

South Hams Overview and Scrutiny Panel



Title:	Agenda												
Date:	Thursday, 18th May, 2017												
Time:	10.00 am												
Venue:	Cary Room - Follaton House												
Full Members:	<p style="text-align: center;">Chairman Cllr Saltern Vice Chairman Cllr Smerdon</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Baldry</td> <td>Cllr Hicks</td> </tr> <tr> <td>Cllr Birch</td> <td>Cllr Huntley</td> </tr> <tr> <td>Cllr Blackler</td> <td>Cllr May</td> </tr> <tr> <td>Cllr Cane</td> <td>Cllr Pennington</td> </tr> <tr> <td>Cllr Green</td> <td>Cllr Pringle</td> </tr> <tr> <td>Cllr Hawkins</td> <td></td> </tr> </table>	Cllr Baldry	Cllr Hicks	Cllr Birch	Cllr Huntley	Cllr Blackler	Cllr May	Cllr Cane	Cllr Pennington	Cllr Green	Cllr Pringle	Cllr Hawkins	
Cllr Baldry	Cllr Hicks												
Cllr Birch	Cllr Huntley												
Cllr Blackler	Cllr May												
Cllr Cane	Cllr Pennington												
Cllr Green	Cllr Pringle												
Cllr Hawkins													
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Committee administrator:	Member.Services@swdevon.gov.uk												

1. Apologies for Absence	
2. Minutes	1 - 10
to approve as a correct record and authorise the Chairman to sign the minutes of the Panel held on 6 April 2017;	
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	11 - 12
A period of up to 15 minutes is available to deal with issues raised by the public;	
7. Executive Forward Plan	13 - 16
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 Monday 15 May 2017 to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.	
8. Update Presentation on Emergency Planning and Business Continuity	
9. Performance Indicators	17 - 28
10. Annual Report	29 - 50

	<i>Page No</i>
11. Task and Finish Group Updates:	51 - 90
a) Dartmouth Lower Ferry; and	
b) Waste and Recycling	
12. Actions Arising/Decisions Log	91 - 94
13. Draft Annual Work Programme 2017/18: Initial Thoughts	95 - 96
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.	

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE
OVERVIEW & SCRUTINY PANEL
HELD AT FOLLATON HOUSE, TOTNES ON
THURSDAY, 6 APRIL 2017**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr K J Baldry	*	Cllr D W May
*	Cllr J P Birch	*	Cllr J T Pennington
*	Cllr J I G Blackler	∅	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 E D Huntley		

Other Members also in attendance:
Cllrs H D Bastone, I Bramble, J Brazil, D Brown, P K Cuthbert, R Foss, R D Gilbert, M J Hicks, J M Hodgson, T R Holway, J A Pearce, R Rowe, R C Steer, R J Tucker, R J Vint and S A E Wright

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Head of Paid Service; Executive Director (Service Delivery and Commercial Development); and Senior Specialist – Democratic Services
8	O&S.83/16	Brookbanks Consulting Limited – Managing Director
9	O&S.84/16	Commissioning Manager
10	O&S.85/16	Specialist Manager and Community Of Practice Lead Development Management
11	O&S.86/16	Specialist Assets

O&S.78/16 APPOINTMENT OF VICE-CHAIRMAN

In light of the Vice-Chairman submitting his apologies to this meeting, nominations were invited to serve as Vice-Chairman for the duration of this meeting.

It was then:

RESOLVED

That Cllr J T Pennington be appointed Vice-Chairman for the duration of this meeting.

O&S.79/16 MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel held on 23 February 2017 were confirmed as a correct record and signed by the Chairman.

O&S.80/16 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 and these were recorded as follows:-

Cllr M F Saltern declared a personal interest in agenda item 8: 'Sherford Project Update' (Minute O&S.83/16 below refers) by virtue of being a Director of the Ivybridge Academy Trust and remained in the meeting and took part in the debate on this matter; and

Cllr P C Smerdon declared a personal interest in agenda item 11: 'New Homes Bonus Allocation to Dartmoor National Park Authority' (Minute O&S.86/16 below refers) by virtue of his local ward being based largely within the Dartmoor National Park Authority area and remained in the meeting and took part in the debate and vote on this item.

O&S.81/16 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, there were no issues received for consideration.

O&S.82/16 EXECUTIVE FORWARD PLAN

The Panel was presented with the most recently published Executive Forward Plan and duly noted its contents without further discussion.

O&S.83/16 SHERFORD PROJECT UPDATE

The Managing Director of Brookbanks Consulting Limited presented an update to the Panel that included reference to the following early findings:-

- There was proving to be insufficient space for water and a lack of climate change allowance;
- There were certain conflicts between the Masterplan and the topography of the landscape; and
- The rate of sales were presently too low. However, since visitor numbers were higher than anticipated and the calendar was moving into what was traditionally prime selling time, it was hoped that this trend would soon be reversed.

In its conclusion, the presentation highlighted the following next steps for the project:-

- to implement the Strategic Review;
- to develop the Community Trust;
- progression of the temporary/permanent primary school;
- progression of the Leisure Centre and the Local Centre; and
- the development of the western pitches.

In the subsequent discussion, reference was made to:-

- (a) potential solutions to the water space issue. Whilst the answers were not known yet, the Managing Director did highlight that all best practice guidance suggested that water should be managed on the surface (e.g. via basins and/or swales). However, the Panel noted that any such decisions would have to be taken in the context of how they would fit into the vision of Sherford;
- (b) the access off the A38. A Member raised the point that the works were still causing significant problems to local residents and there was a public perception that little work was taking place on the junction. In reply, the Managing Director expressed his sympathy for the situation, but was pleased to announce that the works in this area were now just about finished;
- (c) potential reasons why sales had been low to date. Having attended the recent site tour, some Members cited the following reasons as being potentially contributing factors for the lower than anticipated sales:
 - the use of community car parks and the consequent inability for residents to park outside their property;
 - the ceilings being too high;
 - the staircases being too steep; and
 - the windows being too low.

In reply, the Managing Director welcomed these observations and reiterated that these features were within the Design Town Code for Sherford and it was his belief that the Code would need to be reviewed as the site continued to evolve. The Managing Director also emphasised that the use of modern building materials now resulted in a better end product and the Town Code was restricting the project by requiring the use of traditional materials;

- (d) the delivery of on-site affordable housing. Members were advised that the 130 affordable houses that were part of phase 1 of the project had been secured by Devon and Cornwall Housing and they would be advertised imminently. Whilst this phase of affordable housing was situated within the Plymouth City Council geographical boundary, it was confirmed that these would be allocated on a 50/50 basis between the city and the South Hams;
- (e) the Community Trust. In reply to a question, the Managing Director advised that the amount that each householder would have to pay would depend upon the effectiveness and the success of the Community Trust. As a worst case scenario, the Managing Director estimated that each property would pay between £250 and £300 per annum. In reply, one Member commented that this was likely to be a further reason why sales had been less than expected;

- (f) the amount of green space. The Panel was assured that, regardless of how the development evolved, the amount of on-site green space would not change;
- (g) renewable energy. Whilst the central government position had changed in relation to feed-in tariffs (thereby affecting the viability of certain sources of renewable energy), the project remained committed to achieving its overall aspirations, but via alternative means;
- (h) progression of the primary school. The view was expressed that early establishment of the primary school would have been an incentive to prospective buyers. The Managing Director informed that it was the initial intention for the school to be developed during the early stages of the project. However, the uncertainty following the results of the EU Referendum last June had affected the delivery of the primary school. That being said, the Managing Director still hoped that the school could be developed early in the project and dialogue was taking place with Devon County Council to progress this matter.

In conclusion, the Chairman wished to thank the Managing Director for his informative presentation and responses to Member questions and, on behalf of the Panel, requested that the next project update be scheduled for six months' time.

O&S.84/16 **ANNUAL REPORT**

The Panel considered a report that presented the Council's draft Annual Report. The purpose of the Annual Report was to review Council progress over the last financial year and to set the scene for the upcoming year ahead.

In discussion, the following points were raised:-

- (a) In accordance with the Governance Section of the Annual Report, a Member repeated his previously raised concerns over the emphasis in the Council's Contract Procedure Rules to the EU Procurement Rules and proceeded to **PROPOSE** the following additional recommendation:-

'That the EU Procurement Rules be brought to the attention of Mr David Davis MP in his capacity as Secretary of State for Brexit.'

However, this proposal was not **SECONDED**.

- (b) Having been informed of its recent success in attaining a national award, a number of Members wished to put on record their congratulations to the Locality Team. The Panel felt that the Locality Service had proven to be one of the real success stories of the Council's Transformation Programme;

- (c) A number of Members felt that the new Council website was a vast improvement and was much more user friendly. As a result, the view was expressed that this would greatly support the Council's channel shift agenda;
- (d) In stating the importance of the Council supporting town and parish councils to deliver their Neighbourhood Plans, the Panel requested that consideration be given to including this as an additional Action for 2017/18 in Section 8 of the Annual Report prior to it being formally adopted;
- (e) Prior to any vote taking place, Members felt that the recommendation should acknowledge the fact that the Council had faced challenges throughout the course of the year. This suggestion was subsequently **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED**;
- (f) With regard to the Grounds Maintenance Review and, based upon the state of the parks in Salcombe, a local Ward Member highlighted that it was her impression that the performance of the service was poor;
- (g) Specifically regarding the policy that had been established to support design quality, a question was asked as to what extent Members had been involved in the development of this policy. In reply, officers gave a commitment to provide a written response outside of this meeting;
- (h) Some Members felt that 'Our Plan' and its eight underpinning themes were due for a review. In accepting the point, the Head of Paid Service replied that it was his intention for a review to be undertaken by Members later in the year;
- (i) The view was expressed that the Council of the Year Award 2016 was a misleading statement in the Annual Report and some Members felt that it would have been a more accurate reflection to include reference to it being an iESE sponsored award.

It was then:

RECOMMENDED

That the Panel **RECOMMEND** to the Executive to **RECOMMEND** to Council that:

1. the challenges that have occurred throughout the year be acknowledged and the progress and achievements made by the Council be endorsed; and
2. the Annual Report (as outlined at Appendix A of the presented agenda report) be adopted and published for the financial year 2016/17.

O&S.85/16 **PLANNING PEER CHALLENGE ACTION PLAN UPDATE**

Members considered a report that outlined progress with implementing the Peer Review Action Plan that arose from the Planning Peer Challenge Visit conducted between 18 and 20 April 2016.

In discussion, reference was made to:-

- (a) the Transformation Programme. In reply to a query regarding who the accountable officers were for a planning application, officers confirmed that ultimate responsibility sat with either the Specialist Planning Officers or the Level 6 Case Managers;
- (b) the potential use of apprenticeships and placements with universities. Members expressed their support for this initiative to be explored in an attempt to address the challenge of recruiting planning officers;
- (c) scrutinising the performance information related to the service. A Member expressed his personal belief that, whilst a standing item on each Development Management Committee meeting, the performance information was not adequately being scrutinised since it was always at the end of the agenda. In reply, a number of Committee Members strongly rebuked this claim but, nonetheless, the Committee Chairman did give an assurance that he and officers would review the order of the agenda before each Committee meeting agenda was published.

In addition, some Members felt that there should be a greater role played by the Panel in reviewing key service performance data and the following additional recommendation was **PROPOSED** and **SECONDED** and when being put to the vote declared **CARRIED**:-

'That key service performance data be reported to the Panel on a quarterly basis.'

- (d) support for neighbourhood plans. Some Members reiterated the point that the support being offered to groups was intermittent and took issue with the Action Plan status suggesting that this particular action was 'complete'. In response, it was noted that the Action Plan comments only referred to specific actions. Furthermore, an officer had recently been appointed by the Council to have specific responsibility for supporting neighbourhood planning groups to ensure that the Council was fulfilling its statutory obligations. Members also requested that a position paper on the levels of support being provided to neighbourhood planning groups should be presented to a future Panel meeting;

- (e) the pre-application process. Some Members stated that the Council's reputation for its approach to pre-applications amongst the general public was presently poor and required improvement. In reply, officers advised that a review was to be undertaken and it was accepted that a good quality pre-application service would be beneficial to the performance of Development Management. As part of this wide ranging review, it was confirmed that the Duty Planning Service would be included;
- (f) the new Committee site inspection process. Members were of the view that the new process was much improved and had helped to speed up the determination of planning applications that were being presented to the Development Management Committee;
- (g) the Council's approach to viability. Members requested that they be given the opportunity to review the Council's approach to viability at a future Panel meeting. The fact that applicants paid for their own viability assessments was welcomed by Members;
- (h) planning related training. A number of Members emphasised the importance of being in receipt of ongoing planning related training. In response, officers confirmed that they remained committed to arranging regular training sessions for Members;
- (i) the recent surge in planning workload. The Panel was advised that 252 planning applications had been submitted to the Council in March 2017 (which equated to a 26% increase to the monthly average). Officers stated that this was a particularly large peak in the volume of applications received and they would continue to monitor the numbers submitted and take the appropriate action to ensure that they were dealt with as efficiently as possible;
- (j) the enforcement backlog. In highlighting the impact of the transitional resources, it was noted that the vast majority of backlog cases had now been resolved. However, moving forward, the Council had recognised that the initial resources allocated for planning enforcement were insufficient and this had been addressed during the Budget setting process for 2017/18;
- (k) planning officer contact details. In light of a request, officers agreed to send the contact details of planning officers to an interested Member.

It was then:

RESOLVED

1. That the progress made in implementing the Peer Challenge Action Plan be noted; and
2. That key service performance data be reported to the Panel on a quarterly basis.

O&S.86/16 NEW HOMES BONUS ALLOCATION TO DARTMOOR NATIONAL PARK AUTHORITY (DNPA)

The Panel considered a report that presented the projects that had been funded by Dartmoor National Park Authority from the New Homes Bonus funds allocated by the Council.

It was then:

RESOLVED

That the Panel welcome the details of the projects being funded by Dartmoor National Park Authority

O&S.87/16 TASK AND FINISH GROUP UPDATES

(a) Dartmouth Lower Ferry

There was no update given to this meeting.

(b) Waste and Recycling

The lead Executive Member for Commercial Services made reference to the Waste and Recycling Service Briefing that had been scheduled to take place on Thursday, 27 April 2017 and encouraged all Members to attend this important session.

O&S.88/16 ACTIONS ARISING / DECISIONS LOG

The contents of the latest version of the Log was presented and it was agreed that the Chairman and Senior Specialist – Democratic Services would review previous Logs to ensure that all historical matters had now been addressed.

O&S.89/16 DRAFT ANNUAL WORK PROGRAMME 2017/18

In consideration of its Annual Work Programme, the following comments, additions and amendments were made:-

- (a) It was noted that the next Panel meeting had been rearranged to take place on 16 May 2017;
- (b) With regard to future energy provision at Follaton House, Members commented that they had still not been contacted by the lead officers and it was therefore requested that this matter be followed up;

(c) Whilst the Calendar of Meetings for 2017/18 had still to be agreed by the Council, Members requested that future agenda items be programmed for the Panel in the next Municipal Year in relation to:

- The request made at the Special Council meeting on 30 March 2017 for the Panel to regular monitor the Homelessness Strategy 2017/22 and the 2017 Action Plan (Minute 78/16(e) refers);
- The wish for six-monthly updates to be received by the Panel on the Sherford project;
- An update in relation to Village Housing Initiatives;
- Development Management performance data being considered by the Panel on a quarterly basis;
- A position paper being presented on the levels of support being provided to neighbourhood planning groups; and
- The Council's current approach to viability assessments.

(Meeting started at 10.00 am and concluded at 1.00 pm)

Chairman

This page is intentionally left blank

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.

This page is intentionally left blank

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 April 2017. 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)

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 Daniel Brown – Executive Member

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 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

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

Service	Title of Report and summary	Lead Officer and Executive Member	Decision maker	Anticipated date of meeting
SLT	Sherford Delivery Team	SJ/Cllr Tucker	Council	Date TBC
Strategy and Commissioning	Business Development Opportunities	DA/Cllr Hicks	Council	STANDING ITEM
Strategy & Commissioning	Commercial Property Investment Strategy	DA/Cllr Hicks	Council	20 April 2017
Strategy & Commissioning	Our Plan Annual Report	NT/Cllr Tucker	Council	20 April 2017
Commercial Services	Response to Parking Proposals Consultation	CA/Cllr Gilbert	Council	20 April 2017
Support Services	Insurance Contract	LB/Cllr Wright	Council	20 April 2017
Support Services	Treasury Management (External Borrowing)	LB/Cllr Wright	Council	20 April 2017
Support Services	100% Business Rates Consultation	LB/Cllr Wright	Executive	20 April 2017
Customer First	Discretionary Rate Relief Policy (Business Rates rate relief)	IB/Cllr Bastone	Council	20 April 2017
Commercial Services	Lower Ferry – DEFERRED	HD/Cllr Gilbert	Council	June 2017
Strategy & Commissioning	Productivity Plan Joint Committee	DA/Cllr Tucker	Council	June/July 2017
Support Services	Medium Term Financial Strategy	LB/Cllr Wright	Council	July 2017
Support Services	Transformation Programme Closedown	LB/Cllr Wright	Executive	September 2017

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

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

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

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

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

LC – Lesley Crocker – Senior Specialist Media and Communications

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets

TJ – Tom Jones – COP Lead Place Making



South Hams
District Council

Report to: Overview and Scrutiny Panel

Date: 18 May 2017

Title: Q4 2016/17 Performance Report

Portfolio Area: Strategy & Commissioning

Author: Jim Davis, Specialist - Performance & Intelligence

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 4 have been mixed with some improvements coupled with some performance drops that are common during this stage of the year.
- 1.2. Q4 performance had 3 measures at 'Red': Average number of missed bins, % calls answered in 20 seconds, and Avg end to end to for benefits New claims.
- 1.3. Planning determination performance in Q4 was above target for all types of applications for the fifth successive quarter.
- 1.4. New dashboards have been developed to display information in an easy to understand way. These are available online from any web-enabled device and can be used to monitor performance in between the O&S reporting cycle. There is a regular update of the previous month's figures that occurs by the 3rd Wednesday of the month, for SLT to keep on top of performance issues.

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 balanced scorecard had four areas including information about the T18 Programme. The programme has moved past the active project management phase so these measure are less informative and new measures will be developed focusing on website transactions and uptake or online services.
- 2.3. The new web-based performance dashboards provide monthly up-to-date information to provide context against the report that comes to Committee and gives access to a much larger range of data if desired.
- 2.4. Dashboards available are: O&S, Planning (including enforcement), complaints, SLT Monthly Measures, and CST, to cover a wide range of council information.

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. Covalent Dashboards are accessed via a web-link and users have access to more than one dashboard. All the dashboards can be 'drilled into' for more information and they can be viewed on any web-enabled device, smartphone or ipad.

4. Options available and consideration of risk

- 4.1. O&S reporting could be dealt with completely through dashboards or in conjunction with reports, with the report element focusing on other areas such as management comments rather than data.
- 4.2. With the additional data available and a higher number of processes in Workflow360 it was suggested at West Devon O&S that setting up a Task & Finish group to review Performance Measures may be a timely activity. This could be joint or independent depending on the priorities of the two Councils.

5. Proposed Way Forward

- 5.1. Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role. Further training sessions will be organised and communicated through the Member bulletin.

5.2. The fourth 'area' of the balanced score card focuses on web uptake and processes from Quarter 1 2017 as responsibility for reporting and analytics within IT will be passed to a new resource during the quarter.

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
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

Appendix A – Corporate Balanced Scorecard

Appendix B – Background and Exception Report

Appendix C – Explanation of targets

Background Papers:

None

Approval and clearance of report

None

This page is intentionally left blank

Corporate Balanced Scorecard

Community/Customer

Q3	Q4	
		Overall waste recycling rate %
		Residual waste per household
		Average no. of missed bins
		CST: % of calls answered
		CST: % of calls answered in 20 secs

Processes

Q3	Q4	% of planning applications determined within time frame
		Major(Statutory)
		Minor
		Other

Q3	Q4	
		Avg End to End time Benefits New Claims
		Avg End to End time Benefits Change of circumstances

Online uptake

Q3	Q4	
		Ratio of benefits web/post submissions (IEG4)
		Ratio of web/call-post-email submissions (W2)

Performance

Q3	Q4	
		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

Updated measures to replace the T18 programme measures that added little extra information.

Additional measures to better quantify online uptake and benefit to the council will be developed as the new website goes live.

This page is intentionally left blank

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	Q4 15/16	2015/16	Q4 2016/17		16/17	Comment (If Applicable)
			YTD or Total			YTD or total	
<p>Planning Enforcement (Workload)</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	-	-	<p>Enforcement cases closed: 40 Live enforcement cases: 245 Enforcement cases received: 106</p> <p>Backlog closed: 55 Backlog remaining: 111</p>		-	<p>Figures as at the end of March, the end of Q4.</p> <p>Latest figures are available on the online dashboards as soon as it is available</p> <p>Figures for April: Enforcement cases closed: 21 Live enforcement cases: 280 Enforcement cases received: 56</p> <p>Backlog closed: 7 Backlog remaining: 104</p>
<p>All: Complaints resolved</p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>	Area	2016/17 Q3		Total	Avg Time (Days)	YTD	<p>This breakdown of area and average time to complete timings is only available for the completed complaints.</p> <p>100 complaints were logged during the quarter, 39 of the completed processes were service issues that were dealt with immediately and aren't formal complaints. The remaining 16 processes that are yet to be completed will be a mix between service issues and formal complaints.</p> <p>Note: 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>
	Case Management	0	Case Management	-	-	4	
	Council Tax	0	Council Tax	1	27	8	
	Customer Service Team	5	Customer Service Team	-	18	17	
	Environmental Health	0	Environmental Health	1	5	4	
	Environmental Protection	0	Environmental Protection	-	-	1	
	Housing Benefits	1	Housing Benefits	-	14	6	

PI Description	Managed By	Q4 15/16	2015/16	Q4 2016/17			16/17	Comment (If Applicable)
			YTD or Total				YTD or total	
	Housing Advice		1	Housing Advice	3	39	4	
	ICT/Internet		-	ICT/Internet	-	-	1	
	Legal		0	Legal	-	-	1	
	Planning		9	Planning	14	30	43	
	Waste		22	Waste	18	27	83	
	Commercial Services		3	Commercial Services	5	9	12	
	Car Parks/Parking		3	Car Parks/Parking	3	39	14	
	Total		44	Total	45	24	198	
	Service Issues		34	Service Issues	39	N/A	186	
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	594	YTD 1987	693			YTD 2692	Equivalent to 2 days/FTE for the Qtr. Q3 figure: 2.44/FTE
Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	300	YTD 822	419			YTD 1128	Equivalent to 1.2 days/FTE for the quarter. Q3 figure: 0.77/FTE Public sector averages for all sickness (long term and short term) are around 2-3days/FTE
Top 5 call types	Anita ley			1) Revenues - Move 2) Call Dealt with by Switchboard 3) Revenues - Discount / Exemption 4) General - Balance Enquiry 5) General - Other Enquiry - Dealt With			-	Last Qtr 1) Call in wrong Queue 2) Revenues Move 3) Order recycling container 4) Missed waste 5) EH New enquiry
Top 5 website views/trend	Kate Hamp		-	Not available due to staff unavailability. New role taking			-	1. Planning 2. Contact Us 3. Dartmouth Lower Ferry

PI Description	Managed By	Q4 15/16	2015/16	Q4 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
				responsibility for web analytics will begin in June		4. Recycling & Waste 5. Joint Local Plan
% of customer contact through online interaction (Workflow360) Demonstrating channel shift	Kate Hamp		-	33.3%	Q3 26.2%	Yet another milestone was reached during Q4 with a third of all W360 processes initiated online. The figures for April show that 50% of Contact and Report-It processes were initiated online. The other areas with less uptake are being addressed and should begin to show similar uptake in the figures towards the end of Q1. The new website with simplified and standardised scripts, that don't require customers to log in, make it far quicker and easier for the public to interact online. Halving the mouse clicks needed in most instances and smoothing the customer journey, especially when submitted by smartphone.
Total number of online transactions	Kate Hamp		-	Workflow360(W2): 7365	Via Workflow 360: 21091	Number of online interactions continues to increase as well as the percentage of all contact through online means
% of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Anita Ley	70%	70%	-	-	Measure no longer captured in new phone system. Online CST dashboard has more measures data updated monthly and broken down into call types and answer speed.
Nuisance complaints Received	Ian Luscombe		-	126	434	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.
Average time taken for processing Disabled Facilities Grants (Portion under council control) (Days)	Ian Luscombe	-	-	1 day	2days	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 1 and has been improving steadily throughout the year. This means on average the completed paperwork is received on one day and the application is fully processed the next working day.

Exception Report:

Code and Name	Managed by	Prev Status	Last Qtr	Jan 2016	Feb 2016	Mar 2016	Q4 2016/17		Action Response
			Q3	Value	Value	Value	Value	Target	
Average number of missed bins per 100,000 collections	Claire Spencer		214	89	99	106	294	225	No obvious reason for the increase in missed bins during the quarter. It is common to get a small increase due to the new year bank holidays and during the quarter it was realised the bin day information on the website was out of sync for a large number of properties which could have prompted residents to place their bins out on the wrong day. The improvements in speed and ease of reporting issues via the website could increase the number of reports we receive as it is far quicker and simpler to do, especially via mobile.
% calls answered in 20 seconds	Anita Ley		48%	35%	32%	21%	29%	50%	An increase in call volumes was seen as expected after the Christmas period. We are seeing a reduction in the quick simple calls which is due to better routing in the new telephone system alongside the introduction of the new website. This does mean the Contact Centre are dealing with longer more complex calls which will increase average call length and wait times. Training has also taken place for the face to face staff to take switchboard calls at Tavistock and Okehampton when not serving customers. The implementation of this did taken longer than expected but does seem to be working well at present. We will continue to monitor the progress and plan to introduce this at Follaton in due course.
Avg End to End time Benefits (New Claims)	Lorraine Muilineaux		21.1	35	36	34	35	24	No assessment work during the Christmas/New year period created a backlog that has been worked on for the rest of the period. The migration from Anite to W360 happened during January as well limiting work for a further week and increasing the backlog. This coupled with additional training and familiarization of a new systems has meant the backlog has been slower to clear than normal. During the transition some claims got misallocated and were not worked on for a significant period of time. This brought the average number of days up and whilst affecting the small number of claims involved didn't have an effect on the majority of claims processed. Times should start to improve for Quarter 1 going forward.

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
Avg number of missed bins	<75 per 100,000	
<i>*Average Call Answer Time No longer captured</i>	<i>1 min</i>	<i>Additional information captured in CST Dashboard but overall figure not collated. Individual areas have % of calls answered in 5 minutes</i>
<i>*% of enquiries resolved at first point of contact: No longer captured</i>	<i>60%</i>	
% of calls answered	90%	Target set at this level as we would expect some calls dropped as customers choose to follow recorded message recommendation and submit requests online rather than hold on the phone
% of calls answered in 20 secs	50%-80%	A goldilocks measure that captures how much time CST have without a queue. Being too high would signify over-resourcing
% 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	30 days	Time to respond to a Level 1 complaints
<i>T18: Programme timescales on track</i>	<i>Against Plan</i>	Superseded
<i>T18: Performance vs. Budget</i>	<i>Under/over spend</i>	Superseded
<i>T18: No. of Processes live</i>		Superseded
Ratio of web/call-post-email submissions (W2)	20% 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.
Ratio of benefits web/post submissions (IEG4)	10% increasing over time	Web submissions via IEG4 portal versus phone or postal submissions.

Report to: **Overview and Scrutiny Panel**
Date: **16 May 2017**
Title: **OVERVIEW AND SCRUTINY ANNUAL REPORT**
Portfolio Area: **Strategy and Commissioning**
Wards Affected: **All Wards**
Relevant Scrutiny Committee: **N/A**

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

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

Author: **Darryl White** Role: **Senior Specialist – Democratic Services**

Contact: darryl.white@swdevon.gov.uk

RECOMMENDATION

That the Panel RECOMMEND to the Council that the Annual Report for 2016/17 be approved.

1. Executive summary

- 1.1 It is a constitutional requirement for the Overview and Scrutiny Panel to report annually to full Council on its workings and make recommendations for future work programmes and amended working methods (if appropriate);
- 1.2 As a consequence, the Panel's draft Annual Report is presented at Appendix A.

2. Background

- 2.1 The last financial year has been one of significant change for the Council and the Panel has played a key role during this year in taking stock of the key issues, successes and challenges that have been met by the Council and how these have been addressed.

3. Options available and consideration of risk

3.1 Not only is it a constitutional requirement for the Overview and Scrutiny Panel to produce an Annual Report, but it is also recognised as being good practice to do so.

3.2 Whilst an alternative to the report could be a verbal report from the Chairman of the Panel, it is considered more appropriate to have a formal written document accessible to the public and published on the Council website.

4. Proposed Way Forward

4.1 It is proposed that the contents of the Report be approved.

4.2 Members' views on the presentation and content of the report would be helpful to inform and shape future Annual Reports.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The production of an Annual Overview and Scrutiny Report is a requirement of the Council Constitution.
Financial	N	There are no financial implications directly arising from this report.
Risk	Y	There are no risk implications directly arising from this report.
Comprehensive Impact Assessment Implications		
Equality and Diversity		There are no equality and diversity implications directly arising from this report.
Safeguarding		There are no safeguarding implications directly arising from this report.
Community Safety, Crime and Disorder		There are no community safety or crime and disorder implications directly arising from this report.
Health, Safety and Wellbeing		There are no health, safety or wellbeing implications directly arising from this report.
Other implications		The publication of this Annual Report may help understanding and raise the profile of the Council's Overview and Scrutiny function.

Supporting Information

Appendices:

A: The Draft Overview and Scrutiny Annual Report

Background Papers:

- The Council Constitution; and
- Overview and Scrutiny Panel agendas and minutes from the 2016/17 Municipal Year.

Overview and Scrutiny Annual Report



Foreword from the Panel Chairman

I am very proud to have had the honour to have been Chairman of the Overview and Scrutiny Panel for the past two years. This has been arguably the most challenging period in the history of South Hams District Council with considerable change necessary to modernise and transform the Council's way of working to give a quality affordable service which meets the needs of the residents of South Hams.

The role of the Panel is of key importance in the Council's Corporate Structure and Constitution ensuring openness and transparency which is a fundamental requirement of sound governance.

The Overview and Scrutiny Panel, in fulfilling its duties, has firmly applied an excellent balance of challenge and support enabling thorough examination of issues and policies in a constructive and positive manner. In the Introduction to this report reference is made to "independent minded" Members leading and owning the role and I am very grateful to all of the Members of the Panel who adhere to this with considerable resolve, commitment and great energy. The creation of Task and Finish Groups to examine policy proposals has brought about inspirational improvement and considerable savings to the Authority enabling us to provide focus further adding strength to the direction of travel.

The Overview and Scrutiny of external organisations has provided greater insight and understanding of a broad range of issues. This has naturally afforded the opportunity for challenge and support, giving such organisations the chance to extend greater awareness and understanding of their individual problems and proposed solutions. I am grateful to all of the organisations who have accepted the invitations to attend meetings of the Panel and I am sure they have found the process very beneficial and uplifting.



Cllr Michael Saltern

Chairman of
South Hams
District Council
Overview and
Scrutiny Panel

Introduction

We are pleased to present the Overview and Scrutiny Annual Report which outlines our work during the 2016-17 Municipal Year and which provides general information on the overview and scrutiny function at South Hams District Council.

Overview and Scrutiny is a key part of the democratic decision-making process in local councils, where Panel Members can contribute to shaping Council policy, community wellbeing and accountability. The Panel does this by reviewing Council services and policies, community issues and key decisions and making recommendations for improvement.

The four key principles of Overview and Scrutiny are:

- Provides a 'critical friend' challenge to Executive policy makers and decision-makers;
- Enables the voice and concerns of the public to be heard;
- Is carried out by 'independent minded Members' who lead and own the scrutiny role; and
- Drives improvement in public services.

The Panel Members consider these principles when selecting topics to investigate whether it is holding the Executive to account, reviewing policies, policy development or the scrutiny of external bodies.

The Council recognises the importance of the overview and scrutiny function in its governance arrangements and officer support.

The Council's governance arrangements specify that all 31 Members of the Council are considered to be either an Executive Member (of which there are 6); a Development Management Committee Specialist Member (of which there are 12); or an Overview and Scrutiny Panel Specialist Member (of which there are 13).

The lead officers supporting the Panel are the Council's Head of Paid Service and the Senior Specialist – Democratic Services.



Panel Membership

Cllr Michael Saltern
Chairman



Cllr Keith Wingate
Vice-Chairman



Cllr Nicky Hopwood

Cllr Keith Baldry



Cllr David Horsburgh
from 19 May 2016 to 13 June 2016

Cllr John Birch
from 28 July 2016



Cllr Elizabeth Huntley
from 2 March 2017

Cllr Ian Blackler



Cllr David May

Cllr Dan Brown
from 19 May 2016 to 2 March 2017



Cllr Trevor Pennington

Cllr John Green



Cllr Karen Pringle

Cllr Jonathan Hawkins



Cllr Peter Smerdon

The role of the Overview and Scrutiny Panel

Overview and Scrutiny is a key part of the Council's political structure and it plays a vital role in improving the services that people of the District use – whether a resident, employed here or just visiting. Overview and Scrutiny does not just look at the way the Council does things, it can look at anything which affects the lives of people within the District and it allows citizens to have a greater say in Council matters.

Overview and Scrutiny allows Members to review and scrutinise decisions, look at existing practices and make recommendations to help ensure the residents of the South Hams receive excellent services. The overall aim is to ensure overview and scrutiny adds value to the Council's decision-making process and makes a positive contribution towards policy development.

The Council has an approved Constitution that guides it on its decision making processes. The detailed terms of reference and procedure rules for the Overview and Scrutiny Panel can be found at:

- **Part 2** – Article 5;
- **Part 3** – Delegation Scheme; and
- **Part 4** – Rules of Procedure of the Council Constitution.

The Council Constitution can be accessed via the following link:

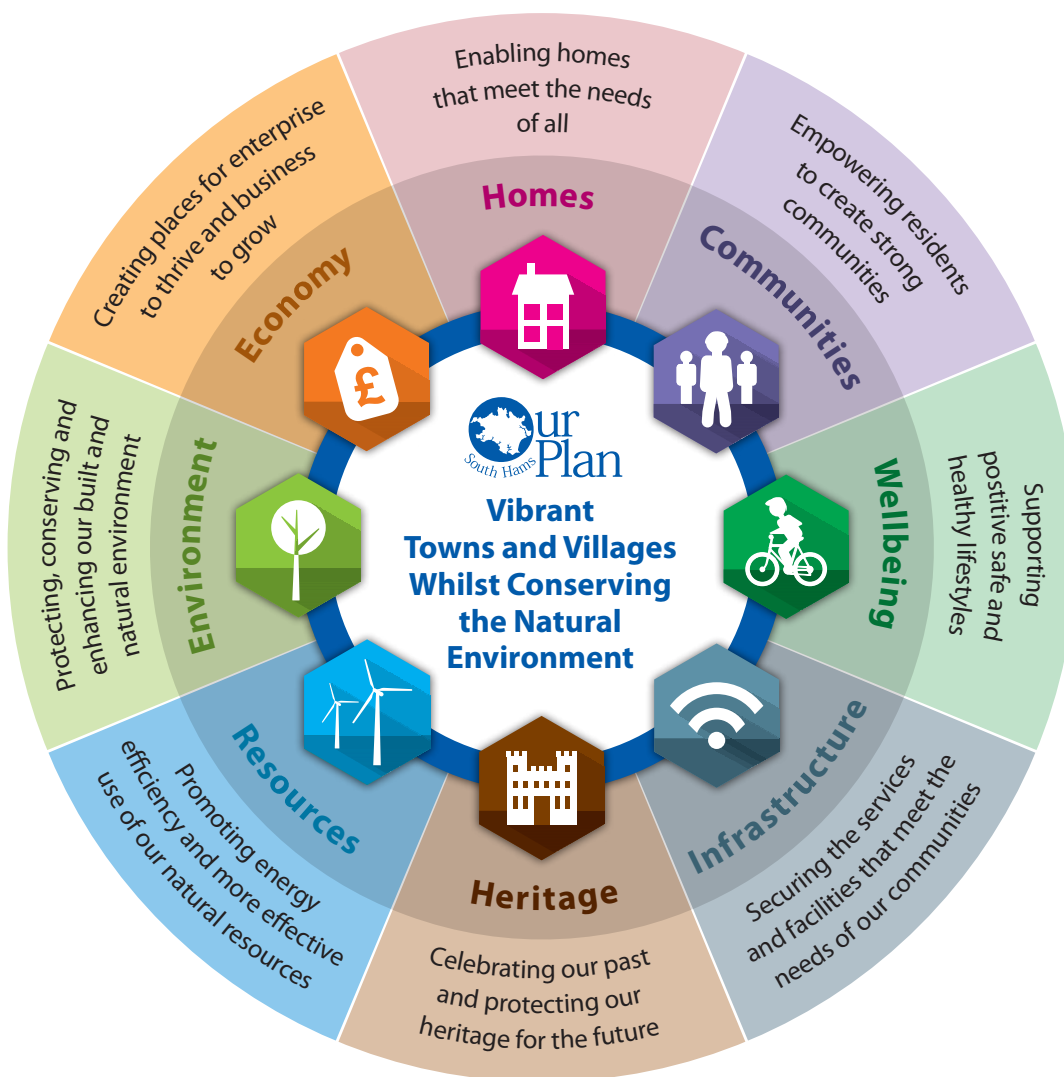
<http://shdcweb.swdevon.lan/article/1815/Our-Constitution>



Agenda Items – Corporate Priorities

The Overview and Scrutiny Panel met formally on nine separate occasions during the 2016/17 Municipal Year.

In considering its work programme, the Panel gives great emphasis to the Council's 8 Corporate Priorities and has received a number of reports (and made a number of recommendations) which are linked to these:



HOMES – Enabling homes that meet the needs of all



Item	Issue
Sherford Development	<p>The Panel received two six-monthly updates from the Managing Director of Brookbanks Consulting Limited.</p> <p>Prior to these updates, two Member Site Tours were held.</p> <p>Specific reference was made to housing build (and particularly affordable housing) numbers.</p> <p>300 new affordable homes granted planning consent for local people. 11 homes delivered through the village housing initiative in smaller rural locations. An additional £115,000 received through planning applications to invest in affordable housing. 2 properties built and occupied to meet the specific needs of 2 disabled households. £230,000 awarded for the future delivery of housing projects.</p>
Disabled Facility Grants Update	<p>The Panel received a verbal update and welcomed the award of over £487,000 for 118 projects to facilitate independent living through adaptation of homes including level shower access, stair lifts and rails.</p>
Homeless Strategy 2017/22	<p>Following a Task and Finish Group review, the Panel recommended that a revised five year Strategy be widely consulted and adopted setting out the Council's commitment to tackle the causes of homelessness.</p>
Allocations Policy and Devon Home Choice Policy Review	<p>The Panel made the following recommendations that were subsequently accepted by the Executive on 1 December 2016:</p> <ol style="list-style-type: none"> 1. That the Council remain in the Devon Home Choice partnership for the next twelve months; 2. That, within the next twelve months, a comprehensive review of alternative allocation delivery methods be completed to evaluate whether the Devon Home Choice partnership remains fit for purpose; and 3. That no changes be made at this time to the South Hams Allocations Policy.
Affordable housing	<p>As part of the consideration of the draft Capital Programme, a number of Members expressed their strong support and emphasised the importance of the proposal to include an annual contribution of £230,000 towards affordable housing provision.</p>
Devon and Cornwall Housing Annual Update	<p>The Panel received a presentation from the Chief Executive of Devon and Cornwall Housing (DCH) that focused on the external environment currently being faced by DCH and the issues being faced by the organisation in delivering affordable housing in the South Hams.</p>
Empty Homes Strategy	<p>Panel Members considered an update on the work that had been undertaken on the Empty Homes Strategy and concluded that:</p> <p>'officers should be tasked with reviewing the Empty Homes Strategy as soon as is practically possible and the approach to dealing with empty homes as a means of meeting the wider housing need be endorsed.'</p>

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



Item	Issue
Joint SH/WD Economy Working Group Findings and Delivery Plan	<p>The Panel considered the findings of the Working Group and recommended adoption of the short-term Economic Delivery Plan.</p> <p>Members also requested that the Working Group meet with the Council's representatives on the JLP Steering Group to progress the issues identified in the action plan that related to the JLP Policy and Allocation.</p>
Permits Review	<p>A Permit Review Task and Finish Group presented its findings to the Panel and these were ultimately approved by the Council on 15 December 2016 as follows:</p> <p>That, following the work undertaken by the Permits Task and Finish Group, the parking permits available in the South Hams be amended and that the Off-Street Parking Places Order be amended as follows:</p> <ul style="list-style-type: none"> ● Full and Commuter permits to be eliminated and replaced with Town Centre, Peripheral and Rural permits which will be limited to specific towns / villages. The cost of permits to be reduced to reflect the new restrictions, with the exception of Business Permits; ● Permits to become 'virtual' (i.e. customers will no longer receive a paper permit), with the exception of Business Permits; ● New permits be limited to one vehicle registration number only, with the exception of Business Permits; ● The availability of permits be limited to 10% of the total number of parking bays available for each category of permit; ● Permits currently issued free of charge to various organisations be ceased; ● Other permits which are not used often will be eliminated; ● The Residents' Parking permit to be extended to allow parking from 3.00pm to 10.00am, with an increase in cost to £40, with this amendment being reviewed after one year; ● The cost of permits to be as outlined in the presented agenda report; and ● All leisure-related permits will be reviewed in partnership with the new leisure contractor, with the exception of permits currently issued to Tone Leisure employees.
Car Park Fees and Charges	<p>Being mindful of the potential economic implications, the joint budget consultation meeting between the Panel and the Development Management Committee considered the issue of fees and charges for Council owned car parks and were disappointed at the lack of supporting information that was presented to them.</p> <p>As a result, the meeting made the following recommendation:</p> <p>That further modelling work be undertaken (and presented to the Executive) on car park charges being increased by either 1% or 2%.</p>
Capital Programme	<p>The budget setting meeting considered at length the draft Capital Programme and recommendation its approval to the Executive.</p>

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



Item	Issue
Dartmouth Lower Ferry – Tariff Review and Service Solution Options	<p>The Panel considered a report that presented a series of revised tariffs for the Dartmouth Lower Ferry. The Panel’s recommendations were subsequently approved by the Council at its meeting on 30 June 2016, with one exception relating to the child single tariff.</p> <p>The ongoing work of the Lower Ferry Task and Finish Group was a prominent piece of work that was considered by the Panel during 2016/17 and a service solution was presented to (and supported by) the Panel, subject to the outcome of an ongoing formal union consultation exercise.</p>
Telephone System Update	<p>The Panel considered an urgent item that had been brought forward in light of problems with the Council’s telephone system.</p> <p>The update culminated in the Panel being advised that a new telephony system would be fully operational by the second week in November 2016.</p>
Beach and Water Safety	<p>The Panel considered an exempt report and recommended to the Executive that the proposals be adopted, with the exception of the removal of buoyage at selected locations, which would be subject to a further update in the future.</p> <p>The Executive subsequently adopted these recommendations at its meeting on 1 December 2016.</p>
Environmental Health Fees and Charges	<p>The joint budget consultation meeting proposed a revised set of fees and charges for the Environmental Health service.</p>
Commercial Waste Charges	<p>The Panel recommended that delegated authority be granted to the Group Manager for Commercial Services, in consultation with the lead Executive Member, to set the Commercial Waste charges, once all the price modelling factors are known.</p>
Missed Bins	<p>As part of the quarterly performance monitoring process, the Panel requested that detailed comparative information be presented in the future to enable for the success of the new In-Cab technology to be gauged;</p>
Street Naming and Numbering	<p>The Street Naming and Numbering Policy was considered by the Panel and, in light of a number of suggested revisions by Members, it was agreed that the current Policy should be reviewed and updated before being presented back to the Panel meeting in June 2017.</p>

COMMUNITIES – Empowering residents to create strong communities



Item	Issue
<p>Planning Peer Challenge Review 2016/17</p>	<p>The Panel received a report that presented the outcome of the Planning Peer Challenge and supporting Action Plan.</p> <p>In noting its contents, the Panel asked to receive related performance information on a quarterly basis.</p> <p>Furthermore, the Panel also asked that consideration be given to re-instigating Development Forums for major planning applications and emphasised the importance of Members being in receipt of ongoing planning training.</p> <p>During this year, the Panel also received a progress update. As part of this update, a number of comments and concerns were expressed and the Panel was of the view that it needed to keep a more closer watching brief on the Development Management Service. Members therefore requested that, in the future, key service performance data should be reported to it on a quarterly basis.</p>
<p>Partnerships</p>	<p>The Panel established a joint Task and Finish Group with colleagues at West Devon Borough Council to undertake an extensive review of each of the Council's Partnership arrangements.</p> <p>The Panel considered at great length the recommendations of the Task and Finish Group and made a series of recommendations (as below) that were subsequently approved by the Council on 15 December 2016:</p> <ol style="list-style-type: none"> 1. That the Partnership Policy (as outlined at Appendix 1 of the presented agenda report to the Panel) and Guidance (as outlined at Appendix 2 of the presented agenda report to the Panel) be adopted; 2. That the Partnership Register (as outlined at Appendix 3 of the presented agenda report to the Panel) be adopted; 3. That the review and recommendations of the Task and Finish Group (as outlined at Appendix 4 of the presented agenda report to the Panel) be agreed; 4. That partnerships be retained at current financial levels for 2017/18, subject to any financial modifications (as set out in Appendix 4 of the presented agenda report to the Panel) and/or any changes required pursuant to the ongoing reviews into the partnership arrangements with the CAB and CVS; 5. That new, or updated, Partnership agreements be established for 2017/18 onwards establishing clear outcomes relating to Our Plan themes and, where appropriate, the Locality work to ensure co-ordinated delivery for communities; and 6. 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.

Item	Issue
	<p>Both the Task and Finish Group and the Panel wished for more detailed consideration to be given to the partnership arrangements with the CAB and the CVS. Having done so, the Panel made the following recommendations that were subsequently approved by the Executive on 1 December 2016:</p> <ol style="list-style-type: none"> 7. That the funding levels remain the same for the South Hams CAB and South Hams CVS for 2017/18; and 8. That approval be given to a series of caveats (including a reduction in accommodation costs and approaching town and parish councils for specific grant funding) with the South Hams CVS.
Events Policy	<p>A Task and Finish Group has been in operation throughout the year with the purpose of ensuring parity of fees and charges for events on Council land / premises. In receiving the most up to date report of the Panel, Members agreed that:</p> <ol style="list-style-type: none"> 1. the suggested principles for the revised Events Policy and consultation process be approved; 2. the Group Manager – Business Development, in consultation with the Chairman of the Events Task and Finish Group, be tasked with preparing an Events Policy based on these recommendations for approval at the next Executive meeting after the consultation period is completed; and 3. once live, the Policy be reviewed annually, with the fees levied being reviewed as part of the regular Fees and Charges setting process.
Locality Service Performance	<p>Following some initial concerns regarding certain aspects of the Locality Service, a review report was considered by the Panel.</p> <p>In discussion, it became apparent that the further work undertaken during this review had mitigated each of these concerns and the Panel subsequently resolved that the Locality team be congratulated on the performance and success of the Service.</p>
New Council Website	<p>As part of its quarterly performance monitoring, the Panel received progress updates (and demonstrations) on the new Council website.</p>
Customer Contact Centre	<p>The Panel also received regular updates on the Customer Contact Centre and Members wished to extend their continued thanks to the Contact Centre Manager and her team, who continued to work exceptionally well in difficult circumstances.</p> <p>Panel Members were also recommended to pay a visit to the Contact Centre to witness first hand both the work being undertaken, but to also get a sense of the nature of the issues being raised by callers.</p>
Annual Report	<p>The Panel received the Council's Annual Report that sought to review the progress and achievements made by the Council in the last year. The Panel made a number of comments (including the need to acknowledge the challenges that had occurred throughout the year) and recommended that the Annual Report be adopted.</p>
New Homes Bonus Allocation to Dartmoor National Park Authority	<p>Members considered a report that presented the projects that had been funded by Dartmoor National Park Authority (DNPA) from the New Homes Bonus funds allocated by the Council. Having considered the report, the Panel welcomed the details of the projects being funded by DNPA.</p>

WELLBEING – Supporting positive safe and healthy lifestyles



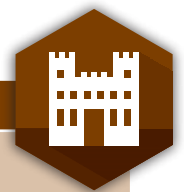
Item	Issue
Response to Member Concerns about Staff Morale	<p>The Panel considered this as an urgent item in response to a recent letter that had been sent from Unison to all Members.</p> <p>Following an update from the Head of Paid Service, the Panel resolved that:</p> <ol style="list-style-type: none"> 1. The Political Structures Working Group consider at its next meeting the merits of re-establishing the Personnel Panel; and 2. An informal meeting be convened between interested Members and the Executive Directors to further consider the issue of staff morale.
NEW Devon and South Devon and Torbay Clinical Commissioning Group	<p>The Head of Commissioning and the Interim Director of Integrated Commissioning from NEW Devon CCG and the Head of Integration for South Devon and Torbay CCG attended a Panel meeting to provide a presentation and respond to Member questions.</p> <p>The Panel relayed its particular concerns over recent consultation exercises and the inability to access services between the two CCG areas and requested a further update early in the 2017/18 Municipal Year.</p>
Parking Arrangements for Vehicle Tax Exempt Motorists	<p>Full Council ultimately approved the Panel's recommendations whereby the arrangements for disabled vehicle tax-exempt motorists remain unchanged.</p>
Community Safety Partnership	<p>In line with statutory requirements, the Panel considered its annual update from the CSP and raised a number of issues that were to be taken forward. For example, the manner in which the CSP promoted itself and the benefits of the Youth Worker that had been funded by the Town And Parish Fund process.</p>
Tone Leisure	<p>Since it was the end of the Leisure Contract, the Panel paid tribute to Tone Leisure representatives for doing such an excellent job during its time as the contractor.</p>
Open Space, Sport and Recreation Fees and Charges	<p>As part of the budget setting exercise, a revised set of fees and charges for Open Space, Sport and Recreation activities was recommended for approval by the Council.</p>

ENVIRONMENT – Protecting, conserving and enhancing our built environment



Item	Issue
Sherford Development	The Panel welcomed the potential for the public realm works to commence at an earlier point in the project.
Waste and Recycling Service	<p>Throughout the year, the Panel has received at every meeting progress updates on the work of the Waste and Recycling Task and Finish Group. During these updates, the Panel has given its views on:</p> <ul style="list-style-type: none"> ◆ The merits of an annual delivery/allocation of recycling sacks per household and collection outlets; ◆ The four day round review, which did not get supported for implementation and the ongoing work relating to the collection of food and garden waste; ◆ Potential improvements to the recycling bank service; ◆ The in-cab project for domestic and trade waste.

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



Item	Issue
Council Chamber Refurbishment Project	In light of the budget constraints facing the Council, the Panel recommendation that the proposed Council Chamber refurbishment project should be removed from the list of proposed capital projects. This was subsequently approved by the Council when approving the Budget for 2017/18.

13

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



Item	Issue
Draft Budget Proposals 2017/18	Whilst regrettable, there was unanimous support amongst Panel Members to recommend that Council Tax be increased by £5 for 2017/18. Such was the extent of the ongoing budget reductions from central government that Members reluctantly felt it to be absolutely essential for the Council Tax Base to be built up as much as possible.
Medium Term Financial Strategy for the Five Year Period 2017/18 to 2021/22	Members emphasised the importance of climate change and the consequent need to invest in renewable energy and requested that this be given greater emphasis when looking at future budget setting proposals.
Sherford Development	It was noted that there was every likelihood that more than the 50% target of energy demand on site would be met through renewable energy sources.
Income Generation Opportunities	<p>Whilst reviewing the fees and charges, the budget consultation meeting asked that consideration be given to any increased income that was generated from car park charges being used to upgrade the appearance of Council owned car parks. In addition, officers gave a further commitment to investigate the merits of installing electric charging points and solar energy schemes at Council owned car parks.</p> <p>The majority of Members repeated their earlier views whereby it would now be timely to revisit potential income generation opportunities from means such as Solar PVs on car parks and Council owned buildings and electric charging points in Council car parks. Moreover, requests were made for the Panel to give consideration to the future use of Follaton House and officers agreed to give consideration to the merits of conducting a feasibility study on the development of small scale employment units for the use of small businesses.</p>
Climate Change and Flooding Mitigation	Panel Members asked that consideration be given in the future to measures being put in place to mitigate against climate change and flooding.

14

Agenda Items – Transformation Programme

As the Council's Transformation Programme continued to be embedded, the Panel regularly monitored its progress and performance during 2016/17.

In particular, the Panel considered (and made recommendations) on:

The Case Management Function:

In light of some Member misunderstanding, the Panel received a presentation that outlined the Case Management function.



Transitional Resources Quarterly Monitoring Reports:

Following the decision of the Council to provide additional temporary, fixed-term transitional resources to support certain service areas during the Programme, the Panel requested receipt of quarterly monitoring reports that provided an update on the impact.

The reports have provided the opportunity for Members at that time to raise some concerns over the public perception that the performance of the Council was not at an acceptable standard. Whilst a number of these concerns have been countered during the year, there was widespread recognition that further permanent resources were required in the Development Management service. As a result, at the draft budget setting meeting, the Panel and Development Management Committee made a recommendation whereby a cost pressure of £50,000 be added to reflect a permanent increase to the staffing establishment for an additional planning specialist and an additional Case Manager for Planning Enforcement. In addition, a further recommendation was made for a temporary increase to the staffing establishment of five Case Managers for a twelve month period, with the majority of these staff (in the short term) working within the Development Management service.

Agenda Items – Public Forum

In line with its openness and transparency agenda, the Council has adopted provision for the Overview and Scrutiny Panel to set aside 15 minutes at the start of each meeting to enable members of the public to raise issues and/or questions in line with its Procedure Rules.

During 2016/17, the Panel was presented with 16 questions/issues for consideration. These 16 questions focused on a combination of a site specific matter relating to the Totnes area in the draft Joint Local Plan (known as 'T3') and the possible development of Council owned car parks in the South Hams.

These questions were accepted by the Panel due to the considerable public concern and interest and to reinforce the Council's commitment to transparency and openness. Since these questions were appropriate to the lead Executive Member for Strategic Planning and the Leader of the Council respectively, they provided the formal responses to the Panel. However, had there been a timeous meeting of the Executive at that time, these questions would have been presented during the Public Question session at an Executive meeting.

Standards Update and Governance Matters

In accordance with the Council Constitution, the Overview and Scrutiny Panel is responsible for monitoring complaints (including Ombudsman complaints and those against Members alleging a breach of the Code of Conduct) and for the standards responsibilities under the Localism Act.

As part of these responsibilities, the Panel has considered:

Ombudsman Annual Review Letter 2016

The Panel congratulated the Monitoring Officer for the positivity of the Ombudsman Annual Review Letter. Members also welcomed the decrease in the number of Ombudsman complaints and felt that this was an example of the benefits of an increased corporate emphasis being given to complaint handling.

The Panel proceeded to resolve that the Ombudsman Annual Letter for 2016 had been reviewed with consideration being given to what corporate lessons may be learned and whether further service improvements may be required.

Access to Exempt Information

As part of the Local Authority Controlled Company (LACC) project, a Member made the following formal request to the Panel:

'That the Bevan Brittan legal advice on the LACC be disclosed immediately to all Members.'

Having received advice from the Council's Monitoring Officer that it was acceptable (at the time of the Panel meeting) for the advice not to be circulated to the wider membership, the Panel did not vote in favour of this request.

Standards Update

For the year January 2016 to March 2017, the Council received 22 complaints alleging that a councillor had failed to comply with his or her Code of Members' Conduct. The Council is responsible for considering complaints against District Councillors, and Parish and Town Councillors within the district of South Hams, in accordance with its adopted Policy 'Dealing with Standards Complaints'. The Overview & Scrutiny Panel has delegated the initial consideration of standards complaints to the Council's Monitoring Officer.

The processes involve an initial consideration of the complaint and the councillor's response, following which the Monitoring Officer decides one of the following outcomes (in consultation with one of the Independent Persons):

- ◆ No further action (with reasons in accordance with the above policy);
- ◆ Referral of the complaint for investigation;
- ◆ Referral for other action; and
- ◆ Referral to the Police (for failure to declare a Disclosable Pecuniary Interest).

Of the 22 complaints received:

- ◆ 13 decisions were made of No Further Action
- ◆ Two complaints are outstanding and a decision notice yet to be issued
- ◆ 5 complaints were referred for further investigation; and
- ◆ 2 complaints were withdrawn.

For those matters referred for investigation, an independent investigator was appointed with the following outcomes:

- ◆ Complaint a) one out of four allegations was upheld and a finding of breach of the Code was made. No further action was taken as the Councillor has voluntarily remedied the issue before the investigation was concluded
- ◆ Complaints b) and e) are related and being considered together – outcome of investigations currently awaited
- ◆ Complaint c) – breach of the Code found and a hearing to be arranged
- ◆ Complaint d) – outcome of investigation currently awaited

The 2017-18 Work Programme

The Overview and Scrutiny Panel has the ability to set its own annual work programme and it is acknowledged that sufficient flexibility is built in to enable for items to be included at short notice.

However, at the time of preparing this Annual Report, the following substantive agenda items have already been added to the 2017/18 Work Programme:

- Attendance of external representatives from the following organisations:
 - South Devon and Torbay and NEW Devon Clinical Commissioning Groups;
 - Sherford Development Project Consultants;
 - South Hams Citizens Advice Bureau;
 - South Hams Council for Voluntary Services;
 - South Devon and Dartmoor Community Safety Partnership; and
 - South Devon College.
- The outcome of the planned review of the pre-application service (including the fee structure);
- A Revenue and Benefits Service Overview;
- A progress report on the Council's Health and Safety Policy;
- Draft Budget 2018/19;
- Update reports from the Waste and Recycling and Dartmouth Lower Ferry Task and Finish Groups;
- A briefing paper on the payback period for the Transformation Programme;
- The future use of Follaton House as an asset;
- Quarterly Performance Indicators;
- Overview of the Sickness Absence Monitoring Process;
- Review of the Street Naming and Numbering Policy;
- Section 106 Agreements: Monitoring Arrangements and Control Mechanisms;
- Update on the Council's Emergency Planning Arrangements;
- Regular monitoring of the Homelessness Strategy 2017/22 and the 2017 Action Plan;
- An update relating to Village Housing Initiatives;
- A position paper on the levels of support being provided to neighbourhood planning groups; and
- The Council's current approach to viability assessments.



South Hams
District Council

Report to: **Overview & Scrutiny Panel**
Date: **18 May 2017**
Title: **Waste Task and Finish Group Update Report**
Portfolio Area: Commercial Services
Relevant Scrutiny Committee: N/A

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

Date next steps can be taken: Recommendations to be presented to the next Executive meeting on 29 June 2016.

Author: **Helen Dobby/Neil Greenhalgh** Role: **Group Manager, Commercial Services/Operations Manager**

Contact: **Telephone/email: 01803 861272/
helen.dobby@swdevon.gov.uk/neil.greenhalgh@swdevon.gov.uk**

Recommendations:

It is RECOMMENDED to the Executive that:-

- 1. the key findings of the task and finish group are noted & referred to the Joint Steering Group. They should also be used to inform the budget process for 2018/2019.**
- 2. the Council furthers, with immediate effect, discussions with Devon County Council related to disposal costs linked to service design and transfer station use**
- 3. efficiencies linked to current service delivery as outlined in the task and finish group scope and at 3.4 – 3.14 inclusive are delivered during 2017/2018 where proven to be operationally feasible.**

1. **Executive summary**

- 1.2 The Waste Task & Finish Group was asked to identify savings within Waste Operations following a report in late 2016. The report highlights areas that have been explored to try and identify savings with a focus on meeting the Council's obligations under the Devon Resource & Waste Management Strategy which look to align recycling and waste practices regionally and in line with best environmental practice. The scope of the Task and finish group is attached at Appendix A.
- 1.3 It is important to recognise that there are significant potential cost pressures attached to a 'no change' position. These could be in excess of £250,000 and as much as £510,000 in the short term. Costs will be higher if the council does not look to move to the aligned Devon service. Whilst these pressures may be countered by the other efficiencies after April 2019 they will present a pressure for the Council in 2018/19.
- 1.4 The most significant change recognised by the report is the efficiency potential of a separate collection of garden waste from food waste, assuming a charge is made for garden waste collection. This waste is currently collected co-mingled in brown wheeled bins across the District free-of-charge. The slides at Appendix B give greater detail of how such a service change could be configured, what other local authorities are currently doing and modelled costings for service changes.
- 1.5 In addition, the group also considered supporting waste policy and the introduction of charges for the provision and replacement of domestic wheeled bins. This cost offsets the capital cost of purchase as well as storage and delivery and could be introduced with immediate effect.
- 1.6 It is recognised that the efficiency options for waste services reflect a major change to customers. This is an issue which many councils are currently having to consider at the current time. The reputational impact of the service change will need to be balanced against the cost of maintaining the current service.

2. **Background**

- 2.1 The work of the Task and Finish Group explored the areas outlined in the scope at Appendix A.
- 2.2 From December 2016 to March 2017 Officers have been conducting a wide ranging strategic review of waste services in South Hams with the help of specialist consultants where needed (and within revenue budget) looking at the most viable and effective way of reducing the current revenue operating budget of £3,492,000. The scope of the Task & Finish Group has concentrated on projects, policies or changes that will have the greatest savings impact.

- 2.3 A number of factors have been taken into consideration, in particular the use of Torr Quarry Transfer Station, and the changes required to bring the Council into line with the Devon-wide policy on sustainable waste and recycling practice. This Devon-wide policy focused on good environmental practice and cost effective waste and recycling treatment. This has led to the promotion of collecting garden waste separately from food waste.
- 2.4 The report accepts that a number of operational efficiencies have been considered by Officers and the Task & Finish Group including round optimisation, procurement, promoting the efficient use of the Council's recycling sacks and maximising income from the sale of recycling materials. The most significant operational savings arise from the round optimisation and amount to £20,000 per annum and will be realised during 2017/18.
- 2.5 Having accepted these operational savings, the Task & Finish Group focused upon two key areas namely, garden & food waste recycling service changes and charging for waste containers.

3. Options available and consideration of risk

- 3.1 The option which has the greatest ability to provide a contribution to the Councils overall budget shortfall is the separation of the garden waste from the food waste. This assumes a charge is made for the collection of the garden waste which does not statutorily have to be collected free of charge under the Environmental Protection Act 1990. The details of the option are attached on the slides at Appendix B and have been explored in detail by the task and finish group.
- 3.2 The scale and impact of the potential change is supported by the task and finish group and was further highlighted by the Member feedback from the informal topic session held on 27th April 2017. Rather than proceed with such a major change without consideration of wider organisational and customer impact the group recommends that the change is considered further by the joint steering group and via the budget process. This will ensure that:
- this efficiency measure is considered against other options Council wide
 - that any service change costings are fully market tested
- 3.3 The recommendation above however does have a financial impact on service for the short term. If South Hams does not look to align its' service to the Devon wide model then disposal costs will rise to reflect the treatment and haulage costs required to continue to provide a free of charge, co-mingled collection for garden and food waste. These costs are significant and at worst case could be between £750,000 and £1,000,000. If the council intends to move to charged garden waste then any delay would result in an annual

loss of income as outlined above in contrast to the chargeable garden waste solution which would provide a net income of £250,000 to the Council.

- 3.4 **Round optimisation** - The results of the modelling work shows a limited saving in overtime that is currently being paid. This is estimated at around £20,000 and relates to the overall re-balancing of rounds across the District.
- 3.5 **Recycling income** - The current contract for recycling materials is with Printwaste in Gloucestershire, a contract that expires in September 2017. Re-tendering of this contract could provide the best option for potential savings. Officers will be working with other local authorities in Devon and taking advice from WRAP (Waste Resources Action Programme) to secure long-term investment from industry and maximise our income. At this early stage it is difficult to predict whether any savings (increases in income) can be achieved in 2017/18 however, active dialogue with Printwaste will be undertaken to try and secure the best option in the short-term (up to September 2017).
- 3.6 Other materials that generate an income include glass and textiles. After evaluating options it has been decided to opt-in to the Devon County Council glass contract based on research of various reprocessors and haulage options. This contract is particularly favourable as prices track the market and include haulage. There is a guarantee that the price paid does not go below zero (even when haulage costs are higher than "market price").
- 3.7 The result of this will mean income from glass will increase above base budget by a relatively small amount in 2017/18 at current collection rates. Investigations are still ongoing in relation to textile banks in the District but at this early stage any increases in income that may arise are likely to be minimal in 2017/18.
- 3.8 In conclusion there is little financial gain from considering alternatives to the way our recycle is currently sold at this stage. However, officers will continue to maximise income through contract negotiation or procurement of the sale of the recycle currently collected.
- 3.9 **Increase recycling material range** - It is not considered viable or practicable at this stage to collect glass at the kerbside but it is recognised that the current bring bank system in use across the District provides relatively high yields. Promoting these more proactively could increase these yields. The loss of income from not collecting glass at the kerbside is however, minimal.
- 3.10 Cartons (commonly known as tetrapaks) and other types of plastics (pots and tubs e.g. yogurt and margarine tubs) are commonly found in mixed recycling schemes but have limited value. Negotiations during February 2017 have resulted in an agreement

with our current recycling processor accepting one of these items, cartons. This will be a valuable addition to the list of recycling waste that households can put in their recycling bags and will ultimately increase the recycling rate and overall income. Pots and tubs are less attractive at the current time and until market conditions change it is recommended that these elements continue to be excluded in the household recyclate we collect. It was therefore recommended to implement the change negotiated with our current recyclate processor to include cartons in our household recycling mix.

3.11 Recycling containment

It is not considered viable or practicable at this stage to change the way the Council collects recyclate. It is noted however, that work is actively ongoing to maximise the number of outlets at which residents can obtain recycling bags and to deliver sacks on an annual basis if cost effective. Coupled with efforts to ensure the bags are not used for non-household recycling purposes, the Council can help reduce the current cost of recycling sack provision.

3.12 Other income generating measures

An area where a significant number of authorities have considered income generation is from the provision and replacement of waste containers i.e. bins. Legislation allows for the reasonable recovery of costs associated with containers for waste and with a significant number of new properties expected to be built over the forthcoming years, there is increased financial pressure on the Council to provide the bins necessary for the containment of waste by householders.

- 3.13 It should be noted that the Council already has a charging policy for commercial waste customers in relation to the provision (or hire) of containers. With up to £30,000 per annum being spent on the provision or replacement of wheeled bins per annum by the Council (circa 1,500 bins) it is clear there is the potential to make a significant saving if charges were to be introduced for householders.
- 3.14 A charge of £35 per container including delivery would be a reasonable charge that would recover the cost of the purchase, storage, cleaning (where appropriate), delivery and repair of a standard 180 litre wheeled bin. Taking account of replacement bins that are the fault of the Council (bins falling into the back of refuse collection vehicles for example) the charging for replacement or new bins could generate income levels in excess of £10,000 per annum. Any new charging scheme will take some time to embed therefore the estimate of income would be £10,000 in initial years including 2017/18.
- 3.15 **Torr Quarry Transfer Station** – The Council currently makes use of a transfer station at Torr Quarry, a facility provided, managed and operated by South Hams District Council. This facility has

historically enjoyed the benefit of a subsidy from Devon County Council. This financial contribution varies and is dependent upon the amount of waste managed at the Transfer Station. In 2016/17 this amounted to £260,000.

- 3.16 The County Council have indicated it wishes to re-negotiate this subsidy as it has no binding legal requirement to support the facility as they provide a disposal facility very close to the District Council boundary (Plymouth energy-from-waste plant). Whilst the energy from waste plant is near to the South Hams boundary it is not as convenient as the local use of the transfer station. Negotiations relating to the relative costs and environmental benefits of both disposal solutions are due to start in early June 2017 between the County Council and South Hams District Council.
- 3.17 **Shared Disposal Savings** – early discussions with Devon County Council have indicated that should the Council move towards a separate collection of food and garden waste then the 'shared disposal savings' mechanism will be triggered. This is a legal agreement to share efficiency savings between the disposal authority and districts showing best practice in relation to new methods of recycling and waste collection within Devon which align to agreed Devon strategy. These savings could be as high as £150,000 for the District Council. The County Council is keen to stress that should South Hams District Council choose not to collect these materials separately, then the disposal savings income will not be realised.

4. Proposed Way Forward

- 4.1 It is proposed that the work of the task and finish group is noted and that the group refers its findings onwards as part of the joint steering groups programme, as part of the budget process and through service delivery as appropriate.
- 4.2 The scope of the group, the findings of the group and the recommendations of the group look to provide the most efficient service for the Council in line with the Devon Resource & Waste Management Strategy.
- 4.3 As is outlined above there are major financial, reputational and service impacts related to both service change and a position of 'no change'. Recommendation 2 recognises a major short term financial impact but has been considered against the feedback received and the ability to consider the service change in the wider organisational context.
- 4.4 It is suggested that the Council continues to engage with all members through informal sessions, question and answer surgeries and regular member bulletin updates given the scale of the potential service considerations and their financial impact.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>Schedule 1(4) of the Controlled Waste (England and Wales) Regulations 2012</p> <p>Environmental Protection Act 1990</p> <p>Section 93(30) of the Local Government Act</p>
Financial	Y	<p>The potential costs are set out both in the body in the report and in the slides attached at Appendix B. Further detailed costing would be presented through the work of the Joint Steering Group and through the budget process for 2018/2019.</p>
Risk	Y	<p>The report considers the balance of risk between the cost of the current service, the cost of the service if chargeable garden waste is not considered (1.3,3.3 and Appendix B) and the reputational impact of the potential changes required to bring South Hams in line with the Devon waste strategy.</p> <p>These risks not only have individual complexities but also need to be considered against the work streams for front line service delivery being considered by the Joint Steering Group and organisational budget options.</p> <p>The recommendation to integrate work into these work streams may have a short term budgetary impact but a longer term benefit built around a more sustainable set of delivery options for the South Hams.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		<p>There is none at this stage, however a change to any chargeable service would impact householders on low incomes.</p> <p>Anyone unable to present a container for collection due to health/disability issues would be eligible to use the assisted collection service.</p> <p>The system could be regarded as fairer as only those who wish to use the service would pay. Food waste would be collected more frequently.</p>
Safeguarding		None

Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		Any impacts on residents would be addressed through consideration of existing policy and via an extensive communications & publicity campaign.
Other implications		There are impacts relating to service changes in terms of additional workloads. Process change and resources are included to cover this. There are potential impacts on climate change which could be perceived as either positive or negative. Negative impacts may be mitigated by the quality of a targeted publicity campaign on home composting. This would give an overall net positive effect.

Supporting Information

Appendices:

Appendix A – Scope of the waste review task and finish group

Appendix B – Informal Member session slide pack

Background Papers:

Detailed report of the waste review group from the Waste Manager (Operations)

Regional and national benchmarking information – WRAP

Devon Resource & Waste Management Strategy

Report to: **Overview & Scrutiny Panel**
Date: **18 May 2017**
Title: **Waste Task and Finish Group Update Report**
Portfolio Area: Commercial Services
Relevant Scrutiny Committee: N/A

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

Date next steps can be taken: Recommendations to be presented to the next Executive meeting on 29 June 2016.

Author: **Helen Dobby/Neil Greenhalgh** Role: **Group Manager, Commercial Services/Operations Manager**

Contact: **Telephone/email: 01803 861272/
helen.dobby@swdevon.gov.uk/neil.greenhalgh@swdevon.gov.uk**

Recommendations:

It is RECOMMENDED to the Executive that:-

- 1. the key findings of the task and finish group are noted & referred to the Joint Steering Group. They should also be used to inform the budget process for 2018/2019.**
- 2. the Council furthers, with immediate effect, discussions with Devon County Council related to disposal costs linked to service design and transfer station use**
- 3. efficiencies linked to current service delivery as outlined in the task and finish group scope and at 3.4 – 3.14 inclusive are delivered during 2017/2018 where proven to be operationally feasible.**

1. **Executive summary**

- 1.2 The Waste Task & Finish Group was asked to identify savings within Waste Operations following a report in late 2016. The report highlights areas that have been explored to try and identify savings with a focus on meeting the Council's obligations under the Devon Resource & Waste Management Strategy which look to align recycling and waste practices regionally and in line with best environmental practice. The scope of the Task and finish group is attached at Appendix A.
- 1.3 It is important to recognise that there are significant potential cost pressures attached to a 'no change' position. These could be in excess of £250,000 and as much as £510,000 in the short term. Costs will be higher if the council does not look to move to the aligned Devon service. Whilst these pressures may be countered by the other efficiencies after April 2019 they will present a pressure for the Council in 2018/19.
- 1.4 The most significant change recognised by the report is the efficiency potential of a separate collection of garden waste from food waste, assuming a charge is made for garden waste collection. This waste is currently collected co-mingled in brown wheeled bins across the District free-of-charge. The slides at Appendix B give greater detail of how such a service change could be configured, what other local authorities are currently doing and modelled costings for service changes.
- 1.5 In addition, the group also considered supporting waste policy and the introduction of charges for the provision and replacement of domestic wheeled bins. This cost offsets the capital cost of purchase as well as storage and delivery and could be introduced with immediate effect.
- 1.6 It is recognised that the efficiency options for waste services reflect a major change to customers. This is an issue which many councils are currently having to consider at the current time. The reputational impact of the service change will need to be balanced against the cost of maintaining the current service.

2. **Background**

- 2.1 The work of the Task and Finish Group explored the areas outlined in the scope at Appendix A.
- 2.2 From December 2016 to March 2017 Officers have been conducting a wide ranging strategic review of waste services in South Hams with the help of specialist consultants where needed (and within revenue budget) looking at the most viable and effective way of reducing the current revenue operating budget of £3,492,000. The scope of the Task & Finish Group has concentrated on projects, policies or changes that will have the greatest savings impact.

- 2.3 A number of factors have been taken into consideration, in particular the use of Torr Quarry Transfer Station, and the changes required to bring the Council into line with the Devon-wide policy on sustainable waste and recycling practice. This Devon-wide policy focused on good environmental practice and cost effective waste and recycling treatment. This has led to the promotion of collecting garden waste separately from food waste.
- 2.4 The report accepts that a number of operational efficiencies have been considered by Officers and the Task & Finish Group including round optimisation, procurement, promoting the efficient use of the Council's recycling sacks and maximising income from the sale of recycling materials. The most significant operational savings arise from the round optimisation and amount to £20,000 per annum and will be realised during 2017/18.
- 2.5 Having accepted these operational savings, the Task & Finish Group focused upon two key areas namely, garden & food waste recycling service changes and charging for waste containers.

3. Options available and consideration of risk

- 3.1 The option which has the greatest ability to provide a contribution to the Councils overall budget shortfall is the separation of the garden waste from the food waste. This assumes a charge is made for the collection of the garden waste which does not statutorily have to be collected free of charge under the Environmental Protection Act 1990. The details of the option are attached on the slides at Appendix B and have been explored in detail by the task and finish group.
- 3.2 The scale and impact of the potential change is supported by the task and finish group and was further highlighted by the Member feedback from the informal topic session held on 27th April 2017. Rather than proceed with such a major change without consideration of wider organisational and customer impact the group recommends that the change is considered further by the joint steering group and via the budget process. This will ensure that:
- this efficiency measure is considered against other options Council wide
 - that any service change costings are fully market tested
- 3.3 The recommendation above however does have a financial impact on service for the short term. If South Hams does not look to align its' service to the Devon wide model then disposal costs will rise to reflect the treatment and haulage costs required to continue to provide a free of charge, co-mingled collection for garden and food waste. These costs are significant and at worst case could be between £750,000 and £1,000,000. If the council intends to move to charged garden waste then any delay would result in an annual

loss of income as outlined above in contrast to the chargeable garden waste solution which would provide a net income of £250,000 to the Council.

- 3.4 **Round optimisation** - The results of the modelling work shows a limited saving in overtime that is currently being paid. This is estimated at around £20,000 and relates to the overall re-balancing of rounds across the District.
- 3.5 **Recycling income** - The current contract for recycling materials is with Printwaste in Gloucestershire, a contract that expires in September 2017. Re-tendering of this contract could provide the best option for potential savings. Officers will be working with other local authorities in Devon and taking advice from WRAP (Waste Resources Action Programme) to secure long-term investment from industry and maximise our income. At this early stage it is difficult to predict whether any savings (increases in income) can be achieved in 2017/18 however, active dialogue with Printwaste will be undertaken to try and secure the best option in the short-term (up to September 2017).
- 3.6 Other materials that generate an income include glass and textiles. After evaluating options it has been decided to opt-in to the Devon County Council glass contract based on research of various reprocessors and haulage options. This contract is particularly favourable as prices track the market and include haulage. There is a guarantee that the price paid does not go below zero (even when haulage costs are higher than "market price").
- 3.7 The result of this will mean income from glass will increase above base budget by a relatively small amount in 2017/18 at current collection rates. Investigations are still ongoing in relation to textile banks in the District but at this early stage any increases in income that may arise are likely to be minimal in 2017/18.
- 3.8 In conclusion there is little financial gain from considering alternatives to the way our recycle is currently sold at this stage. However, officers will continue to maximise income through contract negotiation or procurement of the sale of the recycle currently collected.
- 3.9 **Increase recycling material range** - It is not considered viable or practicable at this stage to collect glass at the kerbside but it is recognised that the current bring bank system in use across the District provides relatively high yields. Promoting these more proactively could increase these yields. The loss of income from not collecting glass at the kerbside is however, minimal.
- 3.10 Cartons (commonly known as tetrapaks) and other types of plastics (pots and tubs e.g. yogurt and margarine tubs) are commonly found in mixed recycling schemes but have limited value. Negotiations during February 2017 have resulted in an agreement

with our current recycling processor accepting one of these items, cartons. This will be a valuable addition to the list of recycling waste that households can put in their recycling bags and will ultimately increase the recycling rate and overall income. Pots and tubs are less attractive at the current time and until market conditions change it is recommended that these elements continue to be excluded in the household recyclate we collect. It was therefore recommended to implement the change negotiated with our current recyclate processor to include cartons in our household recycling mix.

3.11 Recycling containment

It is not considered viable or practicable at this stage to change the way the Council collects recyclate. It is noted however, that work is actively ongoing to maximise the number of outlets at which residents can obtain recycling bags and to deliver sacks on an annual basis if cost effective. Coupled with efforts to ensure the bags are not used for non-household recycling purposes, the Council can help reduce the current cost of recycling sack provision.

3.12 Other income generating measures

An area where a significant number of authorities have considered income generation is from the provision and replacement of waste containers i.e. bins. Legislation allows for the reasonable recovery of costs associated with containers for waste and with a significant number of new properties expected to be built over the forthcoming years, there is increased financial pressure on the Council to provide the bins necessary for the containment of waste by householders.

- 3.13 It should be noted that the Council already has a charging policy for commercial waste customers in relation to the provision (or hire) of containers. With up to £30,000 per annum being spent on the provision or replacement of wheeled bins per annum by the Council (circa 1,500 bins) it is clear there is the potential to make a significant saving if charges were to be introduced for householders.
- 3.14 A charge of £35 per container including delivery would be a reasonable charge that would recover the cost of the purchase, storage, cleaning (where appropriate), delivery and repair of a standard 180 litre wheeled bin. Taking account of replacement bins that are the fault of the Council (bins falling into the back of refuse collection vehicles for example) the charging for replacement or new bins could generate income levels in excess of £10,000 per annum. Any new charging scheme will take some time to embed therefore the estimate of income would be £10,000 in initial years including 2017/18.
- 3.15 **Torr Quarry Transfer Station** – The Council currently makes use of a transfer station at Torr Quarry, a facility provided, managed and operated by South Hams District Council. This facility has

historically enjoyed the benefit of a subsidy from Devon County Council. This financial contribution varies and is dependent upon the amount of waste managed at the Transfer Station. In 2016/17 this amounted to £260,000.

- 3.16 The County Council have indicated it wishes to re-negotiate this subsidy as it has no binding legal requirement to support the facility as they provide a disposal facility very close to the District Council boundary (Plymouth energy-from-waste plant). Whilst the energy from waste plant is near to the South Hams boundary it is not as convenient as the local use of the transfer station. Negotiations relating to the relative costs and environmental benefits of both disposal solutions are due to start in early June 2017 between the County Council and South Hams District Council.
- 3.17 **Shared Disposal Savings** – early discussions with Devon County Council have indicated that should the Council move towards a separate collection of food and garden waste then the 'shared disposal savings' mechanism will be triggered. This is a legal agreement to share efficiency savings between the disposal authority and districts showing best practice in relation to new methods of recycling and waste collection within Devon which align to agreed Devon strategy. These savings could be as high as £150,000 for the District Council. The County Council is keen to stress that should South Hams District Council choose not to collect these materials separately, then the disposal savings income will not be realised.

4. Proposed Way Forward

- 4.1 It is proposed that the work of the task and finish group is noted and that the group refers its findings onwards as part of the joint steering groups programme, as part of the budget process and through service delivery as appropriate.
- 4.2 The scope of the group, the findings of the group and the recommendations of the group look to provide the most efficient service for the Council in line with the Devon Resource & Waste Management Strategy.
- 4.3 As is outlined above there are major financial, reputational and service impacts related to both service change and a position of 'no change'. Recommendation 2 recognises a major short term financial impact but has been considered against the feedback received and the ability to consider the service change in the wider organisational context.
- 4.4 It is suggested that the Council continues to engage with all members through informal sessions, question and answer surgeries and regular member bulletin updates given the scale of the potential service considerations and their financial impact.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>Schedule 1(4) of the Controlled Waste (England and Wales) Regulations 2012</p> <p>Environmental Protection Act 1990</p> <p>Section 93(30) of the Local Government Act</p>
Financial	Y	<p>The potential costs are set out both in the body in the report and in the slides attached at Appendix B. Further detailed costing would be presented through the work of the Joint Steering Group and through the budget process for 2018/2019.</p>
Risk	Y	<p>The report considers the balance of risk between the cost of the current service, the cost of the service if chargeable garden waste is not considered (1.3,3.3 and Appendix B) and the reputational impact of the potential changes required to bring South Hams in line with the Devon waste strategy.</p> <p>These risks not only have individual complexities but also need to be considered against the work streams for front line service delivery being considered by the Joint Steering Group and organisational budget options.</p> <p>The recommendation to integrate work into these work streams may have a short term budgetary impact but a longer term benefit built around a more sustainable set of delivery options for the South Hams.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		<p>There is none at this stage, however a change to any chargeable service would impact householders on low incomes.</p> <p>Anyone unable to present a container for collection due to health/disability issues would be eligible to use the assisted collection service.</p> <p>The system could be regarded as fairer as only those who wish to use the service would pay. Food waste would be collected more frequently.</p>
Safeguarding		None

Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		Any impacts on residents would be addressed through consideration of existing policy and via an extensive communications & publicity campaign.
Other implications		There are impacts relating to service changes in terms of additional workloads. Process change and resources are included to cover this. There are potential impacts on climate change which could be perceived as either positive or negative. Negative impacts may be mitigated by the quality of a targeted publicity campaign on home composting. This would give an overall net positive effect.

Supporting Information

Appendices:

Appendix A – Scope of the waste review task and finish group

Appendix B – Informal Member session slide pack

Background Papers:

Detailed report of the waste review group from the Waste Manager (Operations)

Regional and national benchmarking information – WRAP

Devon Resource & Waste Management Strategy

Member Briefing Recycling and Waste Collection Review

April 2017 Update
Helen Dobby & Neil Greenhalgh



West Devon
Borough
Council



South Hams
District Council

Working together

What will we be covering.....

- Current performance and background information
- Budget position (Waste Operations)
- Garden Collection Service option details
- Food Waste Collection Service option details
- Question and answer session

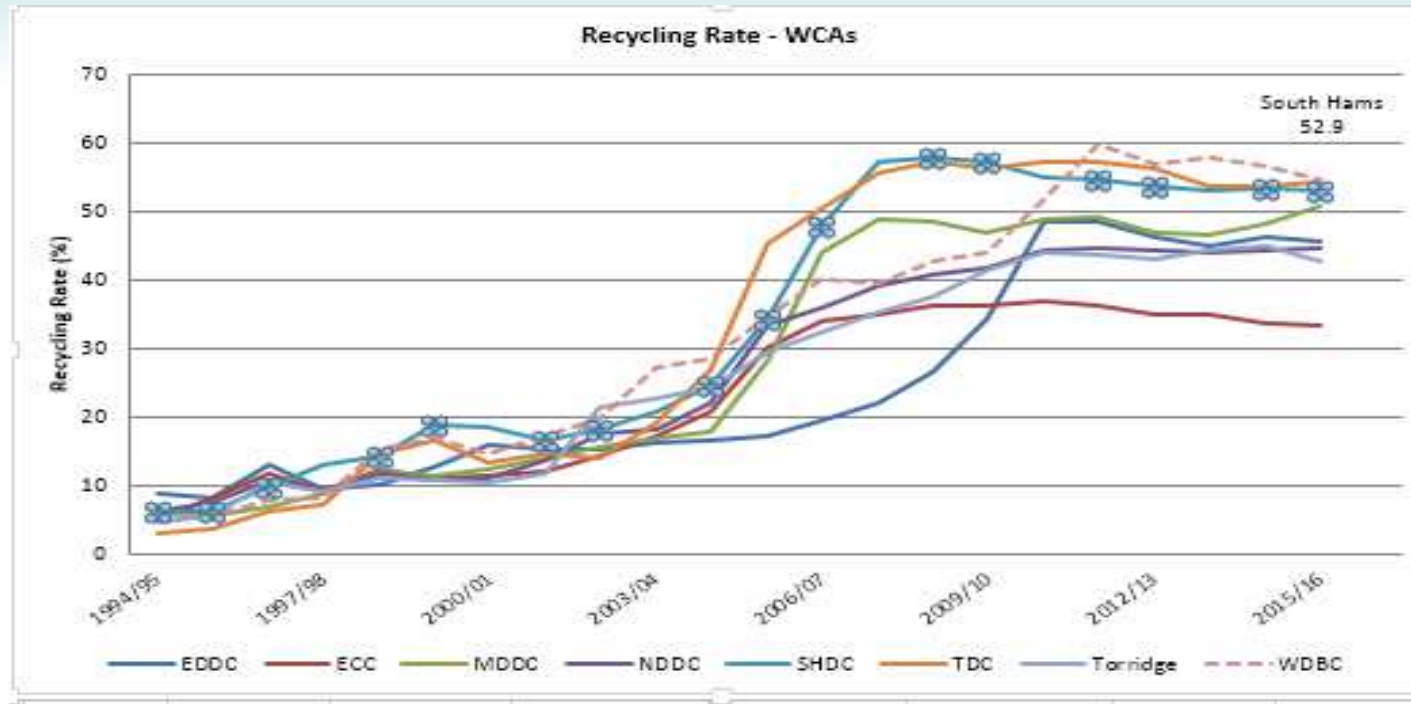
Recycling Performance

Devon Recycling Rates 2015/16

	Recycling Rate	Change (%)
East Devon	45.6%	-0.7%
Exeter	33.3%	-0.5%
Mid Devon	50.8%	2.6%
North Devon	44.9%	0.7%
South Hams	53.0%	-0.1%
Teignbridge	54.3%	0.6%
Torridge	42.4%	-2.6%
West Devon	54.5%	-2.0%



Recycling Performance



- Nationally, South Hams are the 32nd best in terms of recycling rates across collection authorities and 3rd in Devon
- Top recyclers are South Oxon with a rate of 67%

Devon Resource & Waste Management Strategy

Waste and Resource Management Strategy for Devon Review



March 2013

Don't let Devon go to waste

- County-wide including 7 districts and DCC
- Covers 35 year period
- Series of targets including an agreed model – ‘Aligned collection service’
- Treats waste as a resource
- Takes account of whole service costs
- Weekly collection of food waste
- Separate collection of garden waste
- Recommends charging for garden waste
- Fortnightly residual waste



Devon Aligned Service

			
Food Waste	Garden Waste	Dry Recycling	Residue
East Devon (w)	East Devon (£/f)	East Devon (w)	East Devon (f)
Mid Devon (w)	Exeter (£/f)	Exeter (f)	Exeter (f)
North Devon (m/w)	Mid Devon (£/f)	Mid Devon (f)	Mid Devon (f)
South Hams (m/f)	North Devon (m/f)	North Devon (w)	North Devon (f)
Teignbridge (w)	South Hams (m/f)	South Hams (f)	South Hams (f)
Torrige (m/f)	Teignbridge (£/f)	Teignbridge (w)	Teignbridge (f)
West Devon (w)	Torrige (m/f)	Torrige (w)	Torrige (w)
	West Devon (f)	West Devon (w)	West Devon (f)

YELLOW = aligned option

£ = charged service

m = mixed collection

w = weekly

f = fortnightly



West Devon
Borough
Council



South Hams
District Council

Working together

Recycling and Waste Services Background

- The task and finish group have been considering the best ways to control waste collection costs and improve recycling
 - Round efficiency
 - Best working practices
 - Optimum service configuration
- Most significant change proposed is to separate garden waste from food waste that is currently collected co-mingled in brown wheeled bins across the District free-of-charge.
- The proposal accepts the ‘aligned waste collection policy’ for collecting food waste from households in separate caddies on a weekly basis and the introduction of a charge for garden waste

Current Budget Pressures

- The Council now faces a budget gap in 2018/19 of £560k
- There is an uplift in waste service costs of £182k (net) in 2017/18
- This is due to a variety of factors, recycling market downturn, National Living Wage increase, short term contract pressures (new homes costs and vehicle repairs and maintenance costs), aging local workforce, legislative changes, vehicle costs rising
- Recycling sale market rates

Update on Local Position

- South Hams recycling rate is anticipated to improve slightly in 2016/17 to circa 53.6% at Q3 (compared to 2015/16 of 52.9%)
- Garden waste is well used by residents with a number of properties having access to more than one wheeled bin
- Garden waste co-mingled with food waste tonnage during 2015/16 increased to almost 10,000 tonnes (up by 600 tonnes)
- Evidence suggests the co-mingled garden and food waste service recovers very little food waste
- Food waste is the largest element of waste going to disposal that can be readily recycled
- There is an expectation that further savings or income generation will be forthcoming in 2017/18 as a result of the Waste Review

Garden Waste Collections

Authority	Garden Waste Scheme
Plymouth	Free (urban!)
Torridge	Free (but is comingled with food waste)
Teignbridge	£35 per year
North Devon	£36 per year
Exeter	£44-£34 per year, or 10x sacks at £20
Mid Devon	£48-£36 per year, or 10x sacks at £13
East Devon	Not offered (community scheme charge £5.50 per bag)
West Devon	Proposed to introduce a chargeable service £40 per year
Torbay	£6 per collection of up to 8 bags (new - January 2017)



- 45% of English LAs apply an annual charge or are considering one in the near future
- 7 of the 9 of other Devon authorities apply charges, ranging from £34 (140 litre bin) to £48 per year (240 litre bin).
- Some London authorities charge closer to £100.

Working together



South Hams
District Council



West Devon
Borough Council

Garden Waste Changes

- Task & Finish Group recommended changes
- Modelled on an annual service fee of £40 for a fortnightly collection service of a 180 litre wheeled bin with options for sack collections
- Expected to achieve 35% participation rates
- Competitive price compared with other councils
- Link between price and participation rate

£1.60
per fortnightly
collection



Working together



**South Hams
District Council**



**West Devon
Borough
Council**

Garden Waste Collections Risks

- Loss in public satisfaction – short term if charged but greater if service is cut
- Potential effect on recycling rate – much greater if service is cut
- Potential increase in fly tipping and bonfires much greater if service is cut
- Potential impact on Devon County Council due to the contract in place to dispose of garden waste across the Devon districts.
- A significant decrease in tonnage could trigger an increase in gate fees which would be applied across the Devon-wide contract

Garden Waste Collections Opportunities

- Chargeable service is in line with the Devon Aligned Waste Collection Model
- Comms campaign will emphasise and encourage home composting as a preference
- Considers whole system costs and reduces environmental impact in promoting waste hierarchy
- Income from charges could offset waste budget cost pressures by circa £250k with anticipated participation rates
- Evidence across other English Authorities demonstrates high recycling rates can be achieved with chargeable garden waste services

Effect on Recycling Rate

- Most of England's highest performing LAs charge
- Some show an initial fall in rate which tends to be regained later

Rank	Council	Recycling rate (%)	Cost of garden waste per year (£)
1	South Oxfordshire	66.6	37
2	Rochford, Essex	66.0	Co-mingled so Free
3	Vale of White Horse, Oxfordshire	64.8	37
4	Surrey Heath	62.1	58
5	West Oxfordshire	60.8	30*
6	Stratford-on-Avon, Warwickshire	60.4	Co-mingled so Free
7	Trafford, Manchester	60.4	Co-mingled so Free
8	Three Rivers, Hertfordshire	59.4	35*
9	Stockport, Manchester	59.4	Co-mingled so Free
10	Mole Valley, Surrey	59.0	54.5

* These authorities have moved from a FOC service

Garden Waste Net Income

Cost of subscription garden waste service modelled on 35% participation rate

ITEM	Revenue Cost (+) or Saving (-) 2018/19 ongoing (£)	One-Off Revenue Costs 2017/18 (£) Budget Pressure
Reduced collection costs	-242,500	
Income from subscriptions	-531,500	
Comms		10,000
Labelling of bins	5,000	5,000
Contact Centre costs		20,000
Billing costs	30,000	
Collection of unwanted bins		8,000
Project management costs		21,000
TOTAL	-739,000	64,000

Food Waste Collections

- The proposal is to align our service and collect food waste separately
- Food waste collected weekly is common across the UK and in particular the whole of Devon
- It does not cause odour or pest problems if managed well
- Kitchen caddies with liners for householder to use in the kitchen
- Kerbside caddies used to present for collection
- Most high performing rural authorities collect food waste district wide weekly



Food Waste Net Costs

ITEM	Revenue Cost 2018/19 ongoing (£)	One-Off Revenue Cost 2017/18 (£) Budget Pressure	Capital Costs 2017/18 (£)
Additional vehicles x 7			420,000
Maintenance & running costs of 7 vehicles	127,000		
Labour (driver plus one loader) x 7	243,000		
Purchase & delivery of containers	63,000	24,000	148,000
Project management costs		21,000	
Comms		10,000	
Annual contributions for replacement capital items (Borrowing Costs)	85,000		
TOTAL	518,000	45,000	568,000

Your Recycling & Waste Services

Existing collection scheme

Recycling sacks & brown bin collection week

Paper and Card

Plastic bottles and tins / cans

Food and Garden Waste

Grey bin collection week

Grey bin

Recycling and composting is collected week one.
Non-recyclable waste is collected on week two.

Proposed collection scheme

Dry recycling, food and garden waste collection week

Paper and Card

Plastic bottles and tins / cans

Food Waste

Garden Waste

Food and grey bin collection week

Grey bin

Food Waste

Dry recycling, food and garden waste is collected week one.
Food and waste which cannot be recycled is collected week two.

recycle for the South Hams

www.southhams.gov.uk

Potential Financial Impact 2017/18

Financial Impact of Waste Review Projects

ITEM	2017/18 Net Annual saving (-) or cost (+) (£)
Subscription garden waste service	64,000
Food waste service (incl. replacement of capital items)	45,000
Round optimisation	-20,000
Charging for new or replacement containers	-10,000
Independent validation of financial impact	15,000
TOTAL - 2017/18	94,000 (Budget pressure)

Potential Financial Impact 2018/19 Ongoing

Financial Impact of Waste Review Projects

ITEM	2018/19 Net Annual saving (-) or cost (+) (£)
New Garden Waste Net Income	-739,000
New Food Waste Service Net Costs (incl. replacement of capital items)	518,000
Round optimisation	-20,000
Charging for new or replacement containers	-10,000
TOTAL – 2018/19 Ongoing	-251,000 (increased income)

Summary

- As part of a Waste Review the Task & Finish Group are considering a charge for the garden waste service in South Hams in Spring 2018
- This is in line with many high performing authorities and is common in Devon and Cornwall
- To meet the Council's obligation under the Devon Resource & Waste Management Strategy food waste will also be collected separately on a weekly basis
- Considerable savings can be made that collectively could contribute in excess of £250k towards future Council budget deficits
- Initially the proposals would require a budget pressure of circa £74k in 2017/18
- Final details if agreed by the Council will be agreed by Task & Finish Group

Financial Risks of No Change

- If the Council chose NOT to change the way it collects garden and food waste, then the County Council would continue to face additional treatment/haulage costs of between £750k and £1m
- The difference between the cost of treatment and haulage of mixed garden waste and food waste compared to a separated collection is significant
- Shared disposal savings would not be realised. These could be as high as £150k per annum
- Financial subsidy of up to £260,000 for the running of Torr Quarry is at risk

Questions



This page is intentionally left blank

		Appendix A of the presented agenda report) be adopted and published for the financial year 2016/17.		
6 April 2017	Planning Peer Challenge Action Plan Update O&S.85/16	<p>Members expressed their support for the potential use of apprenticeships and placements with universities to be explored in an attempt to address the challenge of recruiting planning officers;</p> <p>With regard to the Pls, the DM Committee Chairman did give an assurance that he and officers would review the order of the agenda before each Committee meeting agenda was published;</p> <p>The Panel requested that key service performance data be reported to the Panel on a quarterly basis;</p> <p>Officers advised that a review of the pre-application service was to be undertaken and it was accepted that a good quality service would be beneficial to the performance of Development Management. As part of this wide ranging review, it was confirmed that the Duty Planning Service would be included;</p> <p>A number of Members emphasised the importance of being in receipt of ongoing planning related training. In response, officers confirmed that they remained committed to arranging regular training sessions for Members;</p> <p>In light of a request, officers agreed to send the contact details of planning officers to an interested Member.</p>	<p>Drew Powell</p> <p>Cllr Steer / Kathy Trant</p> <p>Drew Powell / Jim Davis</p> <p>Drew Powell</p> <p>Pat Whymer / Kathy Trant</p> <p>Drew Powell</p>	
6 April 2017	New Homes Bonus Allocation to DNPA O&S.86/16	RESOLVED That the Panel welcome the details of the projects being funded by Dartmoor National Park Authority.	Rob Sekula	

OVERVIEW AND SCRUTINY PANEL

DRAFT ANNUAL WORK PROGRAMME – 2017-18

Date of Meeting	Report	Lead Officer
6 July 2017	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Findings from the SH/WD Joint Steering Group	SLT
	Overview of the Sickness Absence Monitoring Process	Andy Wilson
	Review of the Street Naming and Numbering Policy	Kate Hamp
	Health and Safety Policy Progress Report	Ian Luscombe
	Revenue and Benefits Service Overview	Issy Blake
	T18 Payback Period	Lisa Buckle
	S106 Agreements: Monitoring Arrangements and Control Mechanisms	Lisa Buckle
Page 95	July 2017	Quarterly Performance Indicators (NB. to include Development Management PI's)
		Executive Forward Plan
		Task and Finish Group Updates
		South Devon College Principal Presentation (<i>confirmation awaited</i>)
		NEW Devon and South Devon and Torbay CCG Representatives (<i>confirmation awaited</i>)
		Future Use of Follaton House – to include heating
24 August 2017	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
5 October 2017	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
9 November 2017	Quarterly Performance Indicators (NB. to include Development Management PI's)	Jim Davis / Pat Whymer
	South Devon and Dartmoor Community Safety Partnership – Annual Update	Louisa Daley
	South Hams Citizens Advice Bureau – Annual Update	Louisa Daley
	South Hams CVS – Annual Update	Louisa Daley
	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	

18 January 2018	Draft Budget 2018/19 (joint meeting with DM Committee Members)	Lisa Buckle
	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
8 February 2018	Quarterly Performance Indicators (NB. to include Development Management PI's)	Jim Davis / Pat Whymer
	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
22 March 2018	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates	
3 May 2018	Quarterly Performance Indicators (NB. to include Development Management PI's)	Jim Davis / Pat Whymer

Future items to be programmed:-

- Renewable Energy – Income Generation Opportunities (Task and Finish?).