input to the process. In addition staff, Parish and Town Councils, Developers, Agents and other Stakeholders were engaged. The resulting, comprehensive Report (see Appendix 2) has been circulated to all members and comments have been collated.

## **3. Outcomes/outputs**

3.1 The Peer Challenge Report provides a comprehensive assessment of the Councils planning function and identifies both the strengths and areas for improvement.

3.2 The development, implementation and ongoing monitoring of a robust Action Plan by the Development Management Committee in order to address the findings and key recommendations of the Report will ensure that improvements are delivered.

## **4. Proposed Way Forward**

4.1 The Report identifies a number of key areas where improvements can be made. These are summarised in fourteen key recommendations on Pages 5-6.



4.2 A draft Action plan has been developed (see Appendix 3) to address these issues. In some areas, substantial progress has already been made and this is included within the Plan which includes actions, timescales and responsible officers.

4.4 Development Management Committee Members views on the Plan have been sought and there will be consultation events with Agents, Developers, Parish and Town Councils and other stakeholders to ensure that the Plan reflects the inclusive process that was followed through the Peer Challenge itself.

4.5 It is proposed that the Action Plan is owned and developed by the Development Management Committee and that key performance data is made available to them on a monthly basis.

4.6 In addition performance against the Plan will be monitored by the Overview and Scrutiny Panel on a quarterly basis.

## 5. Summary and Conclusions

5.1 The Planning Peer Challenge Report made a number of key recommendations in order to improve performance across the wider planning function. As a result a detailed Action Plan has been developed which will enable improvement to be monitored.

## 8. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The provision of a high performing planning service will support effective decision making within the Development Management Committee. The development, implementation and monitoring of the proposed action plan will support this provision.
Financial	Y	There are risks associated with being 'designated' through poor performance including a potential reduction in income from application fees. Whilst it is not possible to predict this at this early stage, the experience from the regime covering major applications is that the financial risk is very low.

Risk	Y	In addition to the risks associated with being 'designated' (paragraph 1.4 and section 6 above refer), there are well rehearsed reputational risks associated with the performance of the Development Management Service. Whilst there have been a number of factors that have had an adverse impact on the service, performance is improving and the action plan is proposed in order to deliver wider, sustainable improvement.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no equality and diversity implications directly related to this report.
Safeguarding	N	There are no safeguarding implications directly related to this report.
Community Safety, Crime and Disorder	N	There are no community safety or crime and disorder implications directly related to this report.
Health, Safety and Wellbeing	N	There are no health, safety and wellbeing implications directly related to this report.
Other implications	N	N/A

### **Supporting Information**

#### **Appendices:**

Appendix 1: Position Statement

Appendix 2: Planning Peer Challenge Final Report 28 June 2016

Appendix 3: Peer Challenge Action Plan 2016-17

#### **Background Papers:**

None.

# South Hams District Council and West Devon Borough Council



## Planning Peer Challenge April 18-20<sup>th</sup> 2016 Position Statement

Final Version  
13 April 2016

*Working together*



## Contents

1. Introduction and the Challenge
2. Vision and Leadership
3. The Development Management (Planning) Service
4. Governance and Delegation
5. Performance
6. Local Plan and Policy Making
7. Appendices A-G



## Section 1 - Introduction and the challenge

1.1 This Position Statement provides the context for the Peer Challenge of Development Management and Strategic Planning delivered by the shared services of South Hams District Council and West Devon Borough Council. The review is due to take place between 18 and 20 April 2016.

1.2 The statement outlines the context within which the councils now deliver their services, the fundamental and innovative changes that have taken place over the last year as part of the Transformation 2018 (T18) Programme and a summary of present performance.

1.3 The Members and Senior Leadership Team understand the key role that effective planning and decision making plays in forming, supporting and delivering the vision, corporate values and statutory functions of the councils and the impact this has on the community.

1.4 The primary focus of the review has been scoped, with support from the Planning Advisory Service and the Local Government Association, and is as follows although it is envisaged that other areas of interest and future development are likely to arise as the review progresses;

The aims of the peer challenge are to:

- Assess whether the new ways of case management working that have been introduced across the integrated service and which are the foundation of the shared service is (or will) contribute to the delivery of desired outcomes in relation to the consideration of planning proposals and delivery of high quality development across the area.
- Investigate whether there remain inconsistencies in governance arrangements in relation to planning between the two LPA and assess what if any impact the lack of harmonisation has on the efficiency of the service and the experience of the customer.
- Review the Council's corporate priorities for sustainable development and economic growth: consider the existing planning policies and services offered to customers to evaluate whether the councils are considered to be positive by local businesses and supportive of economic growth in the area.
- Consider the effectiveness of the respective roles of officers and members in developing planning strategies, particularly in the context of the proposed joint local plan.
- Review the mechanisms for community involvement, including relationships with town and parish councils, customer access to planning services and the means for engaging communities in consideration of development proposals and the development of policies to guide development in the future

- Review rates of planning appeals and judgements on judicial reviews and appraise the extent to which local and national planning policy is taken into account by both officers and members when making decisions on planning proposals and whether this fosters good outcomes through the determination process
- Review and comment on the efficiency and effectiveness of decision making arrangements at planning committees, including governance arrangements, committee practice, role of members, speaking rights and training for members.
- Identify any learning opportunities that will help the councils to move forward and achieve their ambitions including through the proposals for commissioning effective planning services in the future.

1.5 In addition to the agreed scope above, the Councils are interested in;

- developing a vision for 'planning decision making'
- looking forward, being bold and innovative in its ambition,
- developing a high performing planning service, that is scaleable and attractive to potential markets in the future.

## Section 2 - Vision and leadership

2.1 South Hams and West Devon Councils began their shared service journey in 2007 with the appointment of a shared Chief Executive. Since then through a range of iterative processes including the creation of a shared leadership and then wider management team, the depth of sharing has increased. Governance and Democratic process has remained separate with each Authority retaining its own decision making powers and identity.

2.2 Whilst substantial savings and efficiencies have been achieved by the development of the shared service the impending financial crisis facing most Councils demanded a more fundamental look at how the relationship worked. Both Councils were facing funding gaps over the next four years of between £2.2million and £2.5 million (28%). With between 65%-75% of revenue expenditure on staff costs, responding to the financial challenge meant reducing staff numbers whilst maintaining frontline services.

2.3 In 2013/14 the Councils engaged with leSE and Ignite to explore how a new Operating Model, similar to that being implemented in Eastbourne, may offer a more radical and sustainable option for future delivery as opposed to continued organic development of the shared service. As a result Transformation 2018 (T18) was born. The South Hams Committee Reports at Appendix A and B outline the original future operating model and business case and the latest monitoring update, respectively.

2.4 The Business Case for the programme included an investment of £4.61million from South Hams and £2.83million from West Devon, with predicted annual recurring savings of £3.37million and £1.64 million, respectively.

2.5 The decision to take on such a fundamental, innovative and high risk change programme reflects the vision of the Leaders and Members of both Councils. The decision has been backed up by unwavering commitment to see the programme through and to realise the benefits to the local communities.

2.6 The T18 programme is based on a number of key principles;

- Centred around the citizen not the Council
- Removal of service silos
- Enabled by technology
- Driven by behaviours

More details on the T18 programme are available upon request and will form part of the introduction on Day one of the Challenge.

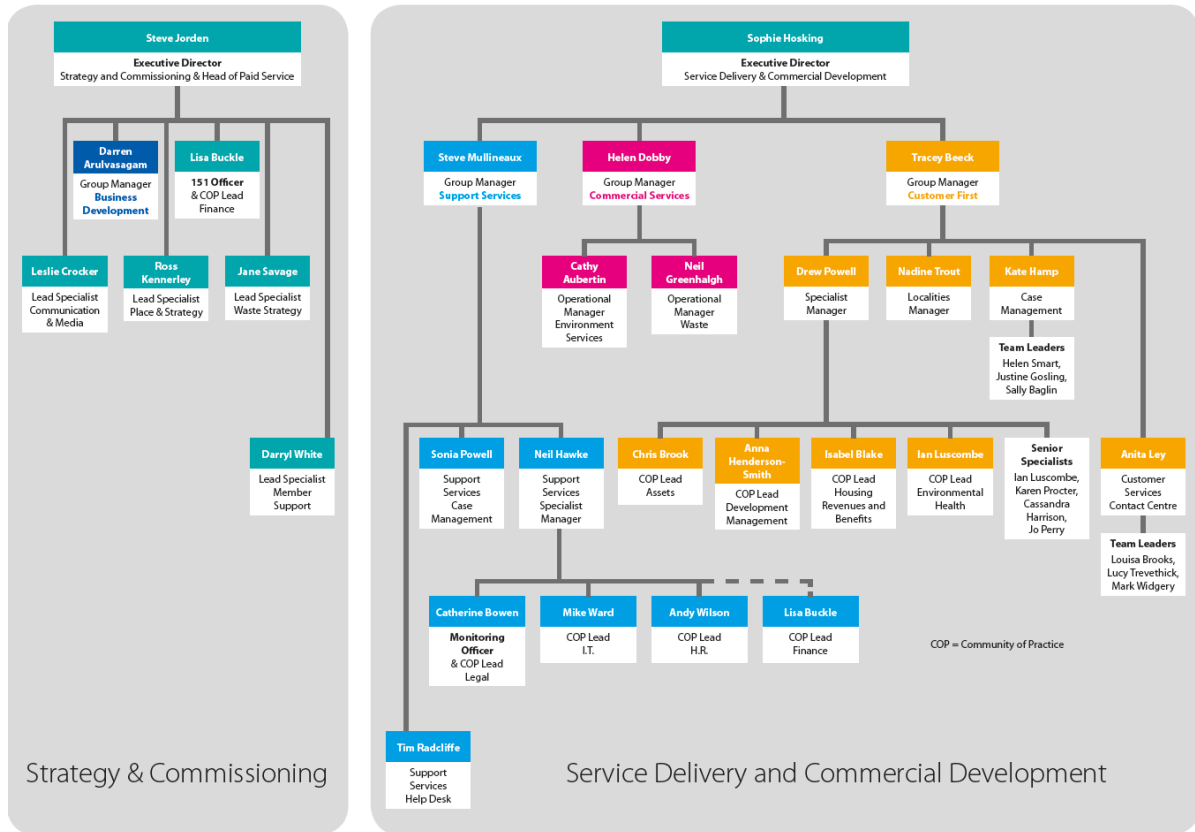
2.7 Over the last 12 months the Councils have;

- re-engineered over 400 processes (60 linked to Planning/Development Management)- redesigned, mapped, scripted and tested
- Implemented new systems, the smarter use of technology and an emphasis on channel shift and efficiency



- totally redesigned structures on a case management and specialist model – removed all service silos
- reduced staff numbers by 30% (approx. 100 FTE's)

## 2.8 The new Structure



The chart above outlines the new operating model in terms of organisational structure. At present as the new ways of working develop, there is a 'soft split' between Strategy and Commissioning on the left and Service Delivery and Commercial Development on the right. The Councils are presently scoping options to increase their ability to trade and become more financially sustainable. One of the options includes transferring the right hand side, 'the delivery', into a Local Authority Controlled Company.

## Vision and Priorities – Our Plan

2.9 Our Plan: South Hams/West Devon will be the single strategic plans that set out the vision, objectives and activities of each Council. It brings together all strategies and plans and sets out a comprehensive story of what the council wants to achieve through two blended and interrelated elements;

- The corporate plan establishing the Councils vision, objectives, priorities, actions and delivery approaches and
- The Local Plan establishing land use planning policies and allocations



2.10 At a local level WDBC, SHDC and Plymouth City Council are embarking on a Joint Local Plan. A draft of the Collaboration Agreement is being finalised at this time and officer time and funding has been committed.

2.11 Under the regional devolution bid *Place* features as a key element- in particular accelerated growth in the Plymouth area and collaborative Local Planning. See the prospectus at <http://www.heartofswlep.co.uk/sites/default/files/user-1889/Heart%20of%20the%20South%20West%20Devolution%20Prospectus.pdf>

2.12 In terms of sub-regional planning and Duty to Co-operate both Councils are signatories to the Devon wide DTC agreement (available upon request).

2.13 See Section 6 for details and links to Our Plan and its development.

## Section 3 - The Development Management (Planning) Service

3.1 The Planning, or Development Management, Service within the Councils have moved more slowly towards being truly shared when compared with other frontline services. The reasons for this are not clear but factors include the existence of different polices and decision making, geographical challenges around delivery and a different management approach.

3.2 Stability within the Planning Service, and in the new Community of Practice of Development Management evolving within the new operating model, has been affected by a number of internal and external factors over a number of years.

3.3 The national shortage of suitably qualified Planning Specialists, combined with the loss of experienced knowledgeable officers through the T18 recruitment process, resulted in a reduced resource to deliver the service. Recruitment in advance of T18 was very difficult as there was no job security in view of the 'at risk' nature of the majority of posts. Posts have been back-filled with Agency staff which does not, generally, offer the same continuity and stability as establishment staff.

3.4 Delivery of the new operating model and the associated future efficiencies has required the migration of all planning records into new software from the established M3 system across to Civica's APP as part of the corporate solution. During the transition period, it was essential to operate both the old and the new software systems in order to maintain our statutory duties and minimise any risk to the council.

3.5 There has been extensive demand on key officers to support the transition and additional time spent training Case Managers and Specialists on use of the new systems. The impact of the above has been an increase in the backlog of applications waiting to be determined, delays in validating new applications and reduced levels of customer satisfaction.

3.6 The migration of data from the old M3 software into the APP (Civica) solution took place in November/December 2015. This included a programmed period of downtime of a week. There was an ongoing programme of updates as records/documents that extended to a number of weeks in entirety. Full migration of all records from M3 and therefore visibility is now 95% complete but the time taken, which was longer than expected, has had an impact on both performance and reputation. Notwithstanding these issues, applications are now being managed within the new APP system and some of the predicted efficiencies are beginning to have an impact. It is important to stress that these will take time to be fully realised.

3.7 The main benefit of the transition to date is that all applications received through the National Planning Portal are being automatically uploaded to the new APP system thereby removing the need for manual input and onward delay in processing the applications.

3.8 There have been some issues relating to uploading and viewing applications on the planning website which have now mainly been resolved. The website is now far more stable and increased functionality to improve the customer experience will be delivered in the near future.

3.9 Transition into the new way of working using Civica's W2 system is currently being trialled and once established will deliver a number of benefits including;

- Increased visibility of the progress of an application – Customer Advisers and Applicants will be able to follow progress of an application
- Applications will be managed and performance driven by Case Managers rather than being held by Specialists (formerly Planning Officers)
- Automatic updates through preferred method of contact (SMS, email, letter)
- Fully paperless capability

3.10 There have been a number of changes made to the service as a result of the transition and a new management approach, these include;

- Embedding performance management within the service
- Single IT platform, APP, for both Councils
- Fully shared Specialists and Case Managers – operating across both Councils depending on demand
- Use of Mobile Locality Officers to erect site notices and take photos to allow Case Managers and Specialists to reduce travel time on lower risk applications
- Review of Duty Planning system with the introduction of appointments for face to face and telephone calls.
- The retention of a charged pre-app service across both Councils

Section 5 on Planning Performance outlines the measures that have been taken to reduce the back log of applications and performance issues highlighted in 3.5 above.

## Section 4 - Governance and Delegation

4.1 The two Councils retain separate and different Governance arrangements.

### South Hams DC

4.2 The outcome of the Boundary review was to reduce the number of elected Members in SHDC from 40 to 31 in May 2015, each serving a four year term. The Council operates an Executive form of governance and has adopted the 'Strong Leader' model – Leader appointed for a 4 year term and able to appoint their own Deputy. The Leader is also the Chairman of the Executive, with their Deputy being the Vice-Chair.

4.3 Each of the 31 Members serves on one of either the Executive (6 Members), Overview and Scrutiny Panel (13 Members) or the Development Management Committee (12 Members). Each Executive Member has an allocated area of responsibility (a 'portfolio' area).

4.4 A key objective with regard to the make-up of the Development Management Committee was to ensure that it was both politically and geographically balanced as far as was practically possible.

### West Devon BC

4.5 The Council operates with 31 elected Members each serving a four year term and is a fourth Option Council, with a 'Single Committee' (Hub Committee) form of governance. All appointments (including Leader and Civic Mayor) are appointed by the Council at its annual meeting each May.

4.6 Each of the 31 Members has a role on one of either the Hub Committee (9 Members) or the Overview and Scrutiny (Internal) and (External) Committees (11 Members on each). Each Hub Committee Member has an allocated area of responsibility.

4.7 Planning and Licensing Committee is made up of 10 Members presently, 7 Conservative and 3 Independent, which reflects political and geographical across the Borough.

A visual representation of the Council structures is at Appendix C.

### Delegation

4.8 At present the schemes of delegation differ for the two Councils. Work is on-going to re-align the two schemes so that there are less differences and at the same time the schemes have been re-assessed to ensure that they are appropriate to enable decisions to be made within an appropriate time framework. Copies of the Committee Report and Scheme of Delegation for West Devon, which was agreed by the Planning and Licensing Committee on 29 March 2016, and considered at the Council meeting on 5 April, are attached at Appendix D and E, respectively.

4.9 The proposed scheme of delegation for South Hams, which is closely aligned to the West Devon scheme is also attached (see Appendix F), this is to be considered at the Development Management Committee on the 13 April which will then make a recommendation to the meeting of the Full Council on the 19 May.

4.10 Essentially the proposal allows for officer delegation to either approve or refuse applications where no comments have been received from consultees or members of the public that are contrary to the officer recommendation. If a contrary comment has been received a delegated decision can only be made with the agreement of the Ward Member(s) and in the case of South Hams the Ward member(s) and Chair of the Development Management Committee.

4.11 The majority of applications that require consultation with members are still dealt with through delegation and it is not considered that the overall number of applications called to committee for determination is at an unacceptable level.

#### Delegation Data

<b>SOUTH HAMS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16 (to 23/3/16)</b>
<b>Committee</b>	3.38%	4.65%	3.47%
<b>Member delegated</b>	17.76%	19.28%	21.08%
<b>Officer delegated</b>	78.85%	76.07%	75.45%

<b>WEST DEVON</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16 (to 23/3/16)</b>
<b>Committee</b>	6.45%	4.91%	3.57%
<b>Member delegated</b>	Information not collected – shown as “officer delegated”		5.12%
<b>Officer delegated</b>	93.54%	95.09%	91.30%

## Section 5 - Performance Data

### Performance

5.1 Planning performance is monitored through service leads, management teams, portfolio holder briefings, and Overview and Scrutiny Committee. Appeal decisions are reported to all Councillors and to the Development Management Committee or Planning and Licensing Committee, whichever is relevant.

5.2 The following tables give a snapshot of the performance of the planning services over the last three years:

#### Major applications

% on target	2013/14	2014/15	2015/16 (to 23/3/16)
SH	88.46%	81.5%	95.5%
WD	62.5%	92.3%	91.7%

5.3 Major applications has been given a high profile for several years and the performance results in this area show a high percentage determined within agreed timescales. Whilst every Development Management Specialist can have a Major application there is a team approach to these applications with one of the Senior Specialists having an overview of the Major applications, who chairs a fortnightly meeting with internal and external consultees regarding current applications and pre-applications.

#### Minor applications

% on target	2013/14	2014/15	2015/16 (to 23/3/2016)
SH	55.5%	50.88%	50.84%
WD	56.19%	52.27%	43.46%

#### Other applications

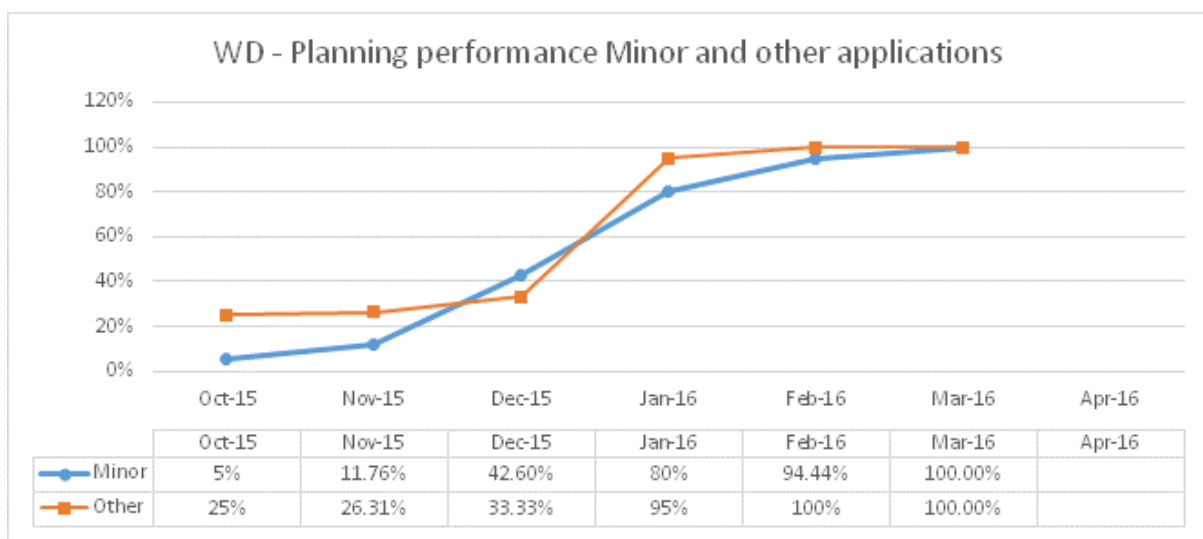
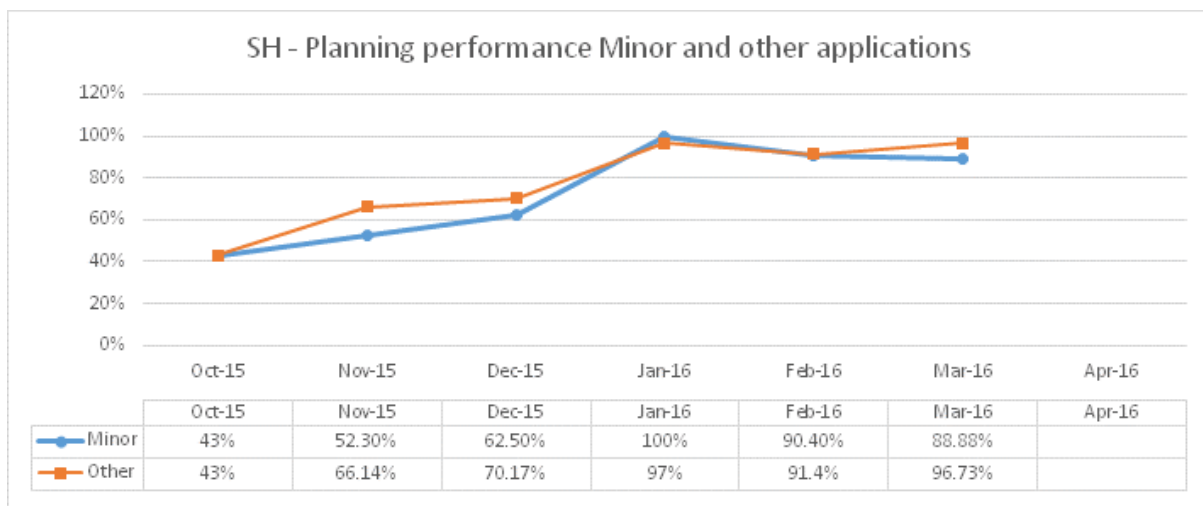
% on target (or with PPA/ Extension of Time) Target 60%	2013/14	2014/15	2015/16 (to 23/3/16)
SH	76.02%	64.47%	63.53%
WD	72.2%	83.08%	47.9%

5.4 Recent years have proved very challenging for Minor applications. Delays in determination have occurred due to a number of factors, including the transition process that has been undertaken, staffing levels and the processes that were in place to ensure that performance was at an acceptable level.

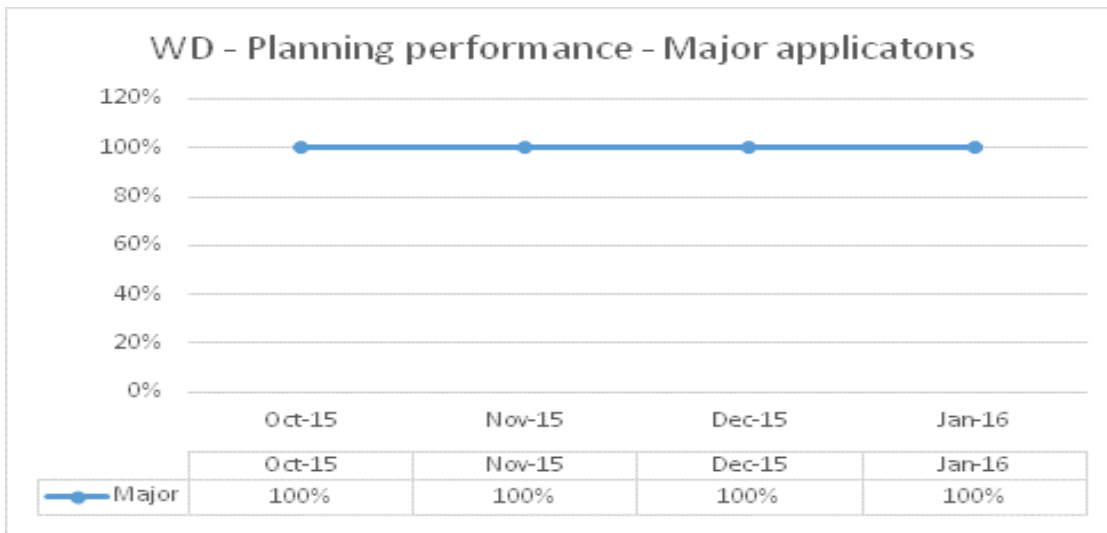
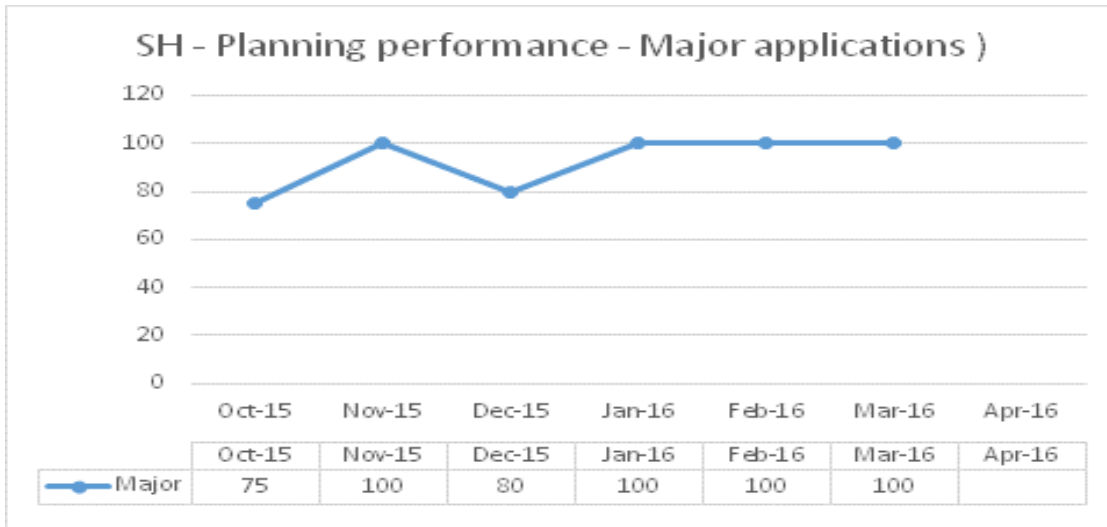
## Present Performance

5.5 The transition process that has been undertaken does provide for a new way of working that has and will continue to improve the efficiency of the planning process, together with a more stable and committed body of staff has provided a dramatic increase in performance in this calendar year. Actions have been also been undertaken to improve performance management to keep performance as a key priority.

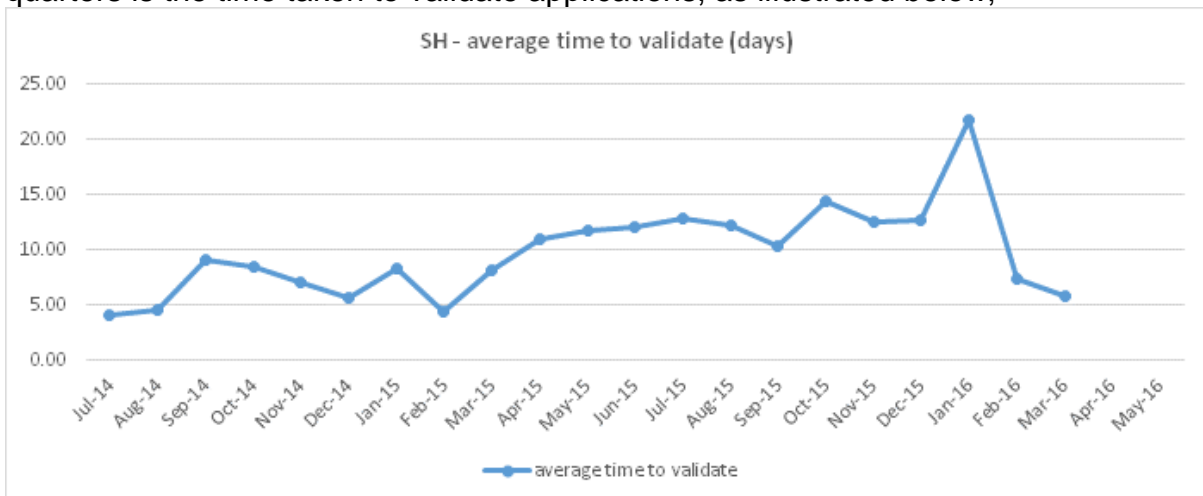
## Minors and Others

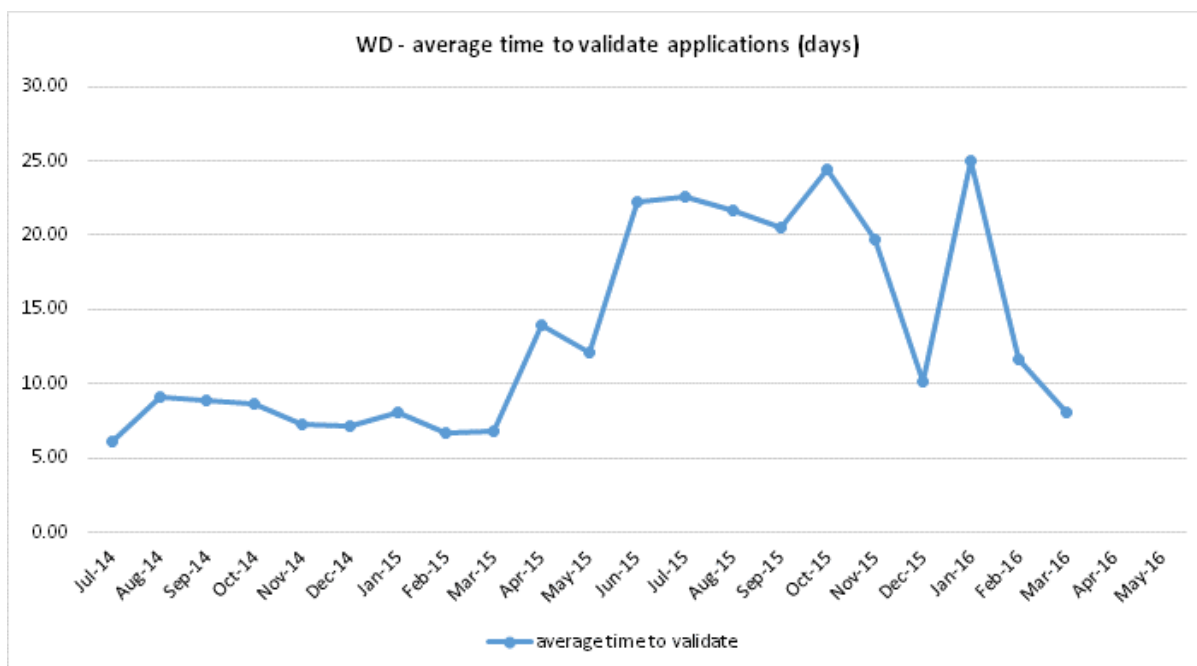


## Majors



5.6 A key factor that has affected determination performance over the last three quarters is the time taken to validate applications, as illustrated below;





## Appeals

South Hams	2013/14	2014/15	2015/16 (as at 23/3)
Total appeal decisions	35	32	30
Total won	24	19	20
Total Lost	11	13	10

West Devon	2013/14	2014/15	2015/16 (as at 23/3)
Total appeal decisions	25	24	29
Total won	12	14	14
Total Lost	13	10	15



## Major Appeals:

South Hams	2013/14	2014/15	2015/16 (as at 23/3)
Total appeal decisions	1	4	1
Total won	0	3	0
Total Lost	1	1	1

West Devon	2013/14	2014/15	2015/16 (as at 23/3)
Total appeal decisions	3	0	2
Total won	0	0	1
Total Lost	3	0	1

5.7 The number of appeals received remains broadly similar each year over the last three years. In terms of overall performance, it is considered that the ration of appeals allowed/dismissed within the South Hams area is broadly consistent to national average. It is acknowledged that the ration of allowed appeals is slightly higher within the West Devon Area and we need to undertake some work to identify any particular trends and lessons to be learnt to improve this ratio.

## Pre-application submissions

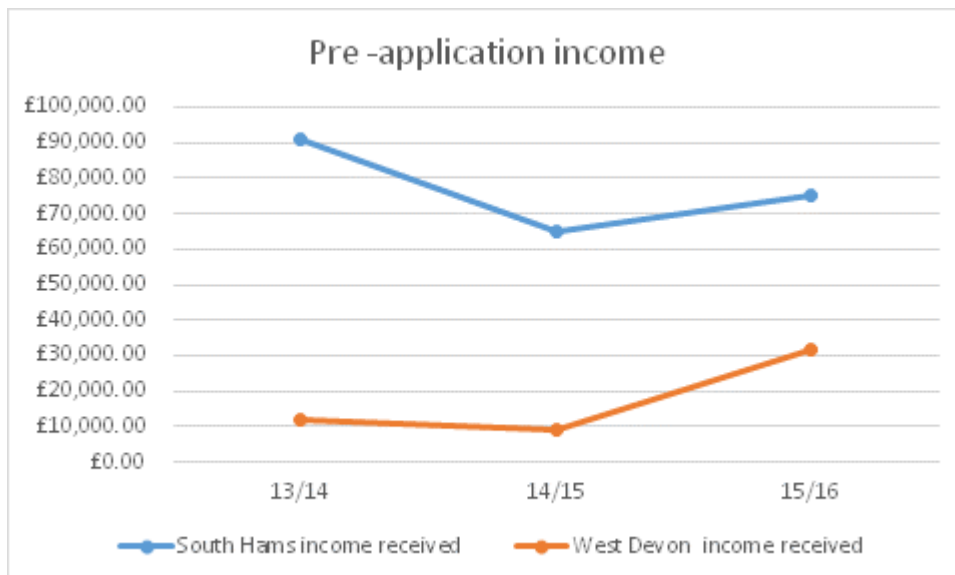
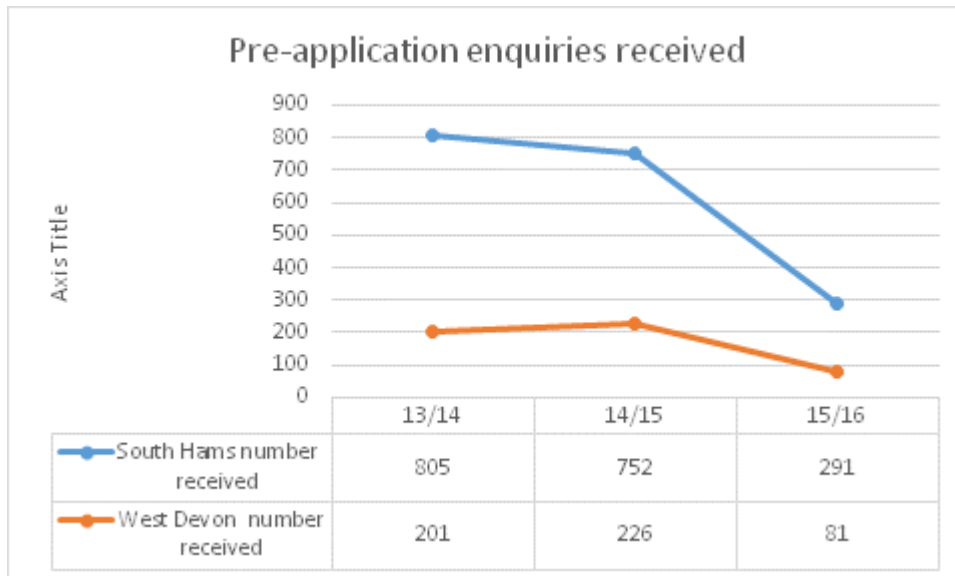
5.8 Formalised pre-application was introduced in South Hams in 2009 and West Devon in 2012. The following table gives details of volumes over time;

### Pre-apps received

	Total	2009	2010	2011	2012	2013	2014	2015	2016
<b>Total</b>	4,165	2	522	623	523	894	1,061	487	53
<b>South Hams Planning</b>	3,657	2	522	623	521	740	834	371	44
<b>West Devon Planning</b>	508	0	0	0	2	154	227	116	9

5.9 The Councils provide a specific pre-application service that is set out on the website with a form to complete and forward to the Council. This will normally provide sufficient detail along with associated plans/design and access detail to enable officers to give guidance as to whether a scheme will receive support at application stage or if further amendments are required.

5.9 On receipt, each pre-application submission is given a unique file number and a dedicated case officer. Officers will facilitate meetings to discuss the pre-application, a charge is made for this service.



## Section 6 - Local Plan and Policy Making

6.1 Both SHDC and WDBC have a clear basis for strategic planning and have adopted Local Plans.

6.2 For SHDC there are a suite of documents adopted under the Local Development Framework including

- Core Strategy 2006
- Development Policies Development Plan Document 2010
- Sherford New Community Area Action Plan 2007
- Rural Areas Site Allocations Development Plan Document 2011
- Dartmouth Site Allocations Development Plan Document 2011
- Ivybridge Site Allocations Development Plan Document 2011
- Kingsbridge Site Allocations Development Plan Document 2011
- Totnes Site Allocations Development Plan Document 2011

6.3 These documents provide a planning context to 2016 with phased allocations beyond 2016. The documents and supporting information are held at <http://shdcweb.swdevon.lan/article/3234/The-Development-Plan>

6.4 The Council has undertaken limited monitoring of implementation since 2011/12 but has, most recently, issued a Housing Position Statement which reflects a significant deficiency in supply when set against the 5 year land supply target. Details at <http://shdcweb.swdevon.lan/article/1886/Monitoring-Our-Progress-on-Strategic-Plans>

The most recent position statement is attached at Appendix B.

6.5 WDBC also has a suite of adopted documents running through to 2026. These include

- Local Plan Review (as amended by Core Strategy) 2011
- Local Development Framework Core Strategy. 2011
- Infrastructure Delivery Plan 2010

6.6 Details are available at <http://westdevon.gov.uk/article/3237/The-Current-Development-Plan>

6.7 WDBC has also undertaken monitoring and details are at <http://westdevon.gov.uk/article/2408/Monitoring>

6.8 In 2014 both Councils embarked upon a process of a Joint Local Plan under the title of “Our Plan” – a document that was also intended to encompass the full range of Council activities within a single corporate plan. This work went out on initial “Regulation 18” consultation. With details at

<http://westdevon.gov.uk/ourplan> and <http://southhams.gov.uk/ourplan>

6.9 Following this WDBC decided to embark on submission of a formal “Our Plan” Local Plan for just West Devon. This formal “Regulation 19” version was published in February 2015 and has been through formal consultation. Details are at <http://westdevon.gov.uk/CHttpHandler.ashx?id=12825&p=0>. South Hams didn’t progress to a Regulation 19 stage.

6.10 By autumn 2015 it was clear that the context for Local Plans was shifting markedly – with a particular emphasis on planning across Housing Market Areas. In light of this both SHDC and WDBC agreed to undertake a joint Local Plan with Plymouth City Council (PCC). This was agreed by SHDC in December 2015 (details at <http://southhams.gov.uk/CHttpHandler.ashx?id=16950&p=0> ) and by WDBC in February 2016 (details at <http://mg.swdevon.gov.uk/documents/s377/Our%20Plan%20-%20Local%20Plan%20Arrangements.pdf> )

6.11 PCC simultaneously agreed to the Joint Local Plan process and a Collaboration Agreement is in preparation alongside joint governance arrangements and shared staff and resources. The timetable anticipates submission in autumn/winter 2016 and is explained further in the Our Plan Newsletter at <http://southhams.gov.uk/CHttpHandler.ashx?id=17137&p=0>

6.12 Both Councils have offered strong commitment to the Neighbourhood Plan process with 35 plans currently in preparation. None have yet reached examination and there is a building tension between the advancement of Neighbourhood Plans and the lack of an adopted Local Plan.





Planning Improvement Peer Challenge

**South Hams and West Devon Councils**

On site April 18 - 20 2016

Final Report June 28 2016

*Working together*



## 1.0 Background and scope of the peer challenge

1.1 This report is a summary of the findings of a planning improvement peer challenge organised by the Local Government Association (LGA) in cooperation with the Planning Advisory Service (PAS) and carried out by its trained peers. Peer challenges are managed and delivered by the sector for the sector. They are improvement orientated and are tailored to meet individual councils' need. Indeed they are designed to complement and add value to a council's own performance and improvement focus. They help planning services review what they are trying to achieve; how they are going about it; what they are achieving; and what they need to improve.

1.2 The peer challenge involves an assessment against a framework for a local authority planning function which explores:

- **Vision and leadership** - how the authority demonstrates high quality leadership to integrate spatial planning within corporate working to support delivery of corporate objectives;
- **Community engagement** – how the authority understands its community leadership role and community aspirations. Then how the authority uses spatial planning to deliver community aspirations;
- **Management** - the effective use of skills and resources to achieve value for money, accounting for workload demands, ensuring capacity and managing the associated risks to deliver the authority's spatial vision;
- **Partnership engagement** – how the authority has planned its work with partners to balance priorities and resources to deliver agreed priorities; and
- **Achieving outcomes** - how the authority and other partners are delivering sustainable development outcomes for their area.

1.3 As part of the above five themes the Council also asked the peer team to look at the following areas:

- Case Management System (T18);
- Governance and Planning Committees;
- Service support to corporate priorities;
- Planning policy;
- Customer and Community Access; and
- Development Management Performance.

1.4 Peers were:

- **Jack Hegarty** – *Managing Director Wychavon and Chief Executive Malvern Hills District Councils*
- **Cllr Andrew Proctor** *Leader, Broadland District Council.*
- **Alan Gomm** *Local Development Framework Manager – Borough Council of Kings Lynn and West Norfolk Borough Council*

- **Mark Cawood** *Planning and Building Control Manager, North East Lincolnshire Council/ ENGIE*
- **Phillipa Silcock** *Principal Consultant - Planning Advisory Service.*
- **Robert Hathaway** *Peer Challenge Manager, LGA Associate,*

**1.6** PAS where possible will support councils with implementing the recommendations as part of the Council's improvement programme. It is recommended that the council discuss ongoing PAS support, including the cost of it, with Alice Lester, Programme Manager at [alice.lester@local.gov.uk](mailto:alice.lester@local.gov.uk). The LGA is currently discussing support with the Councils in relation to officer/member training. A range of other support from the LGA – some of this might be at no cost, some subsidised and some fully charged <http://www.local.gov.uk/> is available. For more information contact Andy Bates, Principal Adviser [andy.bates@local.gov.uk](mailto:andy.bates@local.gov.uk). Additional support direct from PAS, including the subscription offer is at <http://www.pas.gov.uk/documents/332612/1102169/PAS+flyer+final+version/21115b48-e7dd-4d25-9e64-2298cfeaeadab>

**1.7** As part of the peer challenge impact assessment and its evaluation, PAS or the LGA may get in touch in 6-12 months to find out how the Council is implementing the recommendations and what beneficial impact there has been.

**1.8** The team appreciated the welcome and hospitality provided by South Hams and West Devon Councils and partners and the openness in which discussions were held. The team would like to thank everybody they met during the process for their time and contribution.

## 2. Executive Summary

2.1 South Hams and West Devon's ambitious Transformational 2018 (T18) programme has been successful in delivering significant financial savings on schedule. Driven by four key principles, including services 'centred around the citizen' and easier access 'enabled by technology', the new operating model offers clear potential for delivery of modern planning services. In the last year both Councils have totally changed the way they deliver their services with re-engineered internal processes, moving from departments to cohorts of case managers and specialist officers from all services and 30 per cent (100 full time equivalents) less staff.

2.2 The Councils recognise that their planning services have been slow in being truly shared compared to the progress of other frontline services. While other front line services have more easily made the transition to T18, delivery of the development management (DM) service in particular has suffered from significant customer concerns and local reputational damage. The Councils are generally aware of the reasons for this and internal reports have detailed factors such as a loss of experienced staff, difficulties in recruitment and problems with information technology (IT), most notably the front end customer interface.

2.3 Significant corporate management focus is invested on improving the planning service which is recognised as vitally important to supporting the delivery of corporate priorities and ensuring that appropriate development provides a stronger economic base. On-going reviews of sufficient capacity in the T18 model to deliver the DM service and weekly discussions with the IT partner are examples of this. The peer team's recommendations are designed to support the on-going improvement drive. We consider that a sharply focussed DM service improvement plan, with strong corporate officer/councillor ownership and accountability, offers significant potential for further improvement. Paramount among these is the need for substantial improvement in the DM websites, sufficient staff resources, improved ability for customers to contact the planning service and improvements to the quality of pre application advice.

2.4 Despite the very high level of customer and stakeholder dissatisfaction with the DM service we believe there are prospects for improvement. Corporate oversight, managerial leadership and councillor and officer trust is high and these are crucial to a successful outcome. The Planning Committee at South Hams and the Planning and Licensing Committee at West Devon (the Committees) are generally sound and speed of decision making is generally good and improving. Preparation of the South West Joint Local Plan between both Councils and Plymouth offers a good platform for the spatial expression of the 'Our Plan' single strategic plans that set out the vision, objectives and activities of each Council. We would encourage both councillors and officers make it a priority to ensure they quickly 'fix' the fundamentals of the DM processes and recapture the visionary and place shaping nature of planning to serve existing and future generations.

2.5 The political leaders of both Councils recognise that "customers have had a hard time" and residents deserve "a quality service to meet their expectations". Given that most local issues coming in front of ward members are about planning, councillors want to see a planning service that both supports them in their community leadership role and is one they can be proud of in upholding the reputation of their Council.



### **3. Recommendations**

1. Develop and embed the T18 model to respond more specifically to the context and challenges of the DM service. Specifically consider issues relating to how the T18 model can deal with the whole end to end processes of negotiating and determining proposals, to achieve better accountability, increased capacity and a greater customer focus.
2. Act on the findings of resource reviews, especially at the case manager level, so as to ensure that sufficient capacity to deliver an effective and customer facing DM service. This should include developing a strategy for dealing with applications more efficiently within the time limits without the need for excessive recourse to extension of time agreements, and also to ensure that applicants and the public have a single point of contact.
3. Work with the IT partner to ensure that the recognised IT problems, especially in relation to the planning constraints and history, and the labelling of plans, are tackled as a matter of urgency. In doing this, ensure that the web site is easy to use and learn from currently high performing customer focussed planning services.
4. Urgently reinstate regular local agent's forums.
5. Facilitate engagement with Town and Parish Council representatives to develop appropriate protocols to ensure that the concerns of these stakeholders are fully taken into account, and that feedback is given to them where a recommendation that differs to their views is reached. Also engage with the town and parish councils on expectations around support for neighbourhood plans.
6. Ensure timely processes and mechanisms for adoption of a Local Development Scheme as part of the rapid progression of the South West Devon Joint Local Plan to adoption.
7. Keep the communities, planning agents and stakeholders regularly informed of and involved in the South West Devon Joint Local Plan's progress recognising the benefits of maintaining an expeditious timeline for adoption
8. Engender strong leadership of the Planning Committees through regular training and appropriate updates on planning policy (including on the 5 year land supply for housing). General planning training should be made available to help non-planning committee members to be more effective local community leaders.
9. Report a suite of performance indicators directly to the Planning Committees and where necessary Cabinet and Hub, including productivity and performance of

Planning Committee itself. KPIs including quality, value and customer focus and land supply, should be reported via a performance dashboard to demonstrate the Service's contribution to wider corporate objectives.

10. Ensure there are adequate resources to focus on economic growth and affordable housing. This should include reviewing the approach of viability assessments paid for by planning applicants, and developing a pool of knowledge about comparables including values and build rates across the relevant market areas.
11. Review in 12 months' time the operation of the Schemes of Delegation to examine whether even greater harmonisation would be beneficial.
12. Further evaluate the risks at this time of moving to a Local Authority Controlled Company.
13. Ensure sufficient focus, capacity and consistency in delivering a high quality pre application service to provide greater certainty to customers and allow more time for helping shape development to meet community needs. Enhanced pre application engagement should also include delivering informal pre planning briefings to members of the Committees on significant major developments.
14. Review Committee site visit protocols to ensure planning decision making is as efficient as possible.

## **4. Case Management Working in T18**

4.1 The peer team were impressed with the boldness and high level ambition of the two councils to deliver substantial financial savings through the T18 programme. Senior managers have clearly focused their energies on supporting members on the transformational journey. Significant investment of £4.61 million from South Hams Council and £2.83 million from West Devon have ensured that predicted annual savings of £5 million, between the Councils, are on schedule. We met the senior members and managers from both Councils where it was clear that senior leadership is committed to driving through successful implementation despite the obvious challenges and difficulties in implementing a significantly different operating model. However, not all councillors had the same level of understanding and awareness of the implications of the T18 programme and many did not fully foresee the truly radical nature of delivery. More could be done to support all councillors to fully understand the new processes. Be that as it may, we found good political support that is clearly intent on seeing the T18 through.

4.2 We agree with the Councils' assessment that attempts to create a truly joined up planning service across both Councils has been slow to develop. The Councils are also

very aware that the DM service is at the very early stages of introducing the T18 model due to issues with workload, staff capacity and difficulties with IT that we discuss more fully later in the report. Officers have taken reports on the DM service and T18 and IT to Overview and Scrutiny Panels at both Councils and the significant issues are therefore well known and reported in the Councils. The timing of the peer challenge has obviously heavily influenced our findings in that we are unable to critically assess how the T18 was actually working in anything like a finished process in relation to the planning service..

4.3 Based on our extensive interviews and understanding of how the Councils plan to use the case management model in T18 the peer team considers that the Councils will have to very carefully manage potential risks with the new ways of case management working in DM. In particular we consider that there needs to be greater clarity among councillors, staff, customers and consultees in relation to the interrelated themes of accountability, ownership and customer focus. For example we consider that there needs to be a shared common understanding of the responsibilities of the case manager who is managing the progression of a planning application and the responsibilities of the specialist who is leading on determining the application. This is obviously important to all who need to know who to contact to discuss a planning application in terms of customer service.

4.4 Given the highly democratic nature of the planning process –accountability is vital. The high degree of democratic input into planning decisions on some controversial or major applications makes planning somewhat different from most other council services. Given the need for qualitative and value judgements at many stages of the decision making process, and the statutory nature of stakeholder engagement, it is vital that the T18 model ensures clear accountability for decision making to respond to the unique needs of the DM service. Continuity in relation to accountability is also vital as for example work on a major application proposal requires not just a decision at the end, but a series of processes, negotiations and balancing decisions along the way to a decision right from early pre-application discussions. This can occur over an extended timeframe but the integration of pre-app advice into consideration of the application is critical to achieving satisfaction from customers.

4.5 Some councillors, staff, planning agents and some Town and Parish councillors told us they were very confused by role titles such as case manager, specialist and community of practice lead and consequently were unsure who to talk to about addressing issues during the process. We also found generally low levels of confidence among staff that the case management model would work in delivering the high quality DM service that the two Councils aspire to. Our recommendation is for the Councils to further develop the application of the case management element of the T18 model in relation to the DM service.

4.6 Several staff, managers and planning agents told us that capacity at case manager and specialist level is severely stretched and is contributing to the slow start of the T18 model in DM. This was evidenced by agents' reports of long delays and last minute requests for extensions of time. Some staff reported that they and colleagues are under

significant and unrelenting work pressure. We understand that the present numbers of case managers and specialists was derived from an 'end state' resourcing model. This took account of the need for less staff once channel shift, through fully enabled IT, had occurred and also when staff were working efficiently following training and successful bedding down period. When we spoke to specialists who are internal consultees to the planning process, such as Environmental Health and Wellbeing, Drainage, Landscaping and Biodiversity, they confirmed that resourcing issues at case manager level were slowing the speed at which they received requests for consultation advice. They also reported that the reduction in the numbers of specialists had meant that higher workloads weakened their ability to provide effective and timely responses to some planning applications.

4.7 Senior managers told us that they were aware of these concerns and had already commissioned a review of case manager capacity. It will be important for the Councils to act on the outcome of this review. If, given the high volumes and demand, the review finds that more resources are required, then we consider that the Councils should give serious consideration to at least additional temporary capacity to allow the DM service to settle to a steady state. Community of practice leads also need to keep the number of planning specialists and supporting expert specialists under review to maintain the high quality of planning decision making.

4.8 The Councils have recently received the results of a staff survey and while we did not have the opportunity to discuss this in any specific detail we understand that it highlights that staff morale is generally low. The peer team considers that responding positively to the staff survey will provide a good platform to address key issues to ensure staff ownership of an evolved T18 model and a positive upswing in morale confidence following a period of significant corporate transformation.

## **5. Governance and Planning Committees**

5.1 Judged by dismissed planning appeals the quality of the Committees' decisions appear generally sound (see later section for performance figure). The sizes of the Committees at 12 members at South Hams and 10 at West Devon appears appropriate for the numbers and types of applications.

5.2 The proportion of applications (less than 4 per cent) coming before Committee is low at both Councils and this supports efficient decision making. We noted the proportionately higher percentage of member delegated decisions at South Hams (21 per cent) when compared with West Devon (5 per cent). Both Councils have recently adopted new schemes of delegation as a means of ensuring that there are fewer differences between the two, to enable greater consistency and to promote efficient decision making. The member working group set up to review the schemes tried to harmonise the individual Schemes of Delegation but this has not proved possible. Differences remain in terms of the involvement of the Chairs of Committee. The peer team consider that the Councils should, in 12 months, review the operation of the Schemes of Delegation to examine

whether even greater harmonisation would be beneficial and achievable. It would be more efficient for the joint officer team to be working to one joint scheme and of course easier for planning agents and customers who work across both Council areas.

5.3 We visited both the South Hams Planning Committee and the West Devon Planning and Licensing Committee and found that both display a number of key strengths. Both Committees promote high levels of public engagement through appropriate public speaking opportunities, accessible locations with good room layout and audibility. Both rooms contained good IT facilities to project plans and photographs to aid debate. We saw for ourselves the level of public engagement by high attendances of both planning applicants, agents, objectors and non-planning committee councillors.

5.4 The peer team considered that the Chairs of both Committees kept the meetings in good order and helpfully defined the stages in considering the applications. Debate was good natured and there appeared generally to be good levels of trust and confidence between Committee members and officers. Committee members at both Councils showed a good level of technical and general planning knowledge and had obviously kept up to date on local appeal results. It was clear that the community of practice lead (effectively the head of DM) was well respected. Both Committees are supported by specialists including planning, environmental health, legal, democratic services and highway officers (from Devon County Council). However, on one particular occasion we felt that the Chair of the West Devon Committee could have been better supported by officers when a matter of normal procedure was overlooked in relation to a declaration of interest. In this, and in other professional/technical issues, the Chair of both Committees need to receive the highest standards of advice to help them discharge their duties.

5.5 The Chairs of the Committees ensured that the tone and atmosphere of their meetings was inclusive. We were told by some Planning Committee members, other councillors and some planning agents that they felt that some meetings were over long. The South Hams Planning Committee we attended was four –five hours in duration. Committee members can play an active part to support the Chair in the efficient running of to make the meetings efficient by:

- ensuring that they have a full grasp of the officer's report;
- by asking questions before the meeting;
- by avoiding repetitious points, and;
- by ensuring that they only ask relevant planning related questions in the meeting.

5.6 Chairs obviously have a role to play to; graciously but firmly, keeping a good pace to the debate and stepping in where necessary. And the importance of planning committee as the 'front door' of the planning services business can be enforced at members' training which has its part to play how members operate at the meeting. Members will also have an

important role to determine how reports are presented, their written format and how their views are taken account of on any particular application.

5.7 Both political Leaders want to see strong and highly effective Committees. To support this and to continue to improve on the performance at both Councils, the peer team have a number of additional areas for focus - as discussed below.

5.8 Committee members ward councillors and planning agents told us that they would value earlier political engagement at the pre application stage. This would allow councillors, officers and the applicant/agent to be better sighted of the opportunities and challenges to development and for earlier involvement of Councillors in their community leadership and place shaping roles. It also provides some elements of greater certainty for applicants and agents in helping them to 'de risk' their projects.

5.9 For some major or controversial applications we also recommend the Councils consider the use of informal pre planning briefings to members of the Committees. This would need to take place before officer reports on planning applications are published, allowing all members of the Committees to engage with planning and other technical officers at an earlier stage. Such a pre planning briefing has the clear potential to encourage Councillors and officers to be better informed about a proposal, to discuss issues and to point out areas of concern in an informal setting. It will also aid officers in understanding what issues they may need to provide more information and advice on.

5.10 In order to aid efficiency in decision making the peer team recommend a review of the site visit protocols at both Councils. By way of context, we understand that at one recent West Devon Planning Committee meeting all three items were deferred for site visits. Deferrals for site visits introduces delay, additional costs and continued uncertainty for applicants. Site visits are an important part of the decision making process where appropriate and the Councils could consider their use before Committee with the Chair and community of practice lead discussing a forward agenda list of items that includes the recommending of site visits. The ward councillor(s) could also be invited on these visits, provided they are made aware that it isn't a lobbying opportunity or the place for a debate of the proposal.

5.11 We consider that the Committees should take more accountability for and be better aware of relevant planning performance. This is particularly important given the possibility of designation by Government for poor performance on the speed of determining applications, quality of decisions (as measured by overturns on appeal), and local plan preparation. We are aware that the Councils' Overview and Scrutiny Committees receive planning performance information. However, we consider that relevant key performance indicators, including updates on the Councils' five year land supply, should be reported to the Committees to build their greater ownership, to enhance understanding of critical local decision making issues and to enable members to be more strongly engaged in performance management. Given the importance of the planning system in delivering on the Councils' vision in Our Plan, and in supporting financial stability through appropriate

growth, we also feel that Cabinet at South Hams and the Hub Committee at West Devon should be advised on key data trends.

5.12 Committee members told us that they complete mandatory training before sitting on Committee. Some members felt that there would value more in-depth and stronger bespoke mandatory induction training to support their decision making role. They also told us that helpful training updates were also offered but that attendance was mixed. The peer team also believe that Committee members could benefit from additional training and support including:

- the weight to be attached to technical evidence, especially highways, in planning decisions and learning from the Planning Inspectorate and relevant appeals;
- members receiving earlier information about submitted appeals to support their earlier involvement and community leadership role; and
- managing the tension between acting as ward councillor and serving as a Committee member where decisions are plan and policy led unless material considerations determine otherwise.

## **6. Support to Corporate Priorities**

6.1 We found that Planning Committee members had a good grasp of the emerging corporate priorities and annual priorities of sustainable development along with the need to focus and deliver on enhanced economic growth. Both Councils are developing single strategic plans that set out their vision, objectives and activities for their areas. 'Our Plan: South Hams/West Devon' aims to bring together the Corporate Plan and Local Plan into a strategic overarching document together with land use policies and allocations.

6.2 Both Councils' future strategic approach to economic growth and housing is emerging as part of the 'Our Plan' discussions and consultations. Both Councils have issued annual local priorities for 2015/6 that are essentially interim positions pending adoption of Our Plan: South Hams/West Devon.

6.3 The peer team found that while there was a growing appreciation of the role of planning to shape local communities, more could be done to support all councillors to appreciate their place shaping roles and the importance of development for sustainable growth. In order for Planning Committee members to ensure that planning maximises its ability to deliver local priorities in 'Our Plan' it is important that they recognise their role as community leaders - as opposed to their ward councillor roles - when taking individual planning decisions. This is particularly the case in relation to housing and employment proposals, where local public opposition and resistant to change can be high. We were advised of at least some recent instances at Kingsbridge and Salcombe where local interests seemed to trump appropriate economic development opportunities.

6.4 It is vital for the growth of sustainable communities, especially in relation to affordable housing and local jobs, for Committee members to take a Council-wide strategic view. It is

also important for Committee members to be aware of the economic benefits that can flow from development and officers and planning agents need to furnish members with appropriate information on this so that the on-going economic benefits of development can be taken into account.

6.5 In addition, growth in business rates, council tax and New Homes Bonus will be vital to sustain local government delivery of services given the decline in Government grant and the increasing reliance on local sources of revenue for councils. Although not a material consideration in planning decision making 'per se' it will be an important strategic objective for the Councils and will inform future income generation strategies.

6.6 We were told by planning agents that there is a growing recognition among the planning specialists of the need to place weight on the benefits of development in economic terms along with a stronger recognition of the need to demonstrate that the councils are 'open for business'. The Director leadership in supporting the Compulsory Purchase Order (CPO) for the site adjoining the longstanding major strategic economic growth area at Langage, to the north of the A38 on the Plymouth fringe, has been welcomed as a tangible example of the Council supporting business growth.

6.7 However, both Councils, and especially West Devon, recognise that there remain weaknesses in their own capacity and focus on the necessary business and economic regeneration required to improve job and wage creation in the local economy. We were told for example that despite a report in 2014 on 'Facilitating Economic Growth in South Hams and West Devon' – progress on taking this issue forward has been slow.

6.8 The peer team feel that in order to deliver the emerging corporate priority of economic growth, a clearer vision, strategy and distinctive local priorities are required, backed by adequate capacity and resources to supplement the existing asset management resource. We do not want to promote the reintroduction of the traditional economic development officer approach, focusing on inward investment, but suggest additional capacity of officers with a strong commercial sense and acumen who could work with relevant growth sectors and emerging industries. Additional officer capacity could also support developing and stretching the existing asset base of the Councils, especially at South Hams which has an asset portfolio value of some £75 million.

6.9 We were encouraged by the recent progress on developing an Asset Plan and Income Generation proposals, to develop land and buildings through changes of use, new build and refurbishment. Additional capacity in this area could also support the time consuming work of building strong and flourishing partnerships with land owners, developers and investors and produce an income stream for the Councils. This would also allow a stronger focus for securing Growth Fund money through the Heart of the South West Local Enterprise Partnership. The role for the Committees and supporting community of practice lead and specialists will be to influence the spatial direction of any emerging vision and strategy and to deliver quality and timely planning advice and determination when developments are presented.



6.10. Given high ratio of house prices to incomes in both areas plus high second home ownership, with inconsistent success in securing additional affordable homes through the planning system, more needs to be done to consistently secure affordable housing in the area. The ratio of house price to incomes in both Councils is high - South Hams is 13.9 and in West Devon it is 9.9. On top of this, the Councils estimate that approximately 15 per cent of houses in South Hams are second homes while at West Devon the figure is approximately 8 per cent although there are areas such as Salcombe with a much higher figure. In 2014/5, 52 per cent (92/177) of houses built in South Hams were affordable while for the same period West Devon recorded figures of 48 per cent (56/116). This is commendable. However, in 2015/6, 24 per cent of houses built in South Hams were affordable (figures for West Devon are not available). This delivery is against an existing Local Development Plan target of 55 per cent of affordable houses on qualifying sites.

6.11 The reasons given for the planning system not meeting its targets for affordable housing were mainly applicant/developer challenges on the grounds of viability. It will be vital through the emerging South West Devon Joint Local Plan (see further section) and the adoption of supporting supplementary planning guidance that appropriate and realistic affordable housing requirements are set, based on the Strategic Housing Market Assessments and other relevant viability data to satisfy Planning Inspectorate requirements at 'examination' stage. The Councils will also need to be mindful of the recently adopted Housing and Planning Act 2016, in particular the Government's priority of starter homes and the implications of this for affordable housing. In due course the Councils may consider that a joint housing strategy to operate alongside the Local Plan would be beneficial to set out housing requirements, including affordable housing, and delivery mechanisms to achieve objectives.

6.12 The peer team were surprised to be told that the Councils bears the costs of viability analysis where developers do not agree to provide a policy compliant level of affordable housing. The cost to the Councils, in 2015/6, was in the range of £60-£70,000. Many Councils, ensure that developers who are promoting a development which does not comply with local policy, request a viability analysis to be paid for by the developer. This is entirely appropriate and we recommend this as an immediate action.

6.13 We are aware that at a corporate level the Councils are at the early stages of exploring a Local Authority Controlled Company and asked for our advice. While this was not the focus of our work it is relevant given its potential impact upon the effective delivery of the planning service and its move to a new delivery model. We offer the initial view that, at this time, divestment of services to such a company should only take place if there was no detriment to the Councils ability to deliver services to its own communities and that there are clear potential and actual opportunities identified. It would also be important for there to be sufficient capacity within the Councils to implement further change within proposed timescales; at present we would question whether all of these conditions exist.

## 7. Planning Policy

7.1 The peer team support collaboration with neighbouring Plymouth City Council over the development of a South West Devon Joint Local Plan. The important potential advantage will be that the three Councils will have more scope to spatially plan economic growth and housing over a larger geographical area. Given the importance of Plymouth to the sub regional area in terms of housing, economy, infrastructure and leisure, joint working on long term spatial strategies makes sense. Development of a new up to date Local Plan will overcome current weaknesses at South Hams, where the existing Local Plan extends to 2016 only, while earlier work on updating West Devon's Local Plan was suspended in 2015. Effective monitoring at both Councils was also challenging.

7.2 The Director's leadership, backed by clear political support at South Hams/West Devon was vital to securing agreement with Plymouth City Council in relation to the agreement to produce a South West Devon Joint Local Plan. Plymouth and other stakeholders felt that progress in achieving commitment and agreement to the Plan was in marked contrast to the previously slow and cumbersome experience in joint strategic planning working between the three authorities.

7.3 The terms of the Joint Collaboration Agreement provide robust joint governance arrangements with two councillors from both South Hams and West Devon appointed to the Joint Steering Group, alongside two councillors from Plymouth. The fact that the Member Steering Group is supported by a Joint Officer team, comprising the Policy Units of all three councils, means that both South Hams and West Devon will benefit from additional capacity and expertise. We feel that this is important given the relatively small policy planning team currently covering South Hams and West Devon. This will support monitoring of the Joint Local Plan which has been an issue for both Councils, especially at South Hams.

7.4 Formal joint working with neighbouring authorities also helps fulfil the statutory requirement of the Duty to Co-operate (Localism Act 2012). This helps ensure the Plan takes account of the wider area and supports a focus on issues across local government boundaries. Even though Dartmoor National Park is not a signatory to the Joint Local Plan Agreement, the Parks Authority will be engaged through the Duty to Co-operate. Given the fact that some Council's Local Plans have failed at Examination on the Duty to Co-operate grounds, formal joint working should assist the Councils to demonstrate that this requirement has been met.

7.5 The peer team consider that the Councils have set a very 'aggressive' Joint Local Plan preparation timetable which aims to approve a draft Joint Local Plan for public consultation in July 2016 with a submission to independent examination by the Planning Inspectorate in autumn/winter 2016. Part of the urgency is the need to ensure that a Local Plan is at the submission stage as quickly as possible to prevent Government intervention due to the lack of an adopted and compliant Local Plan. It is vital that the Councils work speedily to

adopt, publish and publicise a Local Development Scheme to set out clear milestones and targets to support the ambitious timescales.

7.6 The additional capacity and expertise from working with Plymouth, supported by the commissioning of private sector consultants for specialist areas, provides additional support to meet this timescale. However, with such a timetable there are significant risks for all three Councils if they do not deliver what they intend and promise. Full officer and member capacity needs to be in place and assured by management and political leaders to ensure all this work can be completed on time.

7.7 The peer team feel that in order to meet the aims of getting the Joint Plan to submission stage and to build stronger awareness and ownership of the emerging Joint Local Plan, it is vital that South Hams and West Devon improve their communication with all councillors, Parish and Town Councils, statutory consultees and planning agents. Despite efforts by the Councils to communicate this, we found that some councillors, most Town and Parish Councils and agents were unaware of the agreement to produce a Joint Local Plan; and especially the urgent timetable to achieve this. It is important for the Councils to update information on their websites, especially under the 'Our Plan' newsletters as we found that information in relation to the Joint Local Plan did not reflect the up to date situation.

7.8 In developing the Joint Local Plan it is vital that all South Hams and West Devon Councillors are regularly engaged to ensure the widest political ownership of hard choices about the location and pattern of growth, supporting infrastructure and areas of environmental protection. For example, it will be important for adequate debate and realistic expectations to be set in relation to challenging local housing issues such as affordable housing, second homes and retirement demographics. We feel that similarly high levels of political engagement are required so that Councillors may fulfil their roles as community champions of the Plan to encourage and build local interest and involvement. Ensuring that Town and Parish Councils and local organisations are supported in playing a full part in the Plan's development is important to build local credibility. Both Councils have existing processes to engage with Town and Parish Councils and these should be built on to meet the needs and timescales for Local Plan production. Other opportunities may include 'themed parish conferences' which have worked well in other Council areas.

7.9 We are aware that both Councils have offered strong commitment to 35 Town and Parish councils to support the progress of Neighbourhood Plans with a number at an advanced draft stage. However, expertise has been lost in recent staff changes and Town and Parish Councils told us that this is holding back progress which in some instances is denting local confidence in the process. Some South Hams and West Devon Councillors and some Town and Parish Councils also told us about a building tension between progress of Neighbourhood Plans and development of the new South West Devon Joint Local Plan. As part of improved engagement with Town and Parish Councils realistic discussions need to take place about the priority and capacity that can be provided to support Neighbourhood Plans in the light of tight timescales and resources required by the

Joint Local Plan. Improved engagement can also assist in achieving clarity of understanding on the relative roles of neighbourhood and strategic policies in the light of the emerging Joint Local Plan.

## **8. Customer and Community Access**

8.1 The peer team recognise that the main drivers of the T18 programme include improving customer, community and public access to the planning service. We found that the main transformational principles of citizen centred delivery, easier public/customer access and self-service set out a clear statement of customer focus in strategy and delivery. These ambitions are backed by clear strategic intent in the form of a Customer First Strategy and IT Strategy with a single IT platform across both councils that offers clear potential for improvement in DM service delivery. For example, the new ways of working aim to deliver benefits including:

- increased visibility of the progress of a planning application – customer advisers, applicants and planning agents will be able to follow progress of an application electronically;
- applicants or planning agents will be able to receive automatic updates through a preferred method of contact (text messages, e mail, letter); and
- fully paperless capability.

8.2 The Councils' officer structure to deliver T18 demonstrates a good focus on customer access at a senior managerial level. In order to provide political oversight, South Hams has aligned Cabinet member responsibilities to T18 while at West Devon a member lead for Customer First is championing channel shift, to provide easier and more efficient customer access. We were encouraged to see that members and officers are willing to find solutions that respond to customer needs. For example, the piloting of the reinstatement of a duty planner service at Okehampton.

8.3 The peer team met with a range of group managers, community of practice leads, specialists and case managers and witnessed a developing team approach. This is encouraging and offers the potential to the Councils to realise the wider non-financial benefits of T18, such as service delivery 'centred on the citizen' and 'removal of service silos'. Understandably, in light of shift to an entirely new operating model, when speaking to a range of staff we found varying levels of commitment and enthusiasm for T18; although we consider that the vast majority of staff we met are committed to making the new operating model work.

8.4 Staff told us that the Councils' investment in technology has significantly enhanced their ability to work agilely and has improved their on-site efficiency. Many also felt they benefitted from working from home and that they were more productive. Staff valued the

ability to work more flexibly and this provides potential for working closer to communities as the Councils' Customer Service approach matures.

8.5 However, despite these emerging strengths the Councils are aware that the effect of implementing the T18 transformation project has had an adverse impact on the customer service element of DM. We consistently heard messages from planning agents, Planning Committee members, other Councillors and Town and Parish Councils of poor customer service which has undoubtedly damaged the service's reputation and standing. Internal staff and senior managers are acutely aware of this feedback and concerns about IT progress and Customer Services in DM have been reported to Overview and Scrutiny Panels. The main concerns appear to be :

- an inability of customers to obtain easy access to a member of staff who can speak to them about the progress of their application;
- slow validation and processing times;
- a loss of experienced and expert staff and a large quick exit of planning knowledge under the T18 rationalisation;
- a lack of ongoing and regular engagement with planning agents and a limited understanding and appreciation of the costs to their business of poor customer service;
- the sharing of only limited information to Town and Parish Councils about the significant changes to DM operational delivery and lack of feedback when officers recommend against their comments; and
- a poor digital interface and quality of information on the websites including limited self-service and poor labelling of plans.

8.6 In order to rebuild trust and confidence it is vital that directors and senior managers, political leaders, portfolio holders and other senior members provide strong, clear and effective leadership to a time limited DM improvement plan with a strong focus on customer services. Paramount among key priorities include working with the IT partner to deliver urgent and essential improvements to the web sites. We are aware that matters have escalated to the need for the Head of Paid Service to have weekly phone calls with the IT partner in an attempt to trouble shoot and gain assurance of improvement actions and timescales.

8.7 We understand that the IT partner is due to attend a joint Overview and Scrutiny Committee in late May 2016 and we suggest that early engagement between the Director, senior staff and senior politicians and the IT partner would be beneficial in reaching some positive outcomes. We feel there may be benefits to the involvement of customers and stakeholders in an appropriately managed setting to help the contractors more appreciate the actual needs of customers, so these can be better reflected in the design of the customer interfaces.

8.8 'Failure demand', currently puts excessive pressure on staff and managers and creates significant frustration for planning agents, applicants and stakeholders. Providing better opportunities for users of the DM service to speak more easily to staff would provide reassurance and rebuild trust. The peer team recognise that this would mean a financial adjustment but we consider that a slightly longer payback time on investment on T18 is worthwhile to deliver increased customer satisfaction and an improved local reputation.

8.9 Planning agents told us that there had been little or no formal group communication since the last agent's forum in October 2015. Since then T18 has commenced and there has been a significant escalation of customer concerns. We would recommend that the reintroduction of an early planning agents meeting is another priority with thought given to the agenda and management of the meeting to ensure constructive dialogue. These forums should then meet on a regular basis thereafter – probably quarterly. A quick win may be advising planning agents of the revised Schemes of Delegation which they appeared to be unaware of.

## **9. Development Management Performance**

9.1 The peer team noted a mixed but improving picture in performance on the speed of deciding planning applications. We appreciate that this is a single measure but as the Government can designate Councils, where speed on certain planning applications falls below set thresholds, it is an important consideration for the DM service and Planning Committees. Both Councils have benefitted from a clearer performance management and team focus on deciding the most important major applications and performance at both councils, but especially West Devon, has improved. With both councils approving well over 90 per cent of major applications in agreed timescales in 2015/16, performance in this area is much improved.

9.2 Recent monthly performance figures for deciding non major applications are improving significantly following a period of very poor performance. This period of poor performance was partly linked to a consequence of consistently high workloads coupled with the initial implementation of T18 that saw a significant churn in staff at different levels, IT downtime and slow validation.

9.3 It is important that this recent performance uplift in speed of processing is sustained, especially when additional resources to support validation rates are withdrawn. The service has responded to the poor performance levels and consequent risk of designation by deploying more focussed performance management, more stable staff resources and improving capacity and process, including using additional resources to speed up validation. It has also used the tool of extension of time agreements to ensure that targets are met. However, there is increased resistance to this from agents and long term reliance on time extensions risks further erosion of trust and working relationships with developers. Given the reduction in staff resources to deliver the DM service under T18, plus major concerns about customer focus, we recommend that the director and community of

practice lead, working with the Portfolio Holder and Hub lead, continue to monitor resources and performance closely.

9.4 Overall, planning appeal results for the last three years for both Councils remain relatively static in terms of appeals successfully defended and appeal costs against the Councils are low. South Hams' appeal performance hovers round 66 per cent of appeals successfully defended which is consistent with the national average. However, performance at West Devon has tended to be lower and in 2015/16 the Council lost just over half of planning appeals made against its decisions. We did not have time to examine in detail the appeal decisions but the DM service is aware that joint working with West Devon Planning and Licensing Committee members needs to identify any trends and lessons to improve on these results. Earlier we recommended more detailed reporting of performance statistics and appeal results and relevant learning from experience needs to form part of this.

9.5 The peer team recognise that the T18 model offers the potential for specialists to more clearly focus on matters of significance and judgement and that silo working between the professions has started to break down which has performance benefits. However, at the present time, we found that officer and managerial attention was focussed on dealing with the T18 process to the detriment of being able to focus on vision, outcome and added value. While we recognise the vital need to embed the T18 model and to tackle existing IT and customer care issues, it is important that the very process of dealing with planning applications does not overwhelm the capacity for planning to add value to developments and deliver outcomes that are consistent with the corporate objectives. To achieve this we recommend that as part of performance reporting for DM, a balanced score card/performance dashboard approach is used encompass quality, value/productivity and customer care as three important themes. In order to make the performance information as helpful and understandable to a wide audience a range of presentation techniques, such as strong pictorial content and charts as opposed to long narrative should be explored.

9.6 The Councils are aware of a very significant decline in the take up of their paid for pre application offer. The total number of requests between both Councils peaked at 1061 in 2014 declining to under half of that (487) in 2015; with the more acute fall at South Hams. Planning agents told us that their lack of confidence in the pre application service including slow responses, inconsistent advice and poor value for money had caused them to significantly scale back their use of the service. Planning agents advised that in place of submitting requests for pre application advice, they would submit planning applications, often expecting to get a refusal and then use the officer's report and the reasons for refusal as the pre application advice to submit a second application that sought to tackle the initial reasons for refusal. This "work-around" by agents adds significantly to workload and costs. Moreover, councillors have expressed a desire to have the opportunity to be involved in managed pre-applications as part of their community leadership role.

9.7 The peer team consider pre application advice as an essential part of a good quality DM service and the steep decline in usage reduces the opportunity of the Councils to influence both development and associated community benefits where major schemes are involved. A worthwhile pre-applications service will provide a supplementary income stream to cover its cost. On top of this, we strongly recommend, as part of any early meeting with Planning Agents and as part of an improvement priority, that the Councils redefine and actively promote and deliver improved and more targeted pre application offer to their customers.

## 10. Further Support

PAS would be happy to discuss with South Hams and West Devon on developing a package of further support (paid for at cost). Specifically, we recommend exploring PAS support around:

- Mentoring for the Committee Chair
- Training for the Planning Committee
- Critical friend review of the emerging plan and NPPF compatibility of the suite of DPDs

There are also tools and materials available on the [PAS website](#) which can be downloaded and used for free. Some of these are listed here.

**DM tools:** PAS has produced a suite of materials which should help with various aspects of the DM process. The councils have already had access to support for their DM service from PAS, particularly in relation to the DM challenge kit. The resources below are available to download and use.

- 
- [Pre-app processes](#): PAS has a number of pre-application resources available to download and use.
- [Conditions](#): PAS has produced a best practice not on applying and discharging conditions
- [Project managing major applications](#): PAS has produced a new note about handling major applications
- [Using S106s – standard templates etc](#)



**Local Government Association** Local Government House, Smith Square, London SW1P 3HZ

Telephone 0207 664 3000 Fax 0207 664 3030

Email [info@local.gov.uk](mailto:info@local.gov.uk)

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



## Planning Peer Challenge – Action Plan

The following plan outlines the specific actions that will be taken to respond to the Peer Challenges recommendations. Reporting back on delivery against the actions will include the outcome/outputs of the action.

Overall monitoring of performance improvement will be through the new suite of key performance indicators detailed in Recommendation 9 and through delivery of the Joint Local Plan

Peer Challenge Recommendation	Comments/Actions completed	Proposed Action	Timescale	Lead Officer(s)
<p><b>1. Develop and embed the T18 model to respond more specifically to the context and challenges of the DM service. Specifically consider issues relating to how the T18 model can deal with the whole end to end processes of negotiating and determining proposals, to achieve better accountability, increased capacity and a greater customer focus.</b></p>	<p>1.1 The model is being developed and implemented within Development Management to reflect these recommendations.</p> <p>1.2 Under present trials L6 Senior Case Managers ('Junior planners') handle lower level householder apps from cradle to grave. The majority of other cases will be managed by Case Managers (CM) – ie they will push the application through the process and ensure that dates are met, consultations gathered, applicants/neighbours kept informed of progress etc. The Specialist will be accountable and responsible for the decision having assessed the application. Accountability will be clear; we will effectively have a CM managing the application and a Specialist determining the application.</p>	<p>A1. Extend trial to all CM/Specialists dealing with planning applications.</p>	<p>September 2016</p>	<p>Drew Powell Kate Hamp</p>

	<p>1.3 The Community of Practice Lead will be responsible for ensuring that the DM process is delivered efficiently and lawfully.</p> <p>1.4 The weekly list for Parish and Town Councils has now been amended to identify the relevant Case Manager and Specialist (if relevant).</p> <p>1.5 The need for an accountable officer to be contactable by agents, applicants, Parish's etc is fully recognised.</p>			
<p><b>2. Act on the findings of resource reviews, especially at the case manager level, so as to ensure that sufficient capacity to deliver an effective and customer facing DM service.</b></p> <p><b>This should include developing a strategy for dealing with applications more efficiently within the time limits without the need for excessive</b></p>	<p>2.1 Recent reports to West Devon Hub Committee (minute) and South Hams Executive (minute) detail the resources at Case Manager level already identified to support transition.</p> <p>2.2 There has been an initial focus on securing a marked improvement in determination performance (with extension of time agreements) in order to minimise the risk to the Councils from new performance measures proposed within the Housing and Planning Bill.</p> <p>2.3 See 1.4 and 1.5 above</p>	<p>A2. Review staffing levels during transition to ensure post transition levels will be sufficient to sustain performance</p> <p>A.3 As part of the new approach to performance management (see also 9.1) we will also be measuring determination performance in line with the relevant 8</p>	<p>February 2017</p> <p>August 2016</p>	<p>Drew Powell Kate Hamp</p> <p>Drew Powell</p>

<p>recourse to extension of time agreements, and also to ensure that applicants and the public have a single point of contact.</p>		<p>and 13 week statutory targets.</p>		
<p>3. Work with the IT partner to ensure that the recognised IT problems, especially in relation to the planning constraints and history, and the labelling of plans, are tackled as a matter of urgency. In doing this ensure that the web site is easy to use and learn from currently high performing customer focussed planning services.</p>	<p>3.1 Since the visit there have been major improvements in terms of functionality in relation to planning history and constraints. There remains issues with the stability and functionality of the website and it is accepted that further development/improvement is necessary.</p>	<p>A.4 Review present action plan to develop the website in line with best practice and to facilitate self-serve and channel shift in line with operating model principles.</p>	<p>September 2016</p>	<p>Mike Ward</p>
<p>4. Urgently reinstate regular local agent's forums.</p>	<p>4.1 The frequency of forums has reduced during transition but the need for an active dialogue is fully recognised by officers.</p>	<p>A.5 A joint Developer/Agent forum will take place w/c 22 August 2016 at the Watermark Centre in Ivybridge.</p>	<p>August 2016</p>	<p>Pat Whymer</p>

		<p>A.6 Training on how agents can self-serve using new software will be given at future forums.</p> <p>A.7 Specialists and Senior Case Managers will attend the Forums to facilitate and build closer working relationships</p>		
<p>5. Facilitate engagement with Town and Parish Council representatives to develop appropriate protocols to ensure that the concerns of these stakeholders are fully taken into account, and that feedback is given to them where a recommendation that differs to their views is reached.</p>	<p>5.1 The current consultation on the Joint Local Plan has specifically targeted workshops with all town and parish councils. Responses from town and parish councils will be addressed and responded to as the Joint Local Plan progresses. Further engagement will be planned and set out in the Joint Local Plan Engagement Strategy.</p>	<p>A.8 Consult Town and Parish Councils and establish direct liaison during current and future consultation phases.</p> <p>A.9 Provide clear summary of Town and Parish Council comments and an explanation of any divergence from their comments in the officer report. A copy of the report to be provided to T/P</p>	<p>In line with JLP programme</p> <p>October 2016</p>	<p>Tom Jones Lesley Crocker</p> <p>Pat Whymer</p>

<p>Also engage with the town and parish councils on expectations around support for neighbourhood plans.</p>	<p>5.2 Councils have dedicated staff resource focussed on Neighbourhood Plans and targeted support package. Current JLP consultation raises following for consideration</p> <ul style="list-style-type: none"> <li>Supporting the emerging Networks in West Devon and South Hams.</li> <li>Entering into a Neighbourhood Plan Agreement with each group to clearly establish the intended purpose of the Plan, the relationship to the Joint Local Plan and roles &amp; responsibilities of those involved.</li> </ul>	<p>Councils with the decision notice</p> <p>A.10 Offer direct planning training sessions T/P Councils either individually or by cluster</p> <p>A.11 Establish liaison arrangements in JLP Engagement Strategy</p> <p>A.12 Update Neighbourhood Plan Protocol to incorporate updated support package and clarify support level to NP networks and individual NP groups.</p>	<p>November 2016</p> <p>September 2016</p> <p>October 2016</p>	<p>Pat Whymer</p> <p>Tom Jones</p> <p>Tom Jones</p>
	<p>6.1 Local Development Scheme is under current review by the Joint Local Plan (JLP) Member Steering Group.</p>	<p>A.13 Maintain as standing item for JLP Member Steering</p>	<p>In line with JLP programme</p>	<p>Tom Jones</p>
	<p>6. Ensure timely processes and mechanisms for adoption of a Local Development Scheme</p>			

<p>(LDS) as part of the rapid progression of the South West Devon Joint Local Plan to adoption.</p>	<p>6.2 Currently under watching brief to take into account any impacts on work programme in response to economic uncertainties</p> <p>6.3 Adoption of LDS already delegated to senior officers in consultation with lead members – allowing for speedy adoption once timing is clarified.</p>	<p>Group and issue as soon as reasonable.</p>		
<p>7. Keep the communities, planning agents and stakeholders regularly informed of and involved in the South West Devon Joint Local Plan's progress recognising the benefits of maintaining an expeditious timeline for adoption</p>	<p>7.1 Current and future consultations to be undertaken in line with Engagement Strategy adopted by all three Local Planning Authorities (SH, WD, Plymouth). This includes involvement of all stakeholders.</p>	<p>A.14 Implement JLP Engagement Strategy. Review and update as necessary.</p>	<p>In line with JLP Programme</p>	<p>Lesley Crocker</p>
<p>8. Engender strong leadership of the Planning Committees through regular training and appropriate updates on planning policy (including on the 5 year land supply</p>	<p>8.1 All Members receive training on Planning matters as part of their induction. Additional training is undertaken in advance of becoming a DM/P&amp;L Committee Member, and offered to other Members subject to availability.</p>	<p>A.15 Review and, where necessary, develop and implement a new training programme for planning committee members with wider</p>	<p>March 2017</p>	<p>Pat Whymer Darryl White</p>

<p>for housing). General planning training should be made available to help non-planning committee members to be more effective local community leaders.</p>	<p>8.2 The Planning Advisory Service were engaged to deliver Member training during 2015/16.</p>	<p>membership invited and supported.</p>		
<p>9. Report a suite of performance indicators directly to the Planning Committees and where necessary Cabinet and Hub, including productivity and performance of Planning Committee itself. KPIs including quality, value and customer focus and land supply, should be reported via a performance dashboard to demonstrate the Service's contribution to wider corporate objectives.</p>	<p>9.1 A range of KPIs have been reported through to different Committees in the past, most recently through O&amp;S (Internal) at WD and O&amp;S at SH.</p>	<p>A.16 A suite of KPIs, covering the suggested areas, will be developed and reported to Development Management/Planning and Licensing Committee on a monthly basis. The KPI's will provide trends over time and be supported by narrative by exception.</p>	<p>September 2016</p>	<p>Drew Powell</p>

<p><b>10. Ensure there are adequate resources to focus on economic growth and affordable housing. This should include reviewing the approach of viability assessments paid for by planning applicants, and developing a pool of knowledge about comparables including values and build rates across the relevant market areas.</b></p>	<p>10.1 It is considered that there is suitable in-house resource to manage affordable housing issues although there will be the need to engage external support on occasions.</p> <p>10.2 A Member working group has now been set up with responsibility for economic growth. The outcomes arising from this group will determine future resource provision.</p> <p>10.3 An initial assessment of how viability assessments are commissioned has been undertaken and harmonisation of approach between the two councils is being considered.</p> <p>10.4 An identified gap in in-house knowledge with regard to viability has been addressed during the recruitment of a Specialist into the Assets Community of Practice – an example of utilising transferable skills across the organisation in line with the key principles of the new operating model.</p>	<p>A.17 A review of our approach to viability and how we can ensure consistency and efficiency – in terms of cost and timeliness – will be undertaken</p>	<p>December 2016</p>	<p>Alex Rehaag</p>
<p><b>11. Review in 12 months' time the operation of the Schemes of Delegation to examine whether even greater harmonisation would be beneficial.</b></p>		<p>A.18 A review of the Scheme of Delegation will be undertaken in conjunction with the Chairs of Committee</p>	<p>July 2017</p>	<p>Pat Whymer</p>



12. Further evaluate the risks at this time of moving to a Local Authority Controlled Company.	12.1 Since publication of the Report, the councils have received the Price Waterhouse Cooper Report evaluating the risks. Proposals are presently being reported to Members through Hub and Executive.	Pending decision by Members	TBC	TBC
13. Ensure sufficient focus, capacity and consistency in delivering a high quality pre application service to provide greater certainty to customers and allow more time for helping shape development to meet community needs. Enhanced pre application engagement should also include delivering informal pre planning briefings to members of the Committees on significant major developments.	13.1 There has been a reduction in performance with regard to turn around times for pre-applications during transition. This has resulted in a reduction in volume.	A.19 Review pre-application process and charges.	October 2016	Pat Whymer
	13.2 SHDC negotiated and agreed its first Planning Performance Agreement (PPA) in June 2016. PPA's offer a mutually beneficial way for applicants and the councils to secure timely development.	A.20 Develop a Planning Performance Agreement protocol to include standard agreement template and charging policy.	November 2016	Tom Jones
	A.21 Develop a protocol to ensure early engagement of Members on major developments.	November 2016	Pat Whymer	
14. Review Committee site visit protocols to ensure		A.22 Undertake a review of site visit protocols in	September 2016	Pat Whymer

planning decision making  
is as efficient as possible.

conjunction with  
relevant Committees

**Report to:** Overview and Scrutiny Panel

**Date:** 4<sup>th</sup> August 2016

**Title:** Q1 2016/17 PERFORMANCE REPORT

**Portfolio Area:** Strategy & Commissioning

**Author:** Jim Davis, Specialist - Performance & Intelligence

**Presented by:** Cllr Michael Hicks

## **RECOMMENDATION**

**That Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.**

### **Executive summary**

- 1.1. Performance measures for Quarter 1 have stayed relatively consistent with the previous quarters.
- 1.2. Q4 performance was below target for Average call answer time, Average end to end time for new benefit claims. More detail about these measures can be found in the exception report (Appendix B).
- 1.3. Issues with Devon County data collection means recycling figures are not available, more detail provided in exception report.
- 1.4. Planning determination performance in Q1 was above target for all types of applications for the second successive quarter continuing the above target performance into the new financial year.

### **2. Background**

- 2.1. The current set of indicators came from a review of all Performance measures which was undertaken by a Task & Finish Group. The format has changed to allow better viewing in black & white and to include target information to provide context.
- 2.2. The Council's new workflow system (Workflow360) enables Members to access live information on current service levels and volumetric data, via a web based performance dashboard. Updates have been made based on Member feedback and will continue as new processes start to be used.
- 2.3. Members should note that when dashboards have been rolled out, the balanced scorecard (Appendix A) will continue to be produced on a quarterly basis as this shows performance against targets.

Dashboards give Members access to live data but this will not show how this performance relates to targets.

### 3. Outcomes/outputs

- 3.1. **Appendix A** is the balanced scorecard – this contains the high level targeted performance information.
- 3.2. **Appendix B** is an information and exception report. This contains the data only performance information for context and the detail of the targeted measures which have fallen below target in the quarter being reviewed.
- 3.3. **Appendix C** contains the description of the targets chosen for the Balanced Scorecard
- 3.4. Dashboards are accessed via a web-link and users can have access to more than one dashboard. The dashboard queries our live database, returning 6-9 graphs or tables that users can “drill-down” into for further analysis.
- 3.5. Dashboards are viewable on the Council’s network and on Member iPads through the Airwatch Browser.

### 4. Options available and consideration of risk

- 4.1. Dashboards can be tailored by type, interest or area. However, increased personalisation for Members will take more time to implement and the benefit will need to be balanced against other tasks that the Performance & Intelligence Team will be engaged with.

### 5. Proposed Way Forward

- 5.1. In relation to performance, new online benefits software and its integration with Workflow360, will transform the way new benefit claims are dealt with and should add significant capability to deal with new claims. This came on stream towards the end of Q1 and should have a very positive effect on the current processing time.
- 5.2. The first dashboards are being made available for managers & team leaders to manage their areas and for Members to view.
- 5.3. Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role.

### 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	Whilst there are no longer statutory performance measures, some measures are still reported nationally. We collect these in the same format as

		required to improve consistency. Other measures aim to improve efficiency & understand workload.
Financial	N	There are no direct financial implications of the contents of the report
Risk	Y	Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give the Scrutiny Committee the ability to address performance issues and develop robust responses to variation in delivery
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

### **Supporting Information**

#### **Appendices:**

Appendix A – Corporate Balanced Scorecard  
Appendix B – Background and Exception Report  
Appendix C – Explanation of targets

#### **Background Papers:**

None

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

None

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# Corporate Balanced Scorecard

## Community/Customer

Q4	Q1	
	-	Overall waste recycling rate % (See Exception Report for details)
	-	Residual waste per household (See Exception Report for details)
		CST: Average Call Answer Time
		CST: % of enquiries resolved at first point of contact

## Processes

Q4	Q1	% of planning applications determined within time frame
		Major(Statutory):
		Minor:
		Other

Q4	Q1	
		Avg End to End time Benefits New Claims
		Avg End to End time Benefits Change of circumstances

## T18 Programme

Q4	Q1	
		T18: Programme timescales on track
		T18: Performance vs. Budget
		T18: No. of Processes live
		T18: Ratio call/web submissions

## Performance

Q4	Q1	
		EH: % of nuisance complaints resolved at informal stage
		Avg days short term sickness/FTE
		Complaint response speed

## Key

	Below target performance
	Narrowly off target, be aware
	On or above target

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# Information Report

Non-targeted (data-only) performance measures that will be reported every quarter to provide context and background information – not suitable for the Balanced Scorecard page as no targets applicable or relevant.

PI Description	Managed By	Q1 15/16	2015/16	Q1 2016/17		16/17	Comment (If Applicable)	
			YTD or Total			YTD or total		
<p><b>Planning Enforcement (Workload)</b></p> <p>Change: Due to issues extracting the information, breaking down the action in each enforcement case isn't possible. Volume of all current outstanding work is being reported instead</p>	Pat Whymer	-	-	560 outstanding cases at the start of the quarter Around 450 outstanding at the end of the quarter		-	<p>We have funding to clear this backlog until December. A reasonable level of active cases would be around 200-250 although historically it has consistently been higher. Around 500 cases closed each year would be expected.</p> <p>Delays in reporting {necessitating a redesign of the process} and higher priority processes going live have delayed the enforcement process going live. The process is scheduled to go live in August.</p> <p>We are on track to work through the backlog within the projected timescale of 12 months from when the team was established.</p> <p>The internal process dealing with enforcements has been reviewed to improve efficiency leading to improved progress in dealing with new cases (Received since 1 March). Of the 150 cases reported to us since that date, 30% have been closed. Officers believe that this level of performance will not lead to the creation of a new backlog</p>	
<p><b>All: Complaints resolved</b></p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>	A more in depth breakdown of areas of complaints from April mean previous year figures are less useful. From next quarter we will show the previous quarter details.						<p>This breakdown of area and average time to complete timings is only available for the completed complaints.</p> <p>152 complaints were logged during the quarter, over half of the completed processes (53) were service issues that were dealt with immediately and aren't formal complaints. The remaining 60 uncompleted processes will be a mix between service issues and formal complaints. We will provide this data next quarter as well</p>	
					Total	Avg Time (Days)	YTD	
					Council Tax	5	21	5
					Customer Service Team	5	9	5
					Environmental Health	1	20	1




PI Description	Managed By	Q1 15/16	2015/16	Q1 2016/17			16/17	Comment (If Applicable)
			YTD or Total				YTD or total	
				Housing Benefits	5	20	5	<p>as updating the process to extract this breakdown earlier in the process.</p> <p><b>Note:</b> Service Issues – Some issues are logged as complaints as the customer has a justified concern. Often these are simple issues resolved by talking with the customer so don't form part of our formal complaints process but still are captured for improvement and analysis purposes</p>
				ICT/Internet	1	16	1	
				Planning	7	25	7	
				Waste	7	44	7	
				Commercial Services	1	14	1	
				Car Parks/Parking	4	13	4	
				Case Management	3	10	3	
				Total	40	23	40	
				Service Issues	53	N/A	53	
<p><b>Long term sickness (days)</b></p> <p>Number of days lost due to long term sickness</p>	Andy Wilson	654	YTD 654	456			456	<p>Equivalent to 1.39 days/FTE for the Qtr.</p> <p>Q4 15/16 figure: 1.79/FTE</p> <p>This figure shows a 30% reduction from the equivalent period last year. Although the workforce has reduced by a similar percentage, the majority of long term absences are within Commercial Services which were not affected by T18 redundancies. The actual number of people on long term absence is low and the majority have serious illnesses that we are managing with occupational health and may lead to ill-health retirements.</p>
<p><b>Short term sickness (days)</b></p> <p>Number of days lost due to short term sickness</p>	Andy Wilson	178	YTD 178	188			YTD 188	<p>Equivalent to 0.57 days/FTE for the quarter.</p> <p>Q4 15/16 figure: 0.9/FTE</p> <p>Public sector averages are around 8-9days/FTE</p> <p>Although the actual number of days lost to short term absence is broadly the same as Q1 last year, it does show an upward trend when taking into account the reduction in people. However, we are actively managing attendance</p>

PI Description	Managed By	Q1 15/16	2015/16	Q1 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
						and currently have 20 people under formal review in line with our Managing Attendance Policy.
<b>Top 5 call types</b>	Anita ley			1) CST Elections - SH Electoral register query 2) SH Planning - Planning Officer, current application 3) CST Waste - Place order for recycling sacks 4) SH Benefits - Change of Circumstances 5) CST Waste - 1st Missed Waste	-	Last Qtr 1) CST Revenues - CT Bill no CTR 2) CST Waste Management - Place order for r/c sacks 3) SH Planning - Current Application 4) SH Planning - Planning Officer - repeat call 5) CST Revenues - paperless DD
<b>Top 5 website views/trend</b>	Kate Hamp		-	1 - Planning Search 2 - Planning 3 - Contact Us 4 - Recycling and Waste 5 - My Account	-	1. Planning 2. Login to account 3. Contact Us 4. Recycling and Waste 5. Find your waste collection day
<b>% of customer contact through online interaction (W2)</b> Demonstrating channel shift	Kate Hamp		-	17.8%	Apr 8.7% May 17.42% Jun 22.6%	The overall numbers for the quarter were affected by a specific web issue that stretched from March into April and affected the early figures. We are now receiving almost 25% of requests via the web with over 9000 accounts being created and this is still with limited advertising and channel shift efforts. A new simpler registration script and additional functionality will be available soon, building on these figures.  An increasing number of W2 processes (fully integrated needing no additional admin) are now available online and the usage should start to increase as the service is advertised. A number of reporting processes that offer improved functionality for the customer to submit online rather than through the call centre have gone live, mostly circumventing case managers to route directly to operational staff to deal with.
<b>Total number of online transactions</b>	Kate Hamp		-	Via Workflow360:3611 Goss forms: 625		All web submissions received  Q4 15/16 figures: Via Workflow360:1412, Goss forms: 1126

PI Description	Managed By	Q1 15/16	2015/16	Q1 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
<p><b>% of calls resolved at first point of contact</b></p> <p>Percentage of calls which are resolved at initial contact with CST</p>	Anita Ley	70%	70%	55%	55%	<p>Q4 15/16 figure: 54%</p> <p>To give some context the call centre received 83,500 calls over the quarter around 25% higher than the same period last year and 10,000 more than last quarter. Additional comments in exception report</p> <p>This is an internal measure that we count quite strictly. Many other local authorities include additional processes which stretches the definition. This gives a truer impression of the number of cases being dealt with solely by the Customer Service Team.</p> <p>As more Workflow360 processes go live this should improve as they have been designed to enable first point of contact resolution but the simpler processes being available online means the more complex processes remain with the customer service team.</p> <p>The customer service team has also taken on more complex processes that would have gone straight through the switchboard to the back office but now are dealt with to a large extent by customer service team members before passing less work back to the case management team.</p>
<p><b>Nuisance complaints Received</b></p>	Ian Luscombe		-	79	79	<p>The nuisance process (covering noise, odours, smoke, etc) has now gone into Workflow360, this has moved the processes into the Customer Service Team and case management with specialist involvement only required later for more complex investigation.</p> <p>It is planned to run antisocial behaviour reporting through the same process in the future.</p> <p>As the process is new in Workflow360 not all have been fully allocated but of the data received so far the nuisance issues break down as follows:</p>

PI Description	Managed By	Q1 15/16	2015/16	Q1 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
						General issues: 20%, Noise: 50%, Odour:10%, Rubbish: 20%
<b>Average time taken for processing Disabled Facilities Grants</b> (Portion under council control) (Days)	Ian Luscombe	-	-	4	4	This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days  The average number of days is 4. Total of 35 approvals for SH

## Exception Report:

Code and Name	Managed by	Prev Status	Last Qtr	Apr 2016	May 2016	Jun 2016	Q1 2016/17		Action Response
			Q4	Value	Value	Value	Value	Target	
<b>Average Call Answer Time</b>  <b>The average time in minutes for a call to be answered. This time shows as an average over each month.</b>	Anita Ley		2.27	3.38	3	3	3.1	1 min	<p>Historically a busy quarter (increase of around 15% from last quarter). Over 83,500 calls.</p> <p>This number needs to be compared with the additional processes now dealt with by customer services that previously were passed immediately to the back office. Whilst better for the customer and case management it does place additional strain on the CST with increased call length.</p> <p>As online uptake increases the self-service cases are generally the simpler cases, this leaves the more complex or multi-faceted issues for the contact centre to resolve.</p>
<b>Avg End to End time Benefits New Claims</b>	Allison Lewis		32	29.4	39.4	42.2	37	24	<p>New claims current processing times are high partly because of reduction in staff and channel shift not being completed. The processing time also reflects the length of time it takes the customer to supply all relevant evidences to be able to process their claim.</p> <p>The new IEG4 software solution and integration with Workflow360 will allow us to automate the reminder and subsequent shutdown of processes over 30 days if no response comes from the customer in a timely fashion. This should have a positive effect on this measure and the customer.</p> <p>Implementing the new self-service solution has been phased to improve the front-end experience for the customer quickly and then bring in the back office amendments to improve efficiency over the next few weeks</p>
<b>Waste Stats:</b> <b>Overall waste recycling rate % (NI192)</b> <b>Residual waste per household (NI191)</b>  <b>Not included in the balanced scorecard due to data collection issues</b>	Claire Spencer		NI192 47.1% NI 191 99kg						<p>NI192</p> <p>Rate not available as not all of the residual tonnages for the quarter have been provided by Devon County Council. Also still awaiting data from community groups. The recycling tonnages are included in the overall rate. This data is usually available 6-8 weeks after the end of the quarter and statistics are updated to calculate our quarterly recycling rate. This will be updated when available</p>

Code and Name	Managed by	Prev Status	Last Qtr	Apr 2016	May 2016	Jun 2016	Q1 2016/17		Action Response
			Q4	Value	Value	Value	Value	Target	
									NI 191  Quarterly rate not available as residual rate has not been received from Devon County Council for June. This will be updated when available.

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Measure	Target	Explanation
Overall waste recycling rate %	55%	A combination of recycling, re-use & composting for household waste. A self-set stretching target based on historic collection rates and current ambitions
Residual waste per household	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg per fortnightly collection per household
Average Call Answer Time	1 min	Simple statistic to judge overall call answer speed. Can mask the complexity of call answer times but provides useful yardstick for comparing performance over time. If capacity exists in CST then answering calls in 20secs is common and simple. Answering calls consistently around the minute (or any) timeframe occurs only when incoming calls are being matched with the speed calls are being completed. As an example with our avg call and wrap up time of 7 mins this target is passed with only 2 extra calls being received per minute. Each additional extra 2 calls/minute would add another 1 minute wait to all callers wait time.
% of enquiries resolved at first point of contact	60%	In contrast to the measure above this focuses on when the customer gets through, can CST deal with the issue at hand. Driving increased success in this measure pushes up call times so has a negative impact on call answer speed.
% of Applications determined within time frame Major	60%	Statutory performance measure target
% of Applications determined within time frame Minor	65%	Old statutory performance measure target
% of Applications determined within time frame Other	80%	Old statutory performance measure target
Avg End to End time Benefits New Claims	24 days	Time for processing new claims
Avg End to End time Benefits Change of circumstances	11 days	Time for processing changes to existing claims
% of nuisance complaints resolved at informal stage	90%	Handling nuisance complaints informally saves time and money and often provides a more satisfactory outcome for all involved

Avg days short term sickness/FTE	1.5days/qtr	Private sector average of c.6 days/year, Public sector average of c.8 days has informed this initially stretching target. Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues.
Complaint response speed	10 days	Time to respond to a Level 1 complaints
T18: Programme timescales on track	Against Plan	Performance against programme timelines. Recently re-baselined following agreement of milestones with Civica
T18: Performance vs. Budget	Under/over spend	Measure to compare the forecast spend on the programme at the end of the period to the actual spend. To judge budget control. Green: Actual spend less than planned Amber: Overspend of less than 5% Red: Overspend greater than 5%
T18: No. of Processes live		Against baselined projection for the month. There is a rolling programme of processes being worked on together by the Business Development Team and the services that is dependent on system fixes and adoption/buy in from the organisation.
T18: Ratio call/web submissions	10% increasing over time	Ratio for customers calling vs self-servicing using integrated processes online. Customers currently fill in online forms but this then requires input into our systems. The new integrated approach inputs directly to our system and routes work where needed. Initially requires creation of account before first submission so expectation of slight drop off in ratio to begin with and then increasing as more customers sign up. Communication initiatives will be coordinated at key times during the year, for example, with annual council tax bills to drive sign ups so a stepwise increase in submissions is expected.

# Agenda Item 10

Report to: **Overview and Scrutiny**  
Date: **4th August 2016**  
Title: **PARTNERSHIPS – REPORT OF TASK AND FINISH GROUP**  
Portfolio Area: **Customer Services.**  
Wards Affected: **All**

Urgent Decision: **No** Approval and clearance obtained: **Yes**

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

Author: **Ross Kennerley** Role: **Lead Specialist**  
**Louisa Daley** **Specialist**

Contact: [Ross.kennerley@swdevon.gov.uk](mailto:Ross.kennerley@swdevon.gov.uk)  
[Louisa.daley@swdevon.gov.uk](mailto:Louisa.daley@swdevon.gov.uk)

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## **RECOMMENDATIONS**

**That the Overview and Scrutiny Panel RECOMMEND to Executive to RECOMMEND to Council that**

- 1. The Partnership Policy (Appendix 1) and Guidance (Appendix 2) be adopted**
- 2. The Partnership register at Appendix 3 be adopted**
- 3. The review and recommendations of the Task and Finish Group at Appendix 4 be agreed.**
- 4. Partnerships be retained at current financial levels for 2017/18 subject to any financial modifications set out in Appendix 4 and /or any changes required pursuant to recommendation 5 below**
- 5. That those significant partners identified in para 3.7 (CAB and CVS) are invited to submit a business plan to O&S by end of September setting out;**
  - What they would spend the funding on**
  - How it will benefit residents**
  - Links to Councils Strategic Priorities**
  - What value for money it will provide and**
  - What success measures they would use**
- 6. New, or updated, partnership agreements be established for 17/18 onwards establishing clear outcomes relating to Our Plan themes and, where appropriate, the Locality work to ensure co-ordinated delivery for communities.**
- 7. That alongside this a further financial and governance review be undertaken to identify the most appropriate delivery options aligned to financial and procurement procedures once a decision on the LACC is confirmed**

### **1. Executive summary**

- 1.1 The Councils have long recognised the benefits of partnership working and, in particular, the key role that the charitable and voluntary sector can play in supporting communities and individuals. Over the years the Councils have entered into a range of partnerships, at strategic and local level, to assist and support local communities. Both Councils have shared and adopted arrangements for the establishment and management of partnerships with a Partnership Policy and Guidance dating from October 2013
- 1.2 Both Overview and Scrutiny Groups agreed the need for a review and co-ordinated approach to partnerships (17th September 2015 in South Hams and 29th September 2015 in West Devon) and agreed to the establishment of a joint Task and Finish group. This

group has met on a number of occasions and this report sets out the conclusions and recommendations of the T&F group.

1.3 This paper sets out recommendations relating to

- Classification of Partnerships
- Adoption of an updated Partnership Policy and Guidance
- Adoption of, and arrangements for, the Register of Partnerships
- Future management arrangements for Partnerships

## 2. Background

2.1 This report sets out the summary outcomes from the work of the Task and Finish Group along with a series of outcomes and recommendations. The terms of reference for the Task and Finish group were

- Agree high level objectives for Partnership arrangements and a simplified means of classifying partnerships
- Consider any required changes to the existing Partnership Policy and Supplementary Guidance
- Identify the most proportionate and expedient manner of monitoring and reviewing partnerships
- Complete a full register of Partnerships
- Identify Significant Partnerships for review
- Report back to Overview and Scrutiny

## 3. Outcomes/outputs

3.1 **Classifying the partnerships.** The partnerships that the Councils are involved with vary greatly. Some are strategic and seeking to influence policy at regional level whilst others might provide fund to support local charitable and community work. Some have financial support others have officer input only. For the purposes of reviewing and managing partnerships it is helpful to group them. The following groupings have been used

- **What area of work do they cover? Our Plan Themes.** Our Plan establishes the comprehensive basis for the work of the Councils. Both Councils have the same 8 themes emerging through the Our Plan process and these have been used to group the Partnership Register (see Appendix 3). This assists in allocating partnerships to Lead Specialists (and Lead Members) who tend to have oversight of a particular professional area.
  - Economy
  - Homes
  - Infrastructure
  - Communities

- Wellbeing
  - Environment
  - Heritage
  - Resources
- **How much monitoring do they need? Significant and Desirable Partnerships.** For resource management purposes the T & F group recommends that greater focus needs to be given to the monitoring and operation of those “Significant” partnerships that have the greatest resources devoted to them. The following definition of Significant and Desirable partnerships is proposed for adoption (as further set out in Appendix 1)
    - A resource threshold of £10,000 or more per Council per annum (including direct financial contributions and officer time) and /or
    - More than 4 days staff time per month and/or
    - Potential for significant reputational, political, legal or operational risk taking into account whether the partnership has a
      - high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
      - high impact on service delivery;
      - high impact on strategic policy development;
      - significant role in meeting identified local needs and priorities;
      - potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
      - high public profile and is involved in significant strategic work that affects the public
    - Statutory requirement

All partnerships will be subject to Annual Reporting but selected Significant Partnerships (particularly those with financial commitments) will be subject to Quarterly Performance Reporting.

- **What type of management do they require?** Partnerships vary greatly and different types of partnership require very different levels of officer and member management. To assist future management arrangements the following approaches will be used. The review to date has focussed on the most significant partnerships and those with greatest community or strategic profile. There is a need, as the management of partnerships progresses, to return to the Service Delivery Partnerships (where officers

are involved in numerous technical working partnerships) and the Community Liaison arrangements where there may be opportunities to streamline and focus work with Town and Parish Councils.

<b>Type</b>	<b>Purpose</b>	<b>Management</b>	<b>Examples</b>
Strategic	Influencing policy, projects and financial programmes at county, regional or national level.	Usually a formal arrangement with "Terms of reference" or similar. Not always involving direct funding – rather a commitment of time and influence. Councils represented by Leader, Portfolio lead, SLT or ELT level representative.	LEP City Deal Growth Deal LAG/ LEAF
Service Improvement	Working with public sector or business partners to improve general scope and delivery of services.	May be formal or informal arrangement.  Not usually involving direct funding – rather a commitment of time and influence.  Councils represented by appropriate Specialist.	Devon Planning Officers Group.  Devon Waste Group.
Community Liaison	Supporting local organisations to work together to improve outcomes for communities and individuals  Usually community led	Usually a formal arrangement with Terms of reference or similar.  Usually covers a geographic area but could cover a theme (i.e. housing)  Not usually involving direct funding – rather a commitment of time and support.  Has an identified Specialist or Locality lead	WD Northern Cluster.  SH Town Mayors and Clerks.  South Hams Tree Wardens.
Community Delivery	Supporting a community organisation to deliver specific community outcomes	Usually a formal arrangement.  Usually involves direct funding where Council contribution levers in additional social benefits on a not for profit basis.  Has an identified Specialist lead.	CAB CVS Ring & Ride

**3.2 Partnership Policy and Guidance.** Joint partnership Policy and Guidance Notes were introduced in 2013. Under the steer of the Task and Finish Group these have been reviewed and are presented for adoption (as set out in Appendices 1 & 2). Despite a natural

appetite to significantly reduce the amount of the guidance material the current documents do still retain key flowcharts and checklists to help guide the establishment, management and monitoring of partnerships.

**3.3 The Partnership Register.** The previous work on Partnerships had generated a schedule. These have now been consolidated into a register which groups the partnerships under separate tabs for the eight Our Plan themes (see Appendix 3). This spreadsheet will be a live document and includes details for

- Name
- Lead Member
- Lead Officer
- Significant/Desirable
- Area covered
- Purpose
- Partners
- Agreement dates
- Financial arrangements
- Type of Partnership (i.e Strategic, community delivery etc)
- Contact Details

**3.4 Management Arrangements.** The review has demonstrated not only how many partnerships are in place – but also the dispersed approach to management and monitoring. In accordance with existing powers and delegations the following operational approach is suggested through the Policy and Guidance. Management arrangements are suggested to be as follows

- Overall Policy, budget setting and entering Significant Partnerships. Strategy and Commissioning and Council decision.
- Entering partnerships within policy and budget. In accordance with delegated procedures.
- Monitoring. Overview and Scrutiny.
- Operational delivery. Customer First Community of Practice Lead Specialists supported by Partnership Specialist and Case Managers.
- Member appointments to partnerships are made at the Annual Council in May each year.

**3.5 Financial Arrangements.** The full scope of financial commitment is set out in the register. This is a combination of direct financial contributions and officer time (which in some cases still requires some refinement and detailed costing once officer costs are confirmed). Given the varying nature of the partnerships there isn't a "one size fits all" approach to establishing value for money – this needs to be assessed on a case by case basis through the initial partnership arrangement and thereon through any performance monitoring, Annual Reports (submitted by the partner) and Annual Review (undertaken by the CoP Lead).



Within the range of partnerships there are some financial uncertainties which will require further review. These are a combination of the following issues

- That partnerships may potentially, in some circumstances, constitute service contracts and thus fall within Financial and Contract Procedure Rules. In many cases local arrangements with groups started out as “grants” to support public benefit activities. Tightening of monitoring, and the increased imposition of outcomes over the years (in order to measure performance), may have tipped a number of these arrangements into the territory of contracts requiring open tendering.
- That cumulative contributions to charitable partners may constitute state aid and fall under restrictive measures.
- There is still a need to consider the potential efficiency of delivering some services in house once the LACC position is confirmed.

3.5.1 The response to these issues will be informed by the decision on the LACC option and will need full consideration once the LACC decision is taken. There will need to be a further consideration of whether the current partnership outcomes are suitable for in house delivery, or best suited to continue external commissioning. There will also need to be an assessment of the procurement position for existing and new partnerships once the future direction for commissioning is confirmed.

**3.6 Legal Arrangements.** The partnerships are governed by a wide variety of approaches. The more significant partnerships have Service Level Agreements and these, where they have up to date delivery outcomes included, provide the most robust approach. In moving forward new, standardised, agreements need to be put in place based on best practice. The Guidance at Appendix 2 sets out potential issues that may need to be addressed through the individual partnership agreements.

### **3.7 Outcomes of the Review and Recommendations**

During the review a number of the “Significant” partners were invited to present to officers and members. These took place as structured sessions with the aim of ascertaining the overall community benefits and value for money.

A further range of partnerships were reviewed by officers in order that a comprehensive understanding of the purpose, operation and outcomes are in place.

The review has demonstrated that in the vast majority of cases that the partnerships are delivering well and that significant added value is being delivered through the partnering approach. In many cases

the council funding is more than matched by other contributors and for many community focussed partnerships the contribution is a catalyst to extensive volunteer action.

Nevertheless there is clear opportunity to work with some key partners, particularly those with direct day to day **community delivery** roles, to ensure strong and focussed delivery aligned to the Councils work. These partnerships include the CAB and CVS arrangements in both South Hams and West Devon. These partners will be forwarded a copy of this report and asked to provide a business plan, for the Council, on;

- What they would spend the funding on
- How it will benefit residents
- Links to Council strategic priorities and Locality delivery
- What value for money it will provide and
- What success measures they would use

The business plan should be submitted to O&S by end of September so that it can be considered as part of the Councils budget setting for the 2017/18 financial year. This would enable a clear commissioning approach to our allocation of funding so that O&S can make recommendations to Executive and Council on any 2017/18 funding arrangements.

The outcomes of the review and recommendations for all partnerships are summarised in Appendix 4

#### **4. Options available, consideration of risk and proposed way forward**

The purpose of the review was to take stock of the range of partnerships being operated by the councils and to assess their effectiveness. This has allowed a comprehensive stock take of the arrangements and the specific partnerships. The following options, risks and ways forward are proposed

<b>Work Area</b>	<b>Actions</b>	<b>Risk</b>
Overall Arrangements	Establish Policy, Guidance and register	Failure to manage effectively if not followed
Financial Management	Ensure arrangements meet Financial Regulations and Procurement rules	Potential Challenge to approach
Individual Governance	Ensure effective agreements are in place and up to date	Inability to manage partnership if not in place, with a potential risk of challenge

Monitoring	Establish regular monitoring, reporting and review	Ineffective delivery if not in place.
Delivery of outcomes	Consider alternative delivery options in light of whatever commissioning model follows the LACC decision.	Instability for partnerships whilst decisions are made

In terms of the **overall arrangements** the adoption of the updated policy, guidance and register establishes a sound position for the future management of partnerships. This does need to be kept under review as procurement and financial regulations are adapted

On **financial management** there is some current concern that alternative procurement arrangements might need to be considered to ensure compliance with the Financial and Contract regulations. It is recommended that this be best undertaken in the context of the overall commissioning approach to be implemented after a decision on the LACC is made. It is suggested that interim arrangements be put in place for 2017/18 to allow this to take place.

For **individual governance** there is a need to ensure all partnerships have clear arrangements in place. There is currently some good practice – but a number of partnerships are operating on insufficient information. These should be updated as partnerships are renewed for 17/18 with the CoP Lead Specialist ensuring compliance.

**Monitoring** is already in place for many partnerships. The policy establishes the frequency and nature of required monitoring and this should be implemented. This includes reporting to Overview and Scrutiny.

**Delivery of Outcomes** does require some further work. Many of the partnerships have been in place for some years – and there are clear opportunities to investigate whether there are alternative providers or whether the councils (or future LACC) might provide the service direct. The trigger for undertaking this further work is the decision on the LACC – and the operating model – and it is suggested that any further consideration of alternative delivery run alongside LACC consideration. Interim governance and financial arrangements need to be put in place to secure delivery of outcomes in the meantime.

## 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>Localism Act 2011 (Section 1 – Powers of General Competence). Those partnerships required by statute have their own specific legislative requirements</p> <p>O&amp;S Partnerships Task and Finish group Terms of Reference included need to address legal basis for partnerships generally and specific agreements for individual partnerships.</p> <p>Updated partnership agreements will require individual legal input.</p> <p>Implementation of overall programme will require ongoing legal input to ensure compliance with regulations</p>
Financial		<p>Partnership working incurs the following costs</p> <ul style="list-style-type: none"> <li>• Revenue funding</li> <li>• Staff support costs</li> </ul> <p>These have been set out in the Partnership register</p> <p>Future financial arrangements will need to be subject to budget setting. It is proposed that current arrangements be carried through to 2017/18 other than where identified in Appendix 4 or through the Business Case review for CAB and CVS.</p>
Risk		<p>A failure to review partnership principles, partnership arrangements and partnership opportunities could lead to</p> <ul style="list-style-type: none"> <li>• Ineffective use of council funds</li> <li>• Poor quality service to those in need of support</li> <li>• Inequality of delivery across the council area</li> <li>• Knock on resource pressures direct to the council</li> </ul> <p>These risks are mitigated by</p> <ul style="list-style-type: none"> <li>• Review of Partnership Policy and Guidance</li> <li>• Review of individual partnership arrangements</li> <li>• Scope of opportunities for efficiencies through joint approach</li> </ul>

		<ul style="list-style-type: none"> <li>• Scope of opportunities for other work to be delivered efficiently through alternative arrangements</li> <li>• Implementation of monitoring and review procedures</li> </ul>
Comprehensive Impact Assessment Implications		
Equality and Diversity	y	The services provided by partnerships promote equal opportunities and help prevent discrimination in our communities.
Safeguarding	y	Partners are required to operate to adopted Child and Vulnerable Adult Safeguarding Policies where appropriate
Community Safety, Crime and Disorder		Partnerships should provide advice and volunteering opportunities which reduce the potential for anti-social behaviour.
Health, Safety and Wellbeing		Partnerships include consideration of health implications where appropriate
Other implications		None

### **Supporting Information**

#### **Appendices:**

1. Policy
2. Guidance
3. Register
4. Summary and Recommendations

#### **Background Papers:**

None

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## South Hams District Council and West Devon Borough Council

### Partnership Policy May 2016

#### Introduction

South Hams and West Devon Councils are committed to partnerships that deliver tangible benefits, offer value for money, have correct governance arrangements in place and where any risks and implications for the Councils are understood, monitored, reported and mitigated.

Effective partnerships will offer targeted high quality services that demonstrably support local communities, businesses or the environment. Working through partnerships the Councils are able to enhance the quality of life for local residents.

This policy will guide partnership working and is an updated version of the previous 2013 policy. It follows work undertaken by a Task and Finish Group consisting of Elected Members from South Hams District Council and West Devon Borough Council and a review at Overview and Scrutiny Committees in September 2015 at both Councils.

This policy establishes the basis and arrangements for Partnership working. Further *Partnership Guidance* and appendices follow the main body of the policy. A full list of partnerships is held in the *Partnership Register*.

#### Aim

To ensure that the Councils involvement in partnerships is outcome focussed, that partnerships are carefully assessed prior to being established and that progress, performance, risk and financial contribution is monitored and reported.

#### Definition and Scope

The Audit Commission defines a partnership as:

*"...an agreement between two or more independent bodies to work collectively to achieve an objective."*

South Hams and West Devon Councils will use this definition to underpin partnership arrangements, monitoring and review.

The Councils recognise that some partnerships carry greater commitment from the Councils than others. South Hams and West Devon Councils will identify those partnerships that carry greater risk and ensure that these “significant” partnerships are subject to enhanced assessment and monitoring.

“Significant” Partnerships are defined as those where there is:

- A resource threshold of £10,000 or more per Council per annum (including direct financial contributions and officer time) and /or
- More than 4 days staff time per month and/or
- Potential for significant reputational, political, legal or operational risk taking into account whether the partnership has a
  - high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
  - high impact on service delivery;
  - high impact on strategic policy development;
  - significant role in meeting identified local needs and priorities;
  - potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
  - high public profile and is involved in significant strategic work that affects the public
- Statutory requirement

Other Partnerships are described as “Desirable” and reflect the reduced financial, statutory or risk involved in the partnership.

## Key Partnership Outcomes

Each Council has adopted a version of *Our Plan* as the strategic plan to guide the work of the Councils. The visions within *Our Plan*, and the objectives that underpin delivery, are set out below. Delivery against these themes provide the basis on which the Council will enter partnerships and the theme(s) relevant to each partnership is/are noted in the Partnership Register.

*West Devon: Thriving Towns and Villages*

*South Hams: Vibrant Towns and villages whilst conserving the Natural Environment*

The themes and objectives that underpin these, and which will form the basis for partnership arrangements and review, are.

- Economy - Creating places for enterprise to thrive and business to grow
- Homes - Enabling homes that meet the needs of all
- Infrastructure - Securing the services and facilities that meet the needs of our communities



- Communities -Empowering residents to create strong communities
- Wellbeing - Supporting positive, safe and healthy lifestyles
- Environment - Protecting, conserving and enhancing our built and natural environment
- Heritage - Celebrating our past and protecting our heritage for the future
- Resources - Promoting energy efficiency and more effective use of our natural resources

## **Establishing, Monitoring and Reviewing Partnerships**

As identified by the Audit Commission the Councils recognise that local partnerships are essential to the delivery of improvements in public services and community quality of life.

Working in collaboration with partners who share common objectives can provide value for money and achieve greater economies of scale.

The Councils expect each partnership to have appropriate systems in place to manage performance, finance, risk, equalities and environmental sustainability in addition to protocols for sharing information and knowledge. It is the responsibility of the lead officer to request copies of the relevant documentation pertaining to this if required. Further details are set out in the Guidance that accompanies this policy.

The relevant Overview and Scrutiny Committee will review significant partnerships annually. Officers and Members representing the Councils on external partnerships have a duty to represent the Councils wide interests and report back progress to the relevant committee as required.

## **Types of Partnership**

It is recognised that Partnerships may support local communities in differing ways – in some examples the partnership may be at a strategic level attempting to secure regional funds – at the other extreme it may be by providing direct support to local community led meetings. In order to recognise the distinct nature of partnerships and the means of operating and monitoring them the following classifications are used.

Type	Purpose	Form	Examples	Monitoring
Strategic	Influencing policy, projects and financial programmes at county, regional or national level.	Usually a formal arrangement with "Terms of reference" or similar. Not always involving direct funding – rather a commitment of time and influence. Councils represented by Leader, Portfolio lead, SLT or ELT level representative.	LEP City Deal Growth Deal LAG LEAF	Informal by lead officers and/or members. Can be called to O&S. Annual feedback to O&S
Service Improvement	Working with public sector or business partners to improve general scope and delivery of services.	May be formal or informal arrangement. Not usually involving direct funding – rather a commitment of time and influence. Councils represented by appropriate Specialist.	Devon Planning Officers Group. Devon Landscape Policy Group.	Informal by lead officers. Can be called to O&S Annual feedback to O&S
Community Liaison	Supporting local organisations to work together to improve outcomes for communities and individuals  Usually community led	Usually a formal arrangement with Terms of reference or similar. Usually covers a geographic area but could cover a theme (i.e. housing) Not usually involving direct funding – rather a commitment of time and support. Has an identified Specialist or Locality lead	WD Northern Cluster. Okehampton Matters. SH Town Mayors and Clerks. South Hams Tree Wardens.	Informal by lead officers Can be called to O&S Annual feedback to O&S
Community Delivery	Supporting a community organisation to deliver specific community outcomes	Usually a formal arrangement.  Usually involves direct funding where Council contribution levers in additional social benefits on a not for profit basis.  Has an identified Specialist lead.	CAB CVS Ring & Ride	Quarterly feedback to Lead Officer Can be called to O&S Annual feedback to O&S



## **South Hams District Council and West Devon Borough Council**

### **Partnership Guidance May 2016**

#### **Introduction**

This Partnership Guidance supports the Partnership Policy (2016).

This document provides details about how partnerships will be established, monitored and evaluated and provides further detail and templates to support the application of the policy.

This guidance should be read in conjunction with the Partnership Register which details all partnerships.

#### **Contents:**

1. Considering New Partnerships	Page 2
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3. Information sharing	Page 3
4. Terms of Reference	Page 4
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Appendix 2 Guidance Criteria	Page 8
Appendix 3 Significant Partnerships flowchart	Page 9
Appendix 4 Partnership Consideration Checklist	Page 10
Appendix 5 Desirable Partnerships flowchart	Page 12
Appendix 6 Partnership Establishment Checklist	Page 13
Appendix 7 Annual Partnership Report	Page 15
Appendix 8 Partnership Annual Review	Page 17

## 1. Considering New Partnerships

The Councils may identify the opportunity to establish a partnership to deliver, or enhance, a service. Equally the Council may be approached directly by an organisation seeking to establish a partnership.

The Lead Officer proposing the partnership will use the flow chart – *Identifying Partnerships* (Appendix 1) and the Partnership Consideration Checklist (Appendix 4), to identify if a proposed partnership could be established.

In considering establishment of a partnership the Contract Procedure Rules must be given full consideration not least requirements that

*8.2.1 Collaborative and partnership arrangements are subject to all UK and EU procurement legislation and must follow these contract procedure rules (Rule 3). If in doubt, Officers must seek the advice of the Monitoring Officer and the Corporate Procurement Officer.*

Application of the Guidance Criteria, set out in Appendix 2, will establish if the proposed partnership should be classified as a **significant** or a **desirable** partnership.

If the proposed partnership is identified as a **desirable partnership** by the Partnership Specialist through consultation with Lead Member/s, the proposing Lead Officer will refer to Appendix 5 – Desirable Partnerships flowchart. The checklist (Appendix 4) requires completion.

If the proposed partnership is to be classified as a **significant partnership** then the proposing Lead Officer will need to refer to Significant Partnerships flowchart, which can be found at Appendix 3. The Partnership Specialist (in conjunction with appropriate Lead Officer) should use the checklist at Appendix 4 to work with the prospective partner and prepare a summary report. The checklist should be used as the basis for the report with the issues in the checklist addressed in the report. The checklist should be submitted to Hub or Executive with the summary report. The report will include consideration of the following matters.

- Who the partners are
- Aims, objectives and outcomes (with specific reference to Our Plan themes)
- How value for money has been identified
- How long the partnership is expected to last
- What geographical area the partnership will cover
- The role(s) of its Members/officers (including duties expected)
- If the Council is expected to contribute any funding or other resources
- Financial accountability
- Potential risks (terms of reputation, finance etc) and means of managing these

The Partnership specialist will produce a recommendation (including a detailed assessment of financial implications). This shall be submitted to the Portfolio/ Hub lead for consideration prior to submission to Hub/Executive.

For **All Partnerships** a summary budget should also be prepared showing proposed total income and expenditure for the partnership – and, in particular, the role the Council funding will play in the long term delivery of the partnership. If the partnership is part of a wider funding arrangement these wider details should be shown.

Where there is a budget already established and the Partnership demonstrates good value for money then the partnership can be established under delegation.

Where a budget bid will be required, or other matters are considered to require wider analysis (as with Significant Partnerships), the matter will be referred to Hub or Executive for consideration (and potentially a recommendation to Council). Overview and Scrutiny would retain the ability to call such a proposal for review.

## **2. Establishing a Partnership**

Where any partnership arrangement has been approved this needs to be formalised and arrangements for the partnership need to be put in place. In some cases this might be relatively informal (for example a Strategic Partnership established by letter or concordat). In other cases, in particular where there is funding for service delivery, the arrangements may need to be more complex.

The Partnership Establishment Checklist at Appendix 6 should be used to guide the process of establishing the partnership. This should be led by the Partnership Specialist (in conjunction with Lead Specialist who manages the Partnership.)

At this stage the Partnership will

- Be entered onto the Partnership Register
- Have an agreed form of operation including Terms of Reference (see 4 below).
- Be identified as a “Significant” or “Desirable” partnership
- Have identified monitoring arrangements
- Have an identified Lead Specialist

## **3. Information Sharing**

Information is an asset of the Council and it is important that information sharing is appropriately controlled and monitored within partnership arrangements. Sharing information is however vital to the success of partnerships and there should be

maximum information exchange subject only to legal requirements.

It will be expected that partners will be willing to make their information public under the Freedom of Information Act where it relates to those areas covered by the Partnership regardless of whether or not they are a public body covered by the Act. All information and records should be stored in accordance with the Council's current records management and retention policies.

### **Information Sharing Protocols**

- It may be necessary to agree an information sharing protocol for the partnership, especially where information is likely to be shared relating to individuals;
- Working protocols will need to be specific to the operational requirements arising from the client group concerned and should be developed with the support of relevant professionals and representatives of the client group;
- The person or group responsible for developing the protocol should consult with all partners and stakeholders;
- A common format and common or integrated procedures should be adopted;
- Similar protocols developed elsewhere or by partners should be used where possible (don't reinvent the wheel) as long as they can be appropriately adapted to meet the requirements of the partnership;
- Issues to be addressed in any protocol include:
  - Purpose of and reasons for sharing data
  - Disclosure of data
  - Request for data
  - Responding to requests
  - Transfer of data
  - Receiving data
  - Storing data
  - Review procedures
  - Professional codes of conduct
  - Relevant applicable legislation

## **4. Terms of Reference**

In drawing up the Partnership agreement the following matters and format should be used as the default.

### **Introduction/Purpose**

- Who/what the partnership is
- Background
- Purpose

## **Vision and Objectives**

- Partnership vision
- Partnership objectives (ensure objectives are Specific Measureable, Achievable, Realistic and Time Specific (SMART). Focus on outcomes and results. Think about what the partnership is going to achieve not how it will achieve it. Identify clear links and outcomes to Our Plan themes and objectives.

## **Membership, Governance and Operation**

- Who are the group members/ representatives of which organisations and why
- Partnership structure
- Lead partner/organisation
- Accountability
- Partner roles, duties and responsibilities
- Role of elected Members
- Decision-making
- Chairing arrangements
- Secretariat functions
- Frequency of meetings
- Information/data sharing protocols
- Other protocols

## **Resources**

- Partners Financial commitment(revenue/capital)
- Officer/Partner time commitment
- Asset commitment and ownership of assets
- Other resource commitments

## **Evaluation and Monitoring**

- Reporting mechanisms - who, how often and on what. Default expectation that the “Annual Partnership Report” (appendix 7) will be submitted.
- Performance Management – how will outcomes against performance be assessed – what measures/indicators will be used (qualitative i.e. case studies, satisfaction, reputation, and quantitative i.e. numbers).
- How is the partnership achieving value for money for partners and the public

## **Special Circumstances (if appropriate)**

- Dealing with complaints
- Resolving disputes
- Dealing with media/communications issues
- Risk assessment
- Procedures for whistle-blowing/fraud
- Dealing with breaches of protocol

- Expelling a partner

### **Dissolution/ Termination**

- How and when the partnership can be terminated/ dissolved. Consider issues such as informing funders, stakeholders and clients
- Final reporting arrangements
- Exit strategy for partners wishing to leave the partnership

### **Review**

- How often the partnership and agreement will be reviewed and by whom
- How revisions to the partnership and agreement will be approved/ agreed

## **5. Evaluation and Review**

Monitoring of partnerships should be proportionate to their significance, and their governance. The following approach should be adopted

Type of Partnership	Performance reports	Annual Report from lead partner	Annual Review by lead specialist	Monitoring Report to Overview and Scrutiny	Budget or other recommendations to Council
Desirable	NA	By End July	By end August	Autumn	Autumn
Significant	Quarterly				

The submission of quarterly performance reports may not be applicable to all Significant Partnerships (i.e may be appropriate for CAB but not the LEP). This quarterly requirement will be established in the partnership agreement where needed)

Each partnership will be reviewed on an annual basis as soon as possible after the end of the financial year. This responsibility will rest with the Council's lead officer for the partnership, who must as a minimum review:

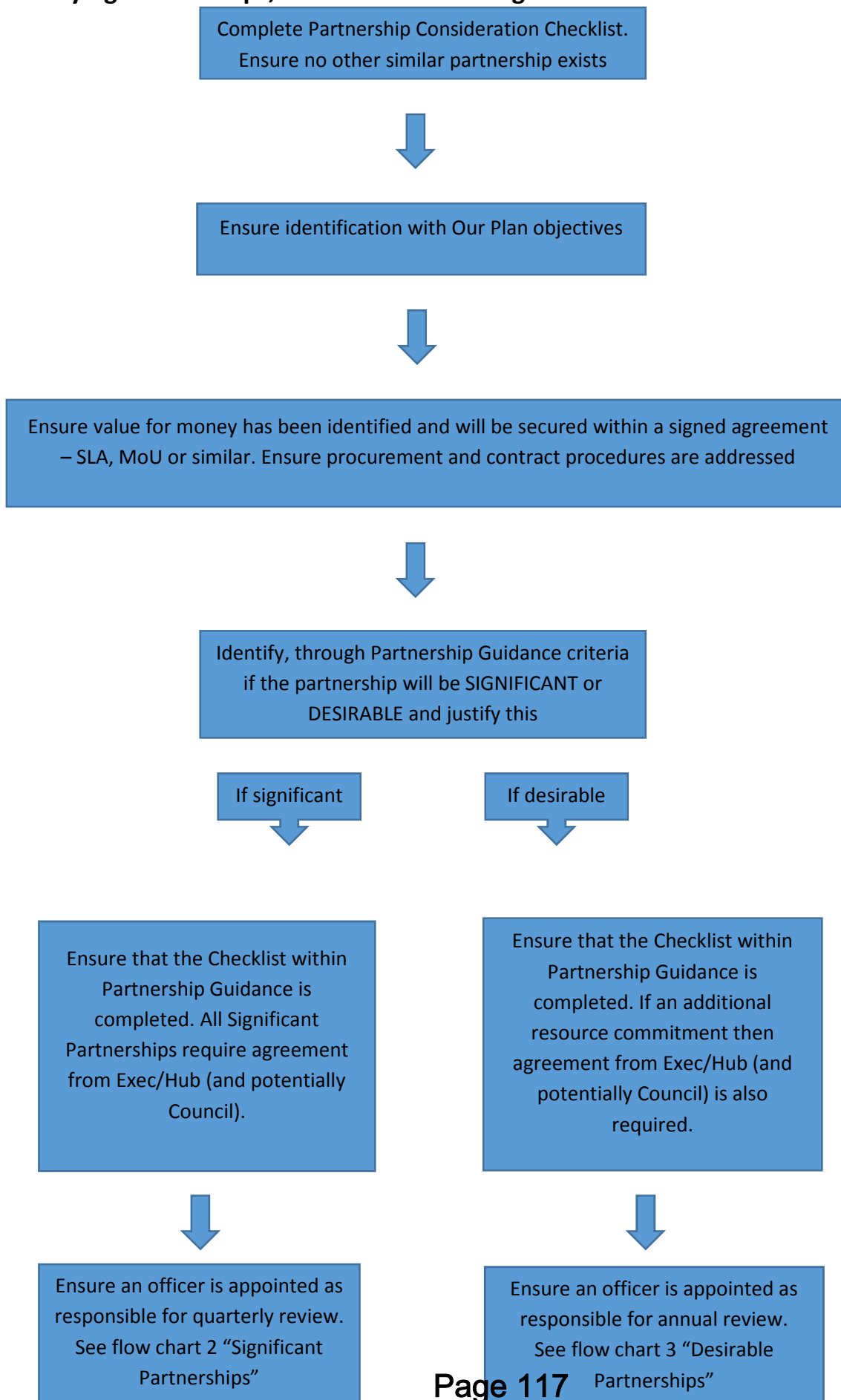
- Whether the partnership has met its objectives and delivered agreed outcomes for the previous year and is likely to continue to do so;
- Whether the partnership still meets local needs and priorities;
- Any financial and resource commitment and that value for money is being achieved;
- Whether any changes are required to the terms of reference

To ensure adequate monitoring the Lead Specialist will be required to seek submission of an Annual Report (Appendix 7) and complete an Annual Review (Appendix 8) and then report to Overview and Scrutiny.



## Appendix 1

### Identifying Partnerships, flow chart for Managers



## Appendix 2

### Guidance Criteria

As identified in the Partnerships Policy document 2016, page 2.

#### Definition and scope

The Audit Commission defines a partnership as:

*“...an agreement between two or more independent bodies to work collectively to achieve an objective.”*

South Hams and West Devon Councils will use this definition to underpin partnership arrangements, monitoring and review.

The Councils recognise that some partnerships carry greater commitment from the Councils than others. South Hams and West Devon Councils will identify those partnerships that carry greater risk and ensure that these “significant” partnerships are subject to enhanced assessment and monitoring.

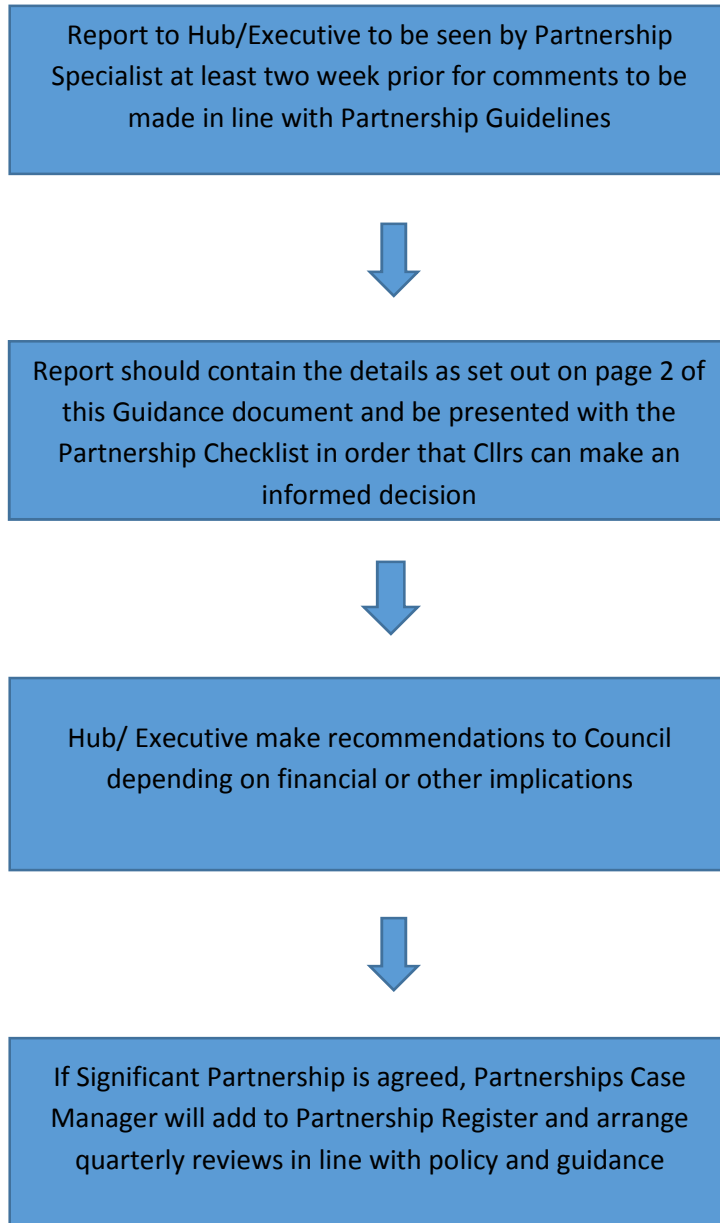
“Significant” Partnerships are defined as those where there is:

- A resource threshold of £10,000 or more per Council per annum (including direct financial contributions and officer time) and /or
- More than 4 days staff time per month and/or
- Potential for significant reputational, political, legal or operational risk taking into account whether the partnership has a
  - high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
  - high impact on service delivery;
  - high impact on strategic policy development;
  - significant role in meeting identified local needs and priorities;
  - potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
  - high public profile and is involved in significant strategic work that affects the public
- Statutory requirement

Other Partnerships are described as “Desirable” and reflect the reduced financial, statutory or risk involved in the partnership. .

## Appendix 3

### Establishing a Significant Partnership

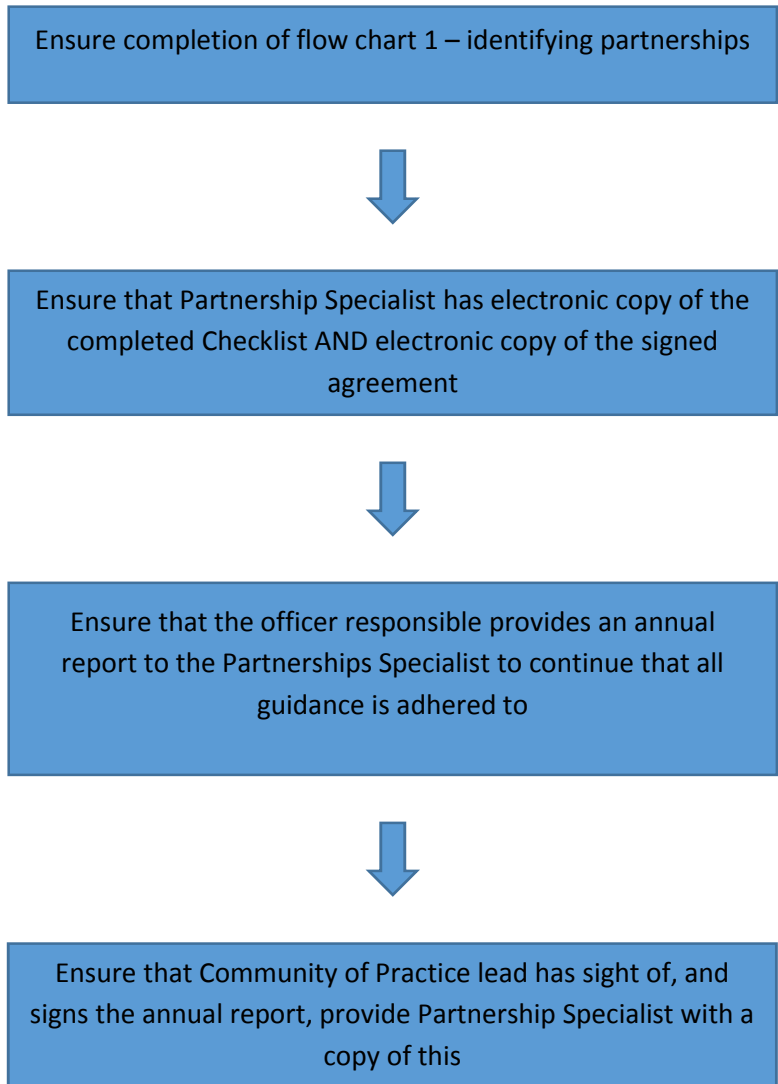


## Appendix 4 Partnership Consideration Checklist

<b>Name of Prospective Partnership:</b>		
<b>Prospective Partner</b>		
<b>Organisation Name :</b> <b>Contact Name:</b> <b>Contact Details:</b>		
<b>Details of supporting documents/Reports:</b>		
<b>Completed by (Partnership specialist):</b>		
<b>Supported by (Lead Specialist):</b>		
<b>Date</b>		
<b>Checklist Questions</b>	<b>Yes</b>	<b>No</b>
Is there a simple summary of the proposed purpose of the partnership with key objectives and outcomes related to Our Plan themes?		
Which of the Our Plan themes will be addressed through the partnership? <ul style="list-style-type: none"> <li>• Economy - Creating places for enterprise to thrive and business to grow</li> <li>• Homes - Enabling homes that meet the needs of all</li> <li>• Infrastructure - Securing the services and facilities that meet the needs of our communities</li> <li>• Communities - Empowering residents to create strong communities</li> <li>• Wellbeing - Supporting positive, safe and healthy lifestyles</li> <li>• Environment - Protecting, conserving and enhancing our built and natural environment</li> <li>• Heritage - Celebrating our past and protecting our heritage for the future</li> <li>• Resources - Promoting energy efficiency and more effective use of our natural resources</li> </ul>		

Is there a partnership already in place which has a similar remit and which could take on this work?		
Has the added value that the prospective partnership will bring been identified?		
Will the prospective partnership contribute to streamlining existing partnerships?		
Will the anticipated benefits outweigh the likely costs (direct and indirect) of a partnership?		
Could all the benefits be achieved in a simpler or more cost-effective way? Would in house delivery be effective?		
Are all the prospective partners willing to participate and commit resources needed to make the partnership succeed?		
Does the prospective partnership have clear, realistic and measurable objectives which are accepted by all prospective partners?		
Does the prospective partnership have agreed terms of reference?		
Does the prospective partnership require procurement in line with Contract Procedures?		
Are all partners clear about their roles and the resources they will need to commit?		
Is there a commitment to evaluating the performance of the partnership and clear identification of outcomes?		
Will the prospective partnership require a financial commitment from the Council and/or all partners?		
Are there clear procedures for making decisions and resolving conflict?		
Is the partnership time limited or set up on a task and finish basis?		
Is there a clear exit strategy?		
Would this be a "Significant" Partnership? (refer to details in Policy)		
What type of partnership would this be? (refer to details in Policy) <ul style="list-style-type: none"> <li>• Strategic</li> <li>• Service Improvement</li> <li>• Community Liaison</li> <li>• Community Delivery</li> </ul>		

## Appendix 5. Establishing a Desirable Partnership



## Appendix 6 Partnership Establishment Checklist

<b>Name of Partnership:</b>		
<b>Organisation Name :</b> <b>Contact Name:</b> <b>Contact Details:</b>		
<b>Details of supporting documents/Reports:</b>		
<b>Completed by (Partnership specialist):</b>		
<b>Supported by (Lead Specialist):</b>		
<b>Date</b>		
	<b>Yes/ NA</b>	<b>Comments</b>
Has the partnership been approved?		
Are the governance arrangements for the partnership set out?		
Have clear objectives and outcomes been identified against Our Plan themes?		
Is this a "Significant" or "Desirable" partnership?		
What type of Partnership is this?  <ul style="list-style-type: none"> <li>• Strategic</li> <li>• Service Improvement</li> <li>• Community Liaison</li> <li>• Community Delivery</li> </ul>		
Is there a partnership agreement in place?		
Does the partnership have a constitution?		
Are responsibilities and accountabilities clearly defined and allocated?		
Is there a lead partner or accountable body?		

Have partners nominated members of the governing body?		
Are nominees mandated to exercise their role for employers?		
Are governing body nominees sufficiently experienced for the role?		
Does the partnership have audit arrangements?		
Does the governance document provide an arbitration process?		
Are there escalation procedures within the arbitration process?		
Is there an exit strategy for all partners?		
Is there a formal process for withdrawal by partners?		
In the event of a partner withdrawing, is there a contingency plan?		
Is there an annual review of the partnership?		
Does the partnership have an approach to lessons learned?		
Does the partnership report financial matters?		
Does the partnership have arrangements to ensure legal compliance?		
Does the partnership have arrangements to meet obligations with respect to human resources?		
Does the partnership have asset management arrangements in place?		
Does the partnership have a code of conduct?		
Does the partnership have a training and development plan?		
Does the partnership have a communications plan?		
Is performance management monitored and reported in particular outcomes?		
Does the partnership have arrangements for reporting and assurance?		
Are responsibilities for insurance cover defined?		



To be completed for all Partnerships on an annual basis.

To be completed by partners and submitted by 31<sup>st</sup> July each year to the Partnership Specialist

**Annual Partnership Monitoring Report.**

This form should be completed on behalf of the Partner and returned to [louisa.daley@swdevon.gov.uk](mailto:louisa.daley@swdevon.gov.uk) by 31<sup>st</sup> July

**Name of Partnership:**

**Organisation Name :**

**Contact Name:**

**Contact Details:**

**Details of any supporting documents/Reports:**

**Date**

***Please review the aims and objectives of the partnership along an evaluation of how they align with the Council's Our Plan themes and objectives.***

Aims and objectives.

Which Our Plan Themes do these objectives support? Please tick.

- Economy - Creating places for enterprise to thrive and business to grow
- Homes - Enabling homes that meet the needs of all
- Infrastructure - Securing the services and facilities that meet the needs of our communities
- Communities - Empowering residents to create strong communities
- Wellbeing - Supporting positive, safe and healthy lifestyles
- Environment - Protecting, conserving and enhancing our built and natural environment
- Heritage - Celebrating our past and protecting our heritage for the future
- Resources - Promoting energy efficiency and more effective use of our natural resources

<b><i>Please restate the Key outputs identified for the partnership and report /achievements over the past twelve months</i></b>
<b><i>Key challenges over the past twelve months and how these were addressed</i></b>
<b><i>An appraisal of the financial commitment/resource input on an annual basis and whether you consider the partnership continues to provide value for money for the Council</i></b>
<b><i>Is there a signed partnership agreement in place? Does this need amending?</i></b>
<b><i>What are the risks presented by the partnership and how are these mitigated?</i></b>
<b><i>What are the opportunities/benefits of the partnership and how have these been maximised?</i></b>
<b><i>Overall Conclusion and summary of issues and opportunities for future development of the partnership</i></b>

To be completed by the Lead Specialist by 31<sup>st</sup> August to inform O&S, budget setting and future arrangements.

<b>Name of Partnership:</b>		
<b>Type of Partnership:</b>		
<b>Lead Specialist:</b>		
<b>1</b>	<b>Objectives and Outcomes</b>	
	<b>a</b>	<b>Has the partnership met its objectives and outcomes? State which have been met and how and which have not been met and why.</b>
	<b>b</b>	<b>What performance information is available to support the above? Summarise performance.</b>
	<b>c</b>	<b>Is the partnership still meeting local priorities and needs? Examples.</b>
	<b>d</b>	<b>Can outcomes and objectives be delivered in a better way? What can the partnership do to improve performance?</b>
<b>2</b>	<b>Finance and Resources</b>	
	<b>a</b>	<b>How has the partnership provided value for money in the previous year?</b>

	<b>b</b>	<b>How will the partnership continue to provide value for money going forward?</b>
	<b>c</b>	<b>How and to whom do you report on the value the partnership provides and how funds are spent?</b>
	<b>d</b>	<b>Should the Council continue or is it able to provide the same level of financial support and/or resources? Please explain.</b>
<b>3</b>	<b>Terms of Reference</b>	
	<b>a</b>	<b>Are any changes required to the terms of reference? What are these and why are they required.</b>
	<b>b</b>	<b>When will the changes be made and how will they be agreed?</b>
<b>4</b>	<b>Challenges, Risks and opportunities</b>	
	<b>a</b>	<b>What challenges were identified during the year and how were these resolved? If not resolved, why?</b>
	<b>b</b>	<b>Did any new risks emerge during the year? What were they and what action has been taken to mitigate?</b>
	<b>c</b>	<b>Were any new opportunities identified during the year? What were they and how have these been incorporated into the partnership?</b>
<b>5</b>	<b>Conclusion</b>	
	<b>a</b>	<b>Should the partnership continue and why?</b>
	<b>b</b>	<b>What monitoring measures and reporting are required?</b>

**Partnership Register - Communities**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
<b>Community Safety Partnership</b>  Cllr S Wright Cllr R Musgrave  Louisa Daley  CoP - Ian Luscombe <i>Significant</i>	SHDC, WDBC and Teignbridge D.C.	Statutory requirement as part of Crime and Disorder Act	Communities and Wellbeing	TDC, Police, DSFRS, Probation, DCC, Public Health, CVS	No SLA or MoU - a statutory requirement as part of the 1998 Crime and Disorder Act.	6	0		All	Green - has presented to O&S at SH and WD within the last year and has no recommended conditions	Rebecca Hewitt, Chair of CSP	c/o Teignbridge District Council, Ford House, Newton Abbot TQ9 2XX
Multi Agency Risk Assessment  CoP - Isabel Blake <i>Desirable</i>	SHDC, WDBC and Teignbridge D.C.	Agency information sharing of high risk DVA victims to assess and create safety plans	Communities	Police, Housing Providers, Social Services, DVA agencies	No SLA or MoU	1	0		Service Improvement, Community Delivery	Amber - a desirable partnership which is monitored by the Police Public Protection Unit	Detective Inspector Edward Wright	<a href="mailto:edward.wright@devonandcornwall.pnn.police.uk">edward.wright@devonandcornwall.pnn.police.uk</a>
South Hams Community and Voluntary Sector  Louisa Daley  CoP - Ross Kennerley <i>Significant</i>	South Hams	Support and assistance to community and voluntary organisations.	Communities	SHDC as a funding stakeholder	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	42,616	42,616	Community Delivery, Community Liaison	Red - a significant partnership which has not been presented to O&S within the last year.	Jill Davies	Jill Davies - Chief Officer, South Hams CVS, The Cottage, Follaton House, Totnes TQ9 5NE
West Devon Community and Voluntary Sector (CVS)  Louisa Daley  CoP - Ross Kennerley <i>Desirable</i>	West Devon	Support and assistance to community and voluntary organisations.	Communities	WDBC as a funding stakeholder	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	8,500	8,500	Community Delivery, Community Liaison	Amber - a desirable partnership under the threshold criteria. Officer to monitor.	Karen Nolan - Chair	<a href="mailto:karen@westdevoncv.org.uk">karen@westdevoncv.org.uk</a>
North, West, Mid Devon and Torrington Citizens Advice Bureau (CAB)  Louisa Daley  CoP - Ross Kennerley	West Devon	Provision of advice and support to individuals in the borough	Communities and Wellbeing		Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	32,900	32,900	Community Liaison	Red - a significant partnership which has not been presented to O&S within the last year.	Nicki Rowe - Chair	c/o Georgia Ainsworth - Communications officer georgia@ruraldevoncab.org.uk

<i>Desirable</i>												
Ivybridge Ring and Ride  Louisa Daley  CoP - Ross Kennerley <i>Desirable</i>	South Hams	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	2,710	2,710	Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Alex Thom	<a href="mailto:jdcta@btconnect.com">jdcta@btconnect.com</a>
Totnes and Dartmouth Ring and Ride - may cease trading from April 16  Louisa Daley  CoP - Ross Kennerley <i>Desirable</i>	South Hams	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	8,740	8,740	Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Karen Rose - Community Transport, DCC	<a href="mailto:Karen.l.rose@devon.gov.uk">Karen.l.rose@devon.gov.uk</a>
Okehampton and District Ring and Ride  Louisa Daley  CoP - Ross Kennerley <i>Significant</i>	West Devon	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	10,315	10,315	Community Delivery	Red - a significant partnership which has not been presented to O&S within the last year.	Sue Wonnacott	<a href="mailto:sue.odctg@btinternet.com">sue.odctg@btinternet.com</a>
Tavistock and District Local Transport Partnership  Louisa Daley  CoP - Ross Kennerley <i>Significant</i>	West Devon	Community Transport Provision	Communities	SHDC and Devon County Council as funding stakeholders (from DCC to contribute £15000 pa)	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	10,315	10,315	Community Delivery	Red - a significant partnership which has not been presented to O&S within the last year	Hannah Humphries	<a href="mailto:coordinator@tdt.co.uk">coordinator@tdt.co.uk</a>
Early Help (previously Troubled Families Agenda) South Hams  John Ward/Housing  CoP - Isabel Blake <i>Significant</i>	South Hams	To engage with identified families through the Central Govt. programme for positive community outcomes	Communities and Wellbeing	Project Management through DCC, funded by Central Govt. other agencies include Police, Housing Providers, Social Services, Youth Services Education, Job Centre Plus	Local Agreement with Senior Mangement of partner agencies to work together - no SLA	1	0		Service Improvement	Amber - project is managed by DCC who are also responsible for financial regulations. We have no monitoring responsibility.	Hailey Grey - South Hams Early Help Co-ordinator	<a href="mailto:hailey@communitylinks-sw.co.uk">hailey@communitylinks-sw.co.uk</a>
Early Help (previously Troubled Families Agenda) West Devon  John Ward/Housing  CoP - Isabel Blake <i>Significant</i>	West Devon	To engage with identified families through the Central Govt. programme for positive community outcomes	Communities and Wellbeing	Project Management through DCC, funded by Central Govt. other agencies include Police, Housing Providers, Social Services, Youth Services Education, Job Centre Plus	Local Agreement with Senior Mangement of partner agencies to work together - no SLA	1	0		Service Improvement	Amber - project is managed by DCC who are responsible for financial regulations. We have no monitoring responsibility.	Hailey Grey - West Devon Early Help Co-ordinator	<a href="mailto:hailey@communitylinks-sw.co.uk">hailey@communitylinks-sw.co.uk</a>
Devon Youth Games  Jon Parkinson	South Hams and	Annual youth participation event	Communities and	Active Devon, OCRA, Tone Leisure, local	Local annual agreement,	0.5	6,000	SH 3,000	Community Delivery	Amber - desirable partnership under	Jon Parkinson	Jon Parkinson

CoP - Ross Kennerley <i>Desirable</i>	West Devon	participation event held countywide.	Wellbeing	schools, local sports clubs.	no binding commitment.	0.5	0,000	WD 3,000	Community Delivery	threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
Activity Network Partnership Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	Raising physical activity levels in the community by helping to sustain local activity	Communities and Wellbeing	Active Devon, OCRA, Tone Leisure, OneLife, Town and Parish Councils.	Local Agreement	1	0		Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
Active Devon Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	Part of DCC Active and Wellbeing Plan, supports district and partner projects	Communities and Wellbeing	Active Devon, Public Health England, Tone Leisure, One Life, OCRA, Education/schools rep	Local Agreement	1	0		Community Liaison and Community Delivery	Amber - desirable partnership under threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
Tavistock Community Sports Centre Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	West Devon	To monitor the use of our previous capital grant, for provision of sports at Tavistock College	Communities and Wellbeing	Tavistock College, Sport England, Youth sports clubs in Tavistock	Ongoing SLA for monitoring previously obtained funding. No known end date for this.	0.5	0		Community Delivery	Amber - a desirable partnership, under threshold. Officer to monitor.	Jon Parkinson	Jon Parkinson
South Hams and West Devon Active Network Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To co-ordinate and deliver activities across Devon	Communities and Wellbeing	Active Devon, Public Health England, Tone Leisure, One Life, OCRA, Education/schools rep	Local Agreement	1	0		Community Delivery	Amber - a desirable partnership, under threshold.	Jon Parkinson	Jon Parkinson
Okehampton Community Recreation Association (OCRA) Jon Parkinson CoP - Ross Kennerley <i>Desirable</i>	West Devon	OCRA deliver outreach work across West Devon including Devon Youth Games and Active Villages	Communities and Wellbeing	Work with differing partners depending on the project	Local agreement, no ongoing financial commitment.	1	2,000		Community Delivery	Amber - a desirable partnership, under threshold	Jon Parkinson	Jon Parkinson
Duty to Co-operate Partnership Ross Kennerley Cllrs Tucker and Sanders CoP - Ross Kennerley <i>Significant</i> - reputation	South Hams and West Devon	Partnership between local authorities and public sector particularly in the area of spatial planning	Communities and Homes	Strategic Planners from Devon and Plymouth					Strategic	Red - a significant partnership	Ross Kennerley	Ross Kennerley
South Hams Citizens Advice Bureau - CORF		Provision and										

Louisa Daley CoP - Ross Kennerley <i>Significant</i>	South Hams	Provision and delivery of advice and support services. Delivery to the areas of Kingsbridge, Ivybridge and Dartmouth.	Communities and Wellbeing	Stakeholders vary depending on project	Current SLA ends March 2016 and agreement is that 6 months notice with regards change to funding is provided by SH/WD	0	41,867	41,867	Community Delivery	Red - a significant partnership which has not been presented to O&S within the last year	Janie Moor	<a href="mailto:janiemoor@southhamscab.org.uk">janiemoor@southhamscab.org.uk</a>
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**Parish/Cluster meetings/Partnerships attended by Members alone**

West Devon Northern Link

West Devon Eastern Link

West Devon Southern Link

West Devon Link Liaison Group (includes Super link meeting)

Tavistock Working Together

Okehampton Vision Steering Group

South Hams Super Cluster Meetings

South Hams Town Clerks and Mayors meetings

Sparse Rural Service Network

Langage Local Liaison Committee

DWP Forum (support DWP plan)

Devon Economic Partnership



**Partnership Register - Economy**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Better Business For All  Karen Procter CoP - Darren Arulvasagam  <i>Desirable</i>	South Hams and West Devon	partnership between businesses and regulators to promote local economic prosperity whilst maintaining public protection	Economy	Trading Standards, DSFRS, all Devon Councils, Economic Development	Local Agreement	2	0		Service Improvement	Amber - a desirable partnership, under threshold. For monitoring by officer.	Karen Procter	Karen Proctor
Local Action Group - South Devon Coastal LAG  Cllr Hicks Cllr Pearce  CoP -Darren Arulvasagam <i>Significant</i>	South Hams and West Devon	Invests in economic, environmental and community projects to encourage innovation and promote prosperity of the area between Plymouth and Exeter.	Economy, Environment and Community	Local Elected Members from South Hams and West Devon and volunteer members of the local community	Contract with Rural Payments Agency (RPA) until 2020	2	8,200	8,200	Strategic and Community Delivery	Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam	Darren Arulvasagam
Local Enterprise Action Fund (LEAF)  Cllr Hicks Cllr Pearce  CoP - Darren Arulvasagam <i>Significant</i>	South Hams and West Devon	Invests in economic, environmental and community projects to encourage innovation and promote prosperity of the area of Greater Dartmoor.	Economy, Environment and Community	Local Elected Members from South Hams and West Devon and volunteer members of the local community	Contract with Rural Payments Agency (RPA) until 2020	2	24,600	SH 8,200  WD 16,400	Strategic and Community Delivery	Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam	Darren Arulvasagam
Local Enterprise Partnership  Cllr Tucker Cllr Baldwin  Darren Arulvasagam Steve Jorden <i>Significant</i>	South Hams and West Devon	Supporting the growth of the local and rural economy at a strategic level	Economy	Somerset County Council, Devon County Council and other local district/unitary councils. A peninsula wide partnership.					Strategic	Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam Steve Jorden	Darren Arulvasagam Steve Jorden
Plymouth City Deal	South Hams and West Devon	Supporting the growth of the local and rural economy at a strategic level	Economy and Environment and Community	Plymouth CC, Devon C C, relevant district councils	Memorandum of Understanding					Red - a significant partnership being overseen by Members/Management	Darren Arulvasagam	Darren Arulvasagam

Steve Jorden <i>Significant</i>	South Hams and West Devon	economy around Plymouth and local districts.	Economy and Infrastructure	relevant district councils, Universities of Exeter and Plymouth	Memorandum of Understanding	0.5	0		Strategic	Red - a significant partnership.	Darren Arulvasagam Steve Jorden	Darren Arulvasagam Steve Jorden
Okehampton Business Information Point Darren Arulvasagam <i>Significant</i>	West Devon	Providing business advice for new businesses	Economy	WDBC and members of the local business community	Contract until 31/3/17	0.5	8,340		Community Delivery	Red - a significant partnership.	Darren Arulvasagam	Darren Arulvasagam

**Partnership Register - Environment**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown			
Local Resilience Forum  James Kershaw  CoP - Ian Luscombe <i>Significant</i>	South Hams and West Devon	South Devon group formed to be able to plan and respond to civil emergencies	Environment	Police, Fire, all local councils in Devon and Cornwall area, all NHS trusts, PHE, EA, Ambulance Trust, Network Rail, SWW	Nationally recommended good practise, in order to comply with legal requirements under the Civil Contingencies Act	0.5	400		Strategic	Neil Hamlyn	<a href="mailto:Irf@devonandcornwall.pnn.police.uk">Irf@devonandcornwall.pnn.police.uk</a>
South Devon AONB  Cllrs Brown and Cane  Rob Sekula  CoP - Ross Kennerley <i>Significant</i>	South Hams	To conserve and enhance the natural beauty of the landscape, with two secondary aims: meeting the need for quiet enjoyment of the countryside and having regard for the interest of those who live there	Environment and Communities	WDBC, DCC, Cornwall Council, Natural England (on behalf of DEFRA), some independent members representing community/farming interests. The wider 'Partnership'	Memorandum of Understanding - currently researching end date, not known.	0.5	32,900		Service Improvement	Rob Sekula	Rob Sekula
Tamar Valley AONB  Cllr Benson  Rob Sekula  CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To conserve and enhance the natural beauty of the landscape, with two secondary aims: meeting the need for quiet enjoyment of the countryside and having regard for the interests of those who live and work there.	Environment and Communities	WDBC, DCC, Cornwall Council, Natural England (on behalf of DEFRA), some independent members representing community/farming interests. The wider 'Partnership' includes a full range of voluntary organisations, Parish Councils, farming sector, etc.	Memorandum of Understanding - currently researching end date, not known.	0.5	9,400		Service Improvement	Rob Sekula	Rob Sekula
South Devon Estuaries AONB  Roger Englsih  CoP - Ross Kennerley	SH	chasing email sent 6/4 for more info					10,200	10,200			
Wembury Marine Centre											

Roger English		chasing email sent 6/4 for more info										
CoP - Ross Kennerley	SH						6,525					
Slapton Line Partnership												
Roger English		chasing email sent 6/4 for more info										
CoP - Ross Kennerley	SH						0					
Tamar Estuaries Consultative Forum												
Cllrs Benson and Hitchins	South Hams and West Devon	The estuary management partnership that brings together stakeholders to promote the delivery of integrated management for the Tamar estuaries and nearby coastal areas in order to ensure long term sustainability.	Environment	WDBC, SHDC, PCC, Env Agency, Nat England, Marine Management Organisation, MoD, Plymouth University, Cornwall Council	Local Agreement	0.5	7,270		Service Improvement	Rob Sekula	Rob Sekula	
Rob Sekula												
CoP - Ross Kennerley												
<i>Desirable</i>												
South Hams Tree Warden Partnership	South Hams	National Scheme administered through the Tree Council, supported by SHDC	Environment	The Tree Council, Parish Councils, Town Councils	Local Agreement	0.5	0		Community Liaison	currently seeking new Chair, contact Alex Whish until resolved	currently seeking new Chair, contact Alex Whish until resolved	
Alex Whish												
CoP - Ross Kennerley?												
<i>Desirable</i>												
Plymouth Local Nature Partnership												
Ross Kennerley	SH							0				
South Devon Green Infrastructure Partnership												
Alexis Huggins	South Hams	The purpose is to secure delivery of high quality multi-functional green infrastructure and strengthen the green infrastructure network across the South Devon project area.	Environment and Community	Torbay Coast and Countryside Trust, South Hams District Council, Torbay Council, Natural England, South Devon AONB and National Trust	There are Terms of Reference and a Memorandum of Agreement. The MOA runs until 21 <sup>st</sup> July 2017 and we are currently seeking extension.	10	6,500	to be confirmed when salary info rec'd	Strategic	Alexis Huggins	Alex Huggins	
CoP?												
<i>Significant</i>												



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**Partnership Register - Heritage**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Tavistock Heritage Group  Cllr Sanders  Graham Lawrence  CoP - Pat Whymer <i>Desirable</i>	West Devon	To assist with the management of the townscape initiative funded by the Heritage Lottery Fund, in an advisory role.	Heritage	Community members, Chamber of Trade, Tavistock Forward, local schools, Tavistock Town Council	Supports the Guildhall and World Heritage Site Partnerships - is the a partnership in its own right or part other/s?	0.5	0		Community Liaison	Amber - a desirable partnership which falls under threshold criteria. Officer to monitor.	Vice Chair - Cllr Sanders  Officer - Graham Lawrence	Graham Lawrence
World Heritage Site  Cllr Mike Benson  Graham Lawrence  CoP - Pat Whymer <i>Significant?</i>	West Devon	To protect one of England's 10 areas in the Historic England Group - project run by CornwallCounty Council	Heritage	Cornwall County Council, Devon County Council, West Devon Borough Council		1	WD 4,000		Service Delivery	Red? Significant due to reputation?	Graham Lawrence	Graham Lawrence
Tavistock Townscape Heritage Initiative  Cllr Jeff Mogg  Graham Lawrence  CoP - Pat Whymer <i>Desirable</i>	West Devon	A significant partnership built into the Heritage Lottery Fund for ??	Heritage	Tavistock Town Council, West Devon Borough Council	The partnership will cease at the end of the Heritage Lottery Fund initiative 2020 (?)	1	£10,000	As part of 5 year arrangement		Significant partnerships because we are contractually bound	Graham Lawrence	Graham Lawrence
Tavistock Guildhall Partnership  Graham Lawrence  CoP - Pat Whymer <i>Significant/Desirable</i>	West Devon	The group was set up to co-ordinate stage 2 of the bid to create the Guildhall into a community hub	Heritage	Tavistock Town Council, Devon County Council, World Heritage Site		tbc - awaiting info from GL	0		Community Delivery?	Awaiting information on Officer Time spent from GL 14/7/2016	Graham Lawrence	Graham Lawrence

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**Partnership Register - Homes**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Devon Strategic Housing Group  Cllr Bastone  Cassandra Harrison  CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To develop and deliver solutions to strategic housing issues across Devon	Homes	DCC, District Councils and Housing Associations	Local Agreement	0.5	0		Service Improvement	Amber - a desirable partnership which falls under threshold criteria. Officer to monitor and report as necessary.	Cassandra Harrison	Cassandra Harrison
Dartmoor National Park Joint Advisory Committee  Cassandra Harrison Alex Rehaag  CoP - Ross Kennerley <i>Desirable</i>	South Hams and West Devon	To address affordable housing in the Dartmoor National Park area	Homes	Dartmoor National Park	Local Agreement	0.5	0		Service Improvement	Amber - a desirable partnership which falls under threshold criteria. Officer to monitor and report as necessary	Cassandra Harrison and Alex Rehaag	Cassandra Harrison and Alex Rehaag
Devon and Cornwall Housing Options Partnership  CoP - Isabel Blake <i>Significant</i>	South Hams and West Devon	Housing advice and homelessness in Devon, linked to the Strategic Group	Homes	DCC, District Councils and Housing Associations	Local Agreement	0.5	SH 6,000  WD 6,000		Service Improvement and Community Liaison	Red - a significant partnership with annual costing of over £10000.	Isabel Blake	Isabel Blake
Devon and Cornwall Rough Sleepers Group  CoP - Isabel Blake <i>Desirable</i>	South Hams and West Devon	Support for rough sleepers - infrequent meetings	Homes	Police, Probation, District Councils, Homeless Prevention agencies	Local Agreement	0.5	0		Service Improvement	Amber - a desirable partnership which falls under threshold criteria.	Isabel Blake	Isabel Blake
Young Devon (West Devon)  Louisa Daley  CoP - Ross Kennerley <i>Desirable</i>	West Devon	Provides supported housing advice and counselling for young people in West Devon	Homes and Wellbeing	Referrals rec'd from GP's, Police and schools		0	WD 7,500		Community Delivery and Community Liaison	Amber - a desirable partnership which falls under threshold criteria.	Katherine Weedall (Lead Practitioner)	<a href="mailto:katherine.weedall@youngdevon.org">katherine.weedall@youngdevon.org</a>
Young Devon (South Hams)  Louisa Daley	South Hams and West Devon	Provides supported housing advice for young people aged 18-25 years in the South Hams	Homes and Wellbeing	Referrals rec'd from GP's, Police and schools		0	0		Community Delivery and Community Liaison	Amber - a desirable partnership which falls under	Louisa Daley	Louisa Daley

CoP - Ross Kennerley Desirable		South Hams								threshold criteria.		
Devon Building Control Partnership	South Hams and West Devon	A statutory function/business - should this be listed as a partnership?	Homes	South Hams, West Devon and Teignbridge					Strategic	Red - significant partnership	Helen Dobby	Helen Dobby
v Significant												



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**Partnership Register - Wellbeing**

Name of Partnership  Lead Member  Lead Officer  Significant/Desirable	Area/Location	Purpose and Outcomes	Our Plan Theme	Partners Stakeholders	Agreement and End date	Finance/Costs			Type Strategic, Service Improvement, Community Delivery/Liaison	Performance Monitoring (RAG)	Partnership point of contact - ie Chair	Contact details
						Officer time pcm in days/ contribution in kind	Direct grant or financial contribution per annum (£)	Total breakdown				
Safety Advisory Group  Honey Foskett  CoP - Cathy Aubertin <i>Desirable</i>	South Hams	Multi agency event management group	Wellbeing	DCC, Police, DSFRS, Event organisers	Local Agreement - good practise	1	0		Service Improvement and Community Liaison	Amber - a desirable partnership which falls under threshold criteria	Honey Foskett - Chair	Honey Foskett - Chair
Safety Advisory Group  Honey Foskett  CoP - Cathy Aubertin <i>Desirable</i>	West Devon	Multi agency event management group	Wellbeing	DCC, Police, DSFRS, Event organisers	Local Agreement - good practise	1	0		Service Improvement and Community Liaison	Amber - a desirable partnership which falls under threshold criteria	Honey Foskett - Chair	Honey Foskett - Chair

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**Appendix 4. Partnership Review. Summary table and Recommendations for further actions. August 2016**

This table presents a summary of the overall Partnership Register to support consideration of future recommendations. The table gives details of

1. The relevant “Our Plan” theme. The register is grouped against these themes and gives an indication of the spread of partnerships across the themes
2. The name of the Partnership.
3. Location (South Hams, West Devon or Both).
4. The type of partnership. Strategic, Service Improvement, Community Liaison or Community Delivery
5. The Significance of the Partnership.
6. Recommendation.

Our Plan Theme	Name of Partnership	Location/Area	Type of Partnership	Significant or Desirable: £ and Officer time (days pcm)	Recommendations
Communities and Wellbeing	Community Safety Partnership	South Hams, West Devon	Strategic, Service Improvement, Community Delivery/Liaison	Significant: £0 6 days	<p>West Devon Recommendation: -Evidential that the CSP resources in time and money spent have been reduced, particularly over the last 12 months. Due to the level and type of work undertaken it would be unwise to reduce any resource further. -Maintain current funding.</p> <p>South Hams Recommendation: -Continue to support the CSP in its current format and provide resources at the current level. -Councillors consider the CSP to be a highly valued service. -CSP to provide a light-touch report and short presentation at the next O &amp; S committee. -Maintain current funding</p>
Communities	Multi Agency Risk Assessment	South Hams, West Devon	Service Improvement, Community Delivery	Desirable: £0 1 day	Recommendation: Continue to attend in line with our safeguarding partnerships.

Communities	South Hams Community and Voluntary Services (CVS)	South Hams	Service Improvement, Community Delivery	Significant: £42,616 0 days	Recommendation: -Renewal of CVS' SLA is required. -CVS should look to charging organisations for services; in a bid to self-fund and should continue to seek alternative funding, particularly from active members. -Core management costs should be part-covered in all future bids for project funding. -More evidence and justification of project work undertaken should be supplied to support review. -Seek further Business Plan to underpin future delivery
Communities	West Devon Community and Voluntary Services (CVS)	West Devon	Community Delivery, Community Liaison	Significant: Reputation £8,500 0 days	-Where there are areas of work that overlap the CVS can be more involved with helping to promote partnership between the organisations. -There is a need to raise the profile of the CVS with new officers in light of the recent changes at the council -CVS will need to be challenged in future over their approach to charging for their services to scrutinise whether they could be a self-sufficient service. -There should be more contact by WDBC with Devon County Council with regard to aligning funding outcomes. -Seek further Business Plan to underpin future delivery
Communities and Wellbeing	North, West, Mid Devon and Torridge Citizens Advice Bureau (CAB)	West Devon	Community Liaison	Significant: £32,900 0 days	Recommendation: - helpful for CAB to collect information on why clients go to CAB rather than their Local Authority, this would inform internal practice and accessibility. -Improve preventative measures through shared community infrastructure; -Suggestion that CAB use facilities/resources already available (e.g. GP surgery or Leisure centres) for cost effectiveness and efficiency of outreach. -The benefits of a co-location between CAB and the Local Authority (e.g. outreach, service, assets etc.) were discussed and co-location at Kilworthy Park is being explored.

					<p>-Should have procedures in place for the councils Locality Officers to use triggers and clues to outreach and ensure volunteers/workers are properly informed about appropriate signposting.</p> <p>-Seek further Business Plan to underpin future delivery</p>
Communities	Ivybridge Ring and Ride	South Hams	Community Delivery	Desirable: £2,710 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Equalise funding across South Hams</p>
Communities	Totnes and Dartmouth Ring and Ride	South Hams	Community Delivery	Desirable: £8,740 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Equalise funding across South Hams</p>
Communities	Okehampton and District Ring and Ride	West Devon	Community Delivery	Significant: £10,315 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Maintain equalised funding across West Devon</p>
Communities	Tavistock and District Local Transport Partnership	West Devon	Community Delivery	Significant: £10,315 0 days	<p>Recommendation:</p> <p>-Seek to amalgamate all Ring and Ride services into single arrangement with DCC as lead agency, point of contact and for monitoring</p> <p>- Maintain equalised funding across West Devon</p>
Communities and Wellbeing	Early Help (previously Troubled Families Agenda) South Hams	South Hams	Service Improvement	Desirable: £0 1 day	<p>Recommendation:</p> <p>Continue to support where appropriate at officer level.</p>
Communities and Wellbeing	Early Help (previously Troubled Families Agenda) West Devon	West Devon	Service Improvement	Desirable: £0 1 day	<p>Recommendation:</p> <p>Continue to support where appropriate at Officer level.</p>

Communities and Wellbeing	Devon Youth Games	South Hams and West Devon	Community Delivery	Desirable: £6,000 (split between SH & WD) 0.5 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Activity Network Partnership	South Hams and West Devon	Community Delivery	Desirable: £0 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Active Devon	South Hams and West Devon	Community Liaison and Community Delivery	Desirable: £0 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Tavistock Community Sports Centre	West Devon	Community Delivery	Desirable: £0 0.5 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	South Hams and West Devon Active Network	South Hams and West Devon	Community Delivery	Desirable: £0 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Wellbeing	Okehampton Community Recreation Association (OCRA)	West Devon	Community Delivery	Desirable: £2,000 1 day	Recommendation. Maintain current level of support. Seek links to new Leisure Contract.
Communities and Homes	Duty to Co-operate Partnership	South Hams and West Devon	Strategic	Significant: Reputation	Recommendation: Maintain current arrangements
Communities and Wellbeing	South Hams Citizens Advice Bureau	South Hams	Community Delivery	Significant: £41,867 (+ £10,000 for outsource) 0 days	Recommendation: -The renewal SLA and scoping of services is required, this is to be led by discussion between Janie Moor and Ian Luscombe; potentially for the end of July in preparation for the 4 <sup>th</sup> Aug O&S. Issues to consider: -Improved intelligence and information sharing. -Review of services to find out if there are duplications between CAB and Council.

					<ul style="list-style-type: none"> <li>-CAB to provide a clear breakdown of funding and services for both core and outreach, so that the former 3 year contract for an extra £10k, towards outreach, can be re-evaluated.</li> <li>-CAB to provide clarification on the resolution of past border issues identified in Plymouth and other peripheral areas.</li> <li>-CAB to communicate new local projects with councils ward members.</li> <li>-Councillors particularly welcome the new 'Social Prescribing' initiatives in Woolwell and Chillington.</li> <li>-Seek further Business Plan to underpin future delivery</li> </ul>
Economy	Better Business For All	South Hams and West Devon	Service Improvement	Desirable: £0 2 days	Recommendation To be confirmed.
Economy, Environment and Community	Local Action Group - South Devon Coastal LAG	South Hams and West Devon	Strategic and Community Delivery	Significant: Reputation £8,200 2 days	Recommendation: Maintain current arrangements (support and as responsible body). Keep under review.
Economy, Environment and Community	Local Enterprise Action Fund (LEAF)	South Hams and West Devon	Strategic and Community Delivery	Significant: Reputation £24,600 (£8,200-SH & £16,400 – WD) 2 days	Recommendation: Maintain current arrangements (support and as responsible body). Keep under review.
Economy	Local Enterprise Partnership	South Hams and West Devon	Strategic	Significant: Reputation	Recommendation: Maintain current arrangements
Economy and Infrastructure	Plymouth City Deal	South Hams and West Devon	Strategic	Significant: Reputation £0 0.5 days	Recommendation: Maintain current arrangements
Economy	Okehampton Business Information Point	West Devon	Strategic	Significant: £8,340 0.5 days	Recommendation: Maintain newly negotiated partnership

Environment	Local Resilience Forum	South Hams and West Devon	Strategic	Desirable: £400 0.5 days	Recommendation: Maintain current arrangements.
Environment and Communities/ Economy	South Devon AONB	South Hams	Strategic Partnership which holds a statutory function	Significant: £32,749 0.5 days	Recommendation: Maintain current arrangements  Progress Income generation proposals
Environment and Communities	Tamar Valley AONB	South Hams and West Devon	Strategic Partnership which holds a statutory function	Significant: £9,400 0.5 days	Recommendation: Maintain current arrangements  Progress Income generation proposals
Environment	South Devon Estuaries AONB	South Hams	Strategic partnership	Significant: £10,200 0 days	Recommendation: Maintain current level of funding.  An SLA is required with outcome focussed measurements and an agreed funding stream commitment from other partners
Environment and Communities	Wembury Marine Centre	South Hams	Community Delivery	Desirable: £8,700 0 days (but attendance at funding meetings & AONB manager 8 days p/y)	Recommendation: Maintain current arrangements
Environment, Communities and Infrastructure	Slapton Line Partnership	South Hams (specifically Slapton Sands)	Service Improvement	Significant: £15,000 1 day (representatives on the steering group & AONB manager 10 days p/y)	Recommendation: Maintain current arrangements
Environment	Tamar Estuaries Consultative Forum	South Hams and West Devon	Strategic Partnership	Desirable: £7,270 0.5 days	Recommendation: Maintain current arrangements

Environment	South Hams Tree Warden Partnership	South Hams	Community Liaison	Desirable: £0 0.5 days	Recommendation: Maintain current arrangements
Environment	Plymouth Local Nature Partnership	South Hams	Strategic Partnership	Desirable £0	Recommendation: Maintain current arrangements
Environment and Community	South Devon Green Infrastructure Partnership	South Hams	Strategic	Significant: £6,500	Recommendation: Seek renewed SLA based on self funded s.106 contributions supported by existing Countryside Projects revenue budget.  Target community project outcomes
Environment	Slapton Nature Reserve Partnership	South Hams	Strategic Partnership	Desirable: £0 0.5 days	Recommendation: Maintain current arrangements
Environment	Devon Local Nature Partnership	South Hams and West Devon	Strategic Partnership	Desirable £0 (AONB manager attends)	Recommendation: Maintain current arrangements
Heritage	Tavistock Heritage Group	West Devon	Community Liaison	Desirable: £0 0.5 days	Recommendation: Maintain current arrangements
Heritage	World Heritage Site	West Devon	Service Delivery	Significant: Reputation £4,000 1 day	Recommendation: Maintain current arrangements
Heritage	Tavistock Townscape Heritage Initiative	West Devon	Service deliver and Service Improvement	Desirable: £10,000 1 day	Recommendation: -Currently within time limited agreement. Maintain current arrangements
Heritage	Tavistock Guildhall Partnership	West Devon	Service delivery and Service improvement	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements
Homes	Devon Strategic Housing Group	South Hams and West Devon	Service Improvement	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements

Homes	Dartmoor National Park Joint Advisory Committee	South Hams and West Devon	Service Improvement	Desirable: £12,000 (£6000-SH & £6000-WD) 0.5 days	Recommendation: For CoP lead to review the contribution of £12,000 spent versus value for money before commitment for 2017/18 is made.
Homes	Devon and Cornwall Housing Options Partnership	South Hams and West Devon	Service Improvement and Community Liaison	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements
Homes	Devon and Cornwall Rough Sleepers Group	South Hams and West Devon	Service Improvement	Desirable: £0 0.5 day	Recommendation – Maintain current arrangements
Homes and Wellbeing	Young Devon (West Devon)	West Devon	Community Delivery and Community Liaison	Desirable: £7,500 0 days	Recommendation – Maintain current arrangements
Homes and Wellbeing	Young Devon (South Hams)	South Hams	Community Delivery and Community Liaison	Desirable: £0 0 days	Recommendation – Maintain current arrangements subject to CoP lead assessment of outcomes
Homes	Devon Building Control Partnership	South Hams and West Devon	Strategic	Significant: Discussion as to whether it is a commissioning or business arrangement	Recommendation – Maintain current management and review arrangements
Infrastructure	Devon and Cornwall Rail Partnership	West Devon	Strategic	Significant: Reputation £2,500	Recommendation – Maintain current arrangements
Resources	South West Community Energy Partnership	South Hams and West Devon	Service Improvement	Desirable: £0 1 day	Recommendation – Maintain current arrangements
Wellbeing	Safety Advisory Group - West Devon	West Devon	Service Improvement and Community Liaison	Desirable: £0 1 day	Recommendation – Maintain current arrangements
Wellbeing	Safety Advisory Group - South Hams	South Hams	Service Improvement and Community Liaison	Desirable: £0 1 day	Recommendation – Maintain current arrangements





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# Agenda Item 11

## OVERVIEW & SCRUTINY PANEL – ACTIONS ARISING

Meeting Date	Report Title and Minute Ref.	Decision / Action	Officer / Member	Officer / Member comments and Target Date
2 June 2016	Latest Published Executive Forward Plan <b>O&amp;S.4/16</b>	That the Medium Term Financial Strategy, Homeless Strategy and Devon Home Choice and Allocations Policy future agenda items be added to the work programme for the Panel meeting on 2 June 2016.	Darryl White / Lisa Buckle / Issy Blake	Work programme updated accordingly
2 June 2016	Review of the Case Management Function <b>O&amp;S.5/16</b>	That more detail be added to future performance reports by way of explanation and narrative (to include the difference between backlog and flow of work).	Jim Davis	
2 June 2016	Dartmouth Lower Ferry – Tariff Review <b>O&amp;S.6/16</b>	That the Executive RECOMMEND to Council that the proposed charges, as detailed in presented Appendix A for Dartmouth Lower Ferry be approved.	Cathy Aubertin	Special Council approved this proposal at its meeting on 30 June 2016, subject to the following change:  That the child single tariff, proposed to increase to 60p, remain at 50p.
2 June 2016	T+F Group Updates <b>O&amp;S.8/16 (c)</b>	The Executive Portfolio Holder asked that thanks be passed to all officers involved in putting recent changes to the waste and recycling collection system into practice. The Chairman added that the Panel endorsed that message.	Lesley Crocker	A message of thanks was included in the Friday Flash edition on 3 June 2016
2 June 2016	T+F Group Updates <b>O&amp;S.8/16 (d)</b>	The Leader asked that the Task and Finish Group look at how the Council can ensure that Council assets were left in an acceptable condition once events had concluded and he was advised that the Task and Finish Group would include this	Cllr Bramble	

		matter in its discussions.		
2 June 2016	Draft Annual Work Programme 2016/17 <b>O&amp;S,9/16</b>	That the agenda items scheduled for the 29 June 2016 Panel meeting be re-programmed for 4 August 2016 meeting.	Darryl White	Implemented

# Agenda Item 12

## Scrutiny Proposal Form

(This form should be completed by sponsoring Member(s), Officers and / or members of the public when proposing an item for Scrutiny).

**Note:** The matters detailed below have not yet received any detailed consideration. The Overview and Scrutiny Panel reserves the right to reject suggestions for scrutiny that fall outside the District Council's remit.

Proposer's name and designation	Cathy Aubertin, Operational Manager (Environment Services)	Date of referral	4 <sup>th</sup> August 2016
Proposed topic title	Proposed review of South Hams permits by Member Task & Finish Group		
What needs to be scrutinised and why?	The number of permits available has become confusing and unwieldy. Other matters to consider include whether permits should continue to be valid in all towns, or if they should be limited to individual towns/ areas, plus, in order to achieve efficiencies and improve security, it is proposed that virtual permits be considered in place of the current paper permits.		
Link to national, regional and local priorities and targets	Not applicable		
Key Objectives Please keep to SMART objectives (Specific, Measurable, Achievable, Relevant and Timely)	To eliminate confusion (reduced customer enquiries). To improve security (less abuse and more effective enforcement). More control over where permits are used, which will lead to better management of parking provision. Reduced staff resource requirement, as customers will be able to self-serve if they choose. Review of charges to ensure that they are appropriate.		
How long do you think is needed to complete this exercise? (Where possible please estimate the number of weeks, months and meetings required)	2-3 months		
Is the matter one of concern to residents/local businesses?	YES / NO		

<p>Can Scrutiny influence and change things? (If yes, please state how you think Scrutiny can influence or change things).</p>	<p><b>YES / NO</b></p> <p>Members will have the opportunity to redesign the permit service currently provided, in order to simplify it and for it to become more cost-effective.</p>
<p>Does the matter relate to an underperforming service or area?</p>	<p><b>YES / NO</b></p> <p>The current requirement to produce paper permits has resulted in a temporary but large backlog in the Customer First team, causing frustration for customers.</p>
<p>Does the matter affect a large number of residents or a large geographical area of the County (If yes, please give an indication of the size of the affected group or area).</p>	<p><b>YES / NO</b></p> <p>Permits are available across the District.</p>
<p>To your knowledge, is anyone else looking at this matter? (If yes, please say who is looking at it).</p>	<p>No.</p>
<p>Where can relevant evidence and/or data be found?</p>	<p>Statistical information will be provided to the Task &amp; Finish Group.</p>

**Please return this form to: Darryl White, Democratic Services, South Hams District Council, Follaton House, Plymouth Road, Totnes, TQ9 5NE**

**Email: [darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)**

## OVERVIEW AND SCRUTINY PANEL

### DRAFT ANNUAL WORK PROGRAMME – 2016-17

Date of Meeting	Report	Lead Officer
6 October 2016	Executive Forward Plan	Kathy Trant
	Locality Service – Six Month Update	Nadine Trout
	Sherford Development: Update on Proposals and Vision and Consideration of the Economic Benefits	Steve Jordan
	Quarterly Performance Measures	Jim Davis
	NEW Devon CCG Representatives	
	Joint SH/WD Economy Member Working Group Findings and Delivery Plan	Darren Arulvasagam
3 November 2016	Executive Forward Plan	Kathy Trant
	Crime and Disorder Safety Partnership	Ian Luscombe
	Beach and Water Safety	Adam Parnell
	Partnerships – Final Report	Louisa Daley
24 November 2016	Executive Forward Plan	Kathy Trant
	Fees and Charges 2017/18	Lisa Buckle
19 January 2017	Executive Forward Plan	Kathy Trant
	Draft Budget 2017/18	Lisa Buckle
	Quarterly Performance Measures	Jim Davis
23 February 2017	Executive Forward Plan	Kathy Trant
	Devon and Cornwall Housing – Annual Update	Paul Crawford
6 April 2017	Executive Forward Plan	Kathy Trant

4 May 2017	Executive Forward Plan	Kathy Trant
	Draft Annual Report	Darryl White

Future items to be programmed:-

- Quarterly T18 Monitoring Reports;
- DNPA report on Sustainable Community Fund;
- Our Plan: South Hams Updates;
- Ombudsman Update and Annual Review Letter.