

# South Hams Overview and Scrutiny Panel



<b>Title:</b>	<b>Agenda</b>												
<b>Date:</b>	<b>Thursday, 3rd May, 2018</b>												
<b>Time:</b>	<b>10.00 am</b>												
<b>Venue:</b>	<b>Cary Room - Follaton House</b>												
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Saltern <b>Vice Chairman</b> Cllr 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	
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Cllr Hawkins													
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk												

- 1. Apologies for Absence**
- 2. Minutes** **1 - 6**

to approve as a correct record and authorise the Chairman to sign the minutes of the Panel held on 22 March 2018;
- 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** **7 - 8**

A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. Executive Forward Plan** **9 - 30**

**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 30 April 2018** to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.

(NB. the Panel has already requested that an update be raised at this meeting on the following:

(a) **Transformation Programme (T18) Closedown Report;**
- 8. Update on the Urban Fringe Delivery Team and Sherford Strategic Review** **31 - 38**
- 9. Feasibility of Installing Electric Car Charging Points in the Council's Public Car Parks** **39 - 44**
- 10. Q4 2017/18 Performance Report** **45 - 62**

<b>11. Enabling Homes to Meet the Needs for All</b>	<b>63 - 76</b>
<b>12. Task and Finish Group Updates (if any)</b>	
<b>(a) Drug and Alcohol Abuse</b>	
<b>13. Actions Arising / Decisions Log</b>	<b>77 - 80</b>
<b>14. Draft Annual Work Programme</b>	<b>81 - 82</b>

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

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**MINUTES OF THE MEETING OF THE  
OVERVIEW & SCRUTINY PANEL  
HELD AT FOLLATON HOUSE, TOTNES ON  
THURSDAY, 22 MARCH 2018**

<b>Panel Members in attendance:</b>			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr K J Baldry	∅	Cllr E D Huntley
*	Cllr J P Birch	*	Cllr D W May
∅	Cllr J I G Blackler	*	Cllr J T Pennington
*	Cllr B F Cane	*	Cllr K Pringle
*	Cllr J P Green	*	Cllr M F Saltern (Chairman)
∅	Cllr J D Hawkins	*	Cllr P C Smerdon (Vice Chairman)
∅	Cllr M J Hicks		

<b>Other Members also in attendance:</b>
Cllrs H D Bastone, I Bramble, J Brazil, D Brown, P K Cuthbert, J M Hodgson, T R Holway, N A Hopwood, J A Pearce, R C Steer, R J Tucker and S A E Wright

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Group Manager – Commercial Services; and Senior Specialist – Democratic Services
7	O&S.101/17	Group Manager – Support Services and Customer First
8	O&S.102/17	Divisional Business Manager – Fusion; and Assets Specialist
9	O&S.103/17	Community Of Practice Lead – Development Management
11(a)	O&S.105/17(a)	Specialist – Community Safety, Safeguarding and Partnerships

**O&S.97/17 MINUTES**

The minutes of the meeting of the Overview and Scrutiny Panel held on 8 February 2018 were confirmed as a correct record and signed by the Chairman.

**O&S.98/17 DECLARATIONS OF INTEREST**

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

**O&S.99/17 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman wished to welcome the Group Manager – Commercial Services to her first Panel meeting since being appointed to the role of Scrutiny lead officer for the Council.

**O&S.100/17 PUBLIC FORUM**

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

**O&S.101/17 EXECUTIVE FORWARD PLAN**

The Panel was presented with the most recently published Executive Forward Plan. In the ensuing discussion, reference was made to:

- (a) the Transformation Programme Closedown report. In light of some concerns that this item had seemingly been overlooked for initial consideration by the Panel, it was agreed that this report would, in the first instance, be presented to the Panel at its next meeting on 3 May 2018;
- (b) the General Data Protection Regulations / Data Protection Act 2018 Compliance agenda item. The Panel was reminded that a Member Briefing on the General Data Protection Regulations was scheduled to take place on 29 March 2018. When questioned, officers confirmed that a number of town and parish councils had been in contact to ask whether the Council could put in place a support package to ensure their compliance with the new Regulations. At this present time, officers had still to evaluate whether or not offering such a package would be cost effective for the Council;
- (c) the next Panel meeting agenda. In addition to the Transformation Programme Closedown report, the Panel also requested that it receive updates on the following future Executive agenda items:
  - Homelessness Strategy Year 2; and
  - IT Procurement.

Also, in respect of the 'Sherford Opportunities' future agenda item, the Panel asked that reference to this matter be included in the 'Update on the Urban Fringe Delivery Team and Sherford Strategic Review' item that was to be presented to the next Panel meeting on 3 May 2018.

**O&S.102/17 FUSION ANNUAL REVIEW PRESENTATION: JANUARY TO DECEMBER 2017**

The Chairman welcomed the Divisional Business Manager – Fusion to his first Panel meeting since the Leisure Contract had been awarded and invited him to introduce his annual review presentation. In so doing, the representative made the point that, since this was the first annual presentation, there were no comparative baseline figures. That being said, both total income and total participation were slightly behind initial projections. However, the organisation was confident that this position would be rectified before the end of the Year 3 Plan.

Upon the conclusion of the presentation, reference was made to:

- (a) the Quest accreditation. The Panel noted that the organisation was awaiting its Quest score for the Dartmouth Leisure Centre. In addition, it was anticipated that the Quest review at Totnes Pavilions would be undertaken during late June / early July;
- (b) the relationships with the local Clinical Commissioning Groups (CCGs). Whilst the need to focus on good working relationships with the CCGs was recognised, the representative informed that this would not be given too much emphasis until the staff training programme and the building renovations had been completed;
- (c) Youth Leisure Nights. The representative advised that grant funding reductions had resulted in the Youth Leisure Nights being unsustainable. Furthermore, until Fusion could source alternative funding streams, it would not be possible to provide the Leisure Nights. For clarity, officers confirmed that Fusion was not contractually obliged to provide any Youth Nights provision. A Member was of the view that there was likely to be more broader opportunities beyond the traditional Youth Nights provision that may now be more appropriate;
- (d) Leisure provision throughout the whole of the South Hams. A Member stated that the Leisure contract went beyond the four market towns and emphasised the need for focus to be given to the parishes in the district. In extending this point, the Panel requested that it give greater consideration to the Sports and Community Development Annual Report 2017 at a future meeting;
- (e) the future plans for Totnes Pavilions. With regard to the future plans, Members were informed that discussions were ongoing between Fusion and Tadpool and it was anticipated that a formal announcement would be made in this respect in the next few months. On this matter, the lead Executive Member felt the latest proposals to be an excellent way forward and would be to the benefit of Totnes and its rural hinterlands.

It was then:

### **RESOLVED**

1. That the Annual Review Presentation be received and noted;  
and
2. That the Panel give greater consideration to the Sports and Community Development Annual Report 2017 at a future meeting.

O&S.103/17 **DEVELOPMENT MANAGEMENT PRE-APPLICATION ADVICE**

The Panel considered a report that presented a review of the planning pre-application process and a proposed draft procedure that was intended to be the subject of a public consultation exercise.

In discussion, reference was made to:-

- (a) the draft procedure being well received. A majority of Members welcomed the draft procedure and were of the view that it addressed both a number of concerns that had been previously raised and the importance of a pre-application gaining local community support. In addition, Members recognised that the intention of the procedure was to tighten the pre-application process;
- (b) suggested revisions to the draft process. The Panel requested that, prior to being published for draft consultation, the following revisions be made:
- With regard to the 'Stage two: Community Engagement Event' (page 49 of the presented agenda refers), it was requested that an addition be included:
 

*'Whilst the exact format of the event will be left to the developer to agree with the Town or Parish Council in consultation with the local Ward Member(s) they will need to demonstrate that the community has been enabled to participate in the engagement process...';* and
  - In respect of paragraph 5.4 (page 47 of the presented agenda refers), the following additions be made:
 

*'That an electronic copy of the pre-app submission will be provided to local Ward Members upon email request. In the event of a Member making a request to be kept informed of progress of a specific pre-app, the Case Officer will ensure that the Member is kept informed.'*
- (c) comments that the Panel wished to be taken into account as part of the consultation exercise. The Panel was of the view that the following points should be considered upon the conclusion of the consultation process:
- That the pre-app application form be amended whereby the applicant must state a reason why the application should be kept confidential at this stage; and
  - That the weekly list circulated to Members include both the classification and an indicative timescale for the determination of each pre-app.



- (d) resource levels. A Member questioned whether the Council had sufficient resources in place to meet the proposed timescales. In reply, officers expressed their confidence that the additional resources that were being provided through the recent Council decision to increase its planning fees by 20% would ensure that these timescales were achievable;
- (e) pre-application fees. For clarity, it was agreed that officers would circulate the latest set of pre-application fees to all Members;
- (f) the proposed format for the consultation. In addition to publication on the Council website, officers confirmed the intention to send a link to the draft procedure to all Members, Town and Parish Council Clerks, all recognised Neighbourhood Planning Groups and Statutory Consultees.

It was then:

### **RESOLVED**

1. That the Executive be **RECOMMENDED** that the proposed pre-application process be approved for consultation, subject to inclusion of the points outlined at (b) in the detailed minutes above; and
2. That, as part of the consultation process, the views of the Panel at point (c) in the detailed minutes above be taken into account.

### **O&S.104/17 HEARING DECISION NOTICE ARISING FROM THE CODE OF CONDUCT SUB PANEL MEETING HELD ON 15 JANUARY 2018**

The Panel was presented with a Decision Notice relating to allegations of a Breach of the Code of Conduct.

In discussion, a Member felt that it was unfortunate for the Notice to be considered in the public domain. In reply, the Chairman of the Panel informed that the Localism Act required for such matters to be publicly noted and this necessity was now felt to be the main deterrent for any Member who had potentially breached the Code.

It was then:

### **RESOLVED**

That Members note the Decision Notice of the Hearing Panel Complaint Reference SH09 060516.

**O&S.105/17 TASK AND FINISH GROUP UPDATES****(a) Drug and Alcohol Abuse**

As part of his update, the Chairman of the Task and Finish Group advised that:

- the Group had made good progress and had recently met on three separate occasions over the course of one week;
- the Group had also met with concerned residents. Whilst Totnes had been the focus of the review to date, the Group was aware of similar issues in other market towns in the South Hams;
- whilst in its infancy, the Group was exploring methods of closer working with Fusion Leisure;
- there were felt to be two different categories of drug use which could be simplified as being 'habitual' and 'recreational'. Furthermore, the Group had identified that, in general, there were variances between adult and young people's drug use and different approaches were therefore required;
- the Group was conscious of the need to focus its Review on those aspects over which the Council had a duty and/or responsibility (e.g. public conveniences); and
- it was intended that the findings of the Review would be reported to the Panel as soon as was practically possible.

**O&S.106/17 ACTIONS ARISING / DECISIONS LOG**

The contents of the latest version of the Log was presented for consideration. In so doing, officers confirmed that the requested training session for DWP representatives to demonstrate to Members how residents could sign up to Universal Credits would now take place on Wednesday, 25 April 2018.

**O&S.107/17 DRAFT ANNUAL WORK PROGRAMME**

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

- (a) The Panel was reminded that it had already requested updates on the following future Executive agenda items:
- Transformation Programme Closedown;
  - Homelessness Strategy Year 2; and
  - IT Procurement;
- (b) It was noted that the 'SHWD Sports and Community Development Annual Report 2017' would be added to the Work Programme for the Panel meeting on 2 August 2018.

(Meeting started at 10.00 am and concluded at 12.05 pm)

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Chairman

## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Panel in relation to agenda items (and in accordance with the O&S rules in Part 4). 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 Lead Specialist by 5.00pm on the Monday, prior to the relevant meeting.

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

An issue may be rejected by the Monitoring Officer if:

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

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

This is the Leader of Council's provisional forward plan for the four months starting 26 April 2018. 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 Panel in planning their contribution to policy development and holding the Executive to account.

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

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

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

*Cllr John Tucker – Leader of the Council*

*Cllr Simon Wright – Deputy Leader and lead Executive Member for Support Services*

*Cllr Keith Wingate – lead Executive Member for Business Development*

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

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

*Cllr Nicky Hopwood – lead Executive Member for Customer First*

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

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

## INDEX OF KEY DECISIONS

<b>Service</b>	<b>Title of Report and summary</b>	<b>Lead Officer and Executive member</b>	<b>Anticipated date of decision</b>
Customer First	Batson Masterplan Update and Next Steps	CB/Cllr Tucker	26 April 2018

### 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	
				Executive	Council
Customer First	<b>Follaton HQ Review</b>	CB/DP/Cllr Tucker	Executive	14 June 2018	26 July 2018
Customer First	<b>Kingsbridge Masterplan</b>	CB/DP/Cllr Tucker	Executive	14 June 2018	26 July 2018
Customer First	<b>Discretionary Rate Relief</b>	IB/Cllr Bastone	Executive	14 June 2018	26 July 2018
Support Services	<b>Medium Term Financial Strategy for 2019/20 onwards</b>	LB/Cllr Tucker	Council	14 June 2018	26 July 2018
Support Services	<b>GDPR/Data Protection Act 2018 Compliance</b>	DA/Cllr Wingate	Council	14 June 2018	26 July 2018
Support Services	<b>Transformation Programme Closedown – to provide a closedown report of the T18 Transformation Programme</b>	LB/Cllr Tucker	Executive	14 June 2018	26 July 2018
Strategy & Commissioning	<b>Sherford Opportunities</b>	DA/CB / Cllr Tucker	Council	14 June 2018	26 July 2018
Customer First	<b>Increasing Housing Supply Options</b>	DA/Alex Rehaag/Cllr Wingate/Bastone	Council	14 June 2018	26 July 2018
Customer First	<b>JLP return – closely followed by SPD</b>	TJ/Cllr Tucker	Council	14 June 2018	26 July 2018
Customer First	<b>Release of Section 106 Funds for Affordable Housing Projects</b>	CH/Cllr Bastone	Executive	14 June 2018	26 July 2018
Customer First	<b>Commercial Investment to support Economic Activity</b>	CB/Cllr Tucker	Council	14 June 2018	26 July 2018
Customer First	<b>CTR draft scheme</b>	IB	Executive	19 July 2018	26 July 2018
Customer First	<b>Homelessness Strategy Year 2</b>	IB/Cllr Bastone	Executive	19 July 2018	26 July 2018
Customer First	<b>Policy for Civil Penalties for breaches of Housing Standards Enforcement Notices</b>	IL/	Council	19 July 2018	26 July 2018
Support Services	<b>Annual Treasury Management Report 2017/18</b>	PH/Cllr Wright	Council	19 July 2018	26 July 2018
Support Services	<b>Write Off Report – Quarter 4 2017/18</b>	LB/Cllr Wright	Council	19 July 2018	26 July 2018
Support Services	<b>IT Procurement</b>	NH/Cllr Wright	Council	13 September 2018	6 December 2018

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

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

SM – Steve Mullineaux – Group Manager Support Services and Customer First

LB – Lisa Buckle –s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

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

AR – Alex Rehaag – Specialist Place and Strategy

TJ – Tom Jones – COP Lead Place Making

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets



**South Hams**  
District Council





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Report to: **Overview and Scrutiny Panel**  
Date: **3 May 2018**  
Title: **Transformation Programme (T18) Closedown report**  
Portfolio Area: **Cllr R Tucker**  
Wards Affected: **All**  
Relevant Scrutiny Committee: Overview and Scrutiny Panel

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

Author: **Lisa Buckle** Role: **S151 Officer  
(Strategic Finance Lead)**

Contact: [lisa.buckle@swdevon.gov.uk](mailto:lisa.buckle@swdevon.gov.uk) (01803) 861413

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**Recommendations:**

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

- 1. Endorse the contents of the T18 Transformation Programme Closedown report and the benefits realised, as set out in Section 8; and**
- 2. Make any recommendations to the Executive meeting on 14<sup>th</sup> June 2018 (who will further consider the report) with regards to the Transformation Programme.**

**1. Executive summary**

- 1.1 Despite the shared service arrangement already delivering an annual saving of £1.7 million (in 2013), South Hams and West Devon Councils recognised that the Councils would be facing a predicted funding gap of £4.7 million over the next four years and up to 2018. The Councils were adamant that they did not want to cut front line services, so both authorities agreed to embark on an ambitious and challenging

Transformation Programme (T18) to remodel how the Councils worked.

- 1.2 The Transformation Programme has been total and radical and has left no service untouched. Change has never been seen as a token gesture but a total transformation of everything that the Councils do, how they do it and the culture which surrounds it.
- 1.3 The original Business Plan was approved in 2013 and in December 2014, the Council approved an updated business plan for the T18 Transformation Programme. Its aims were to deliver a new operating model for the Council (in partnership with West Devon Borough Council), to ensure that both Councils could continue to deliver quality services for their customers and communities. For South Hams District Council, an investment budget of £4.61 million was approved, to deliver annual recurring revenue savings of £3.3 million.
- 1.4 The Transformation Programme received the backing of Central Government and the Council was awarded £434,000 of Government funding towards the upfront investment costs (this was SHDC's share of the funding). The Government funding recognised the scale of ambition within the Councils' model.
- 1.5 The table in Appendix A shows that the predicted final spend (£4.556million) is £58,000 less than the budget of £4.614 million. Appendix A details the individual budget lines and highlights the areas which were underspent and overspent.
- 1.6 The total annual savings realised from the T18 Transformation Programme were £2.93 million. The majority of these savings were staffing savings. Between 2014 and 2015, the majority of employees at both Councils went through a rigorous recruitment process and the workforce was reduced by 30%. The overall savings represented a saving of over 25% on the Councils' net revenue budgets.
- 1.7 The original estimated payback period for the T18 Transformation Programme was 2 years and 6 months. The items set out in Section 6 had an adverse impact on the payback period of the Transformation Programme and increased the actual payback period to 2 years and 11 months.

## **2. Background**

- 2.1 South Hams District Council and West Devon Borough Council have been shared service partners since 2007. As two of the very first Councils to share a Chief Executive, the Councils have been bold in challenging the traditional local government model and have always been at the forefront of radical change and innovation. Shared services (through sharing staff) has now yielded the Councils £6.1 million annually in savings.

- 2.2 Having a successful track record of reducing costs through shared services whilst improving services, the two Councils approved a Joint Transformation Change Programme in December 2013.
  - 2.3 The Councils continue to face significant reductions in Central Government funding and the Transformation Programme developed some financial resilience for the Councils and for a few years reduced the reliance on making annual budget reductions that inevitably impacted on front line services. However, the Council has continued to see a reduction in the level of Government funding and currently has a predicted budget gap of £0.6 million by 2020.
  - 2.4 The Councils pioneered a new model for local government which was transferrable to other local authorities irrespective of the scale, acting as a catalyst for extending shared services, without undermining each participating Councils' democratic sovereignty.
  - 2.5 South Hams and West Devon Councils were the first in the country to adopt a new operating model for local government across two Councils in a fully shared services partnership. Having presented at a number of national conferences and Councils, the T18 model is proving to be an exemplar in local government and the Councils continue to share our experiences.
  - 2.6 The Council is now providing its services in an entirely new way - by becoming more flexible and customer focused using the latest technology. Services were redesigned around our customers and communities and as a consequence all departmental silos were removed. This involved re-engineering over 400 business processes and sharing all of our corporate services and information technology systems. The first phase of the programme (Support Services) went live in September 2014. The main phase of the programme went live in June 2015, with the last phase going live in April 2016.
  - 2.7 At its heart, the Transformation Programme (T18) was one of cultural change. Peoples' lives are constantly changing and we must change with them. The radical transformation was the most significant change in the way that the Councils worked for more than 40 years. The Councils' non-manual workforce was reduced by 30%, with all staff roles changing to be flexible and responsive to the needs of the customer. Officers from different areas of the Councils now work together to improve the service for the customer and reduce the need for office accommodation.
  - 2.8 The Transformation Programme was structured with a number of workstreams and each are reported on below.
3. **Outcomes/outputs – HR Workstream**
    - 3.1 Working with our employees, the Councils developed a new competency framework that identified a set of behaviours that underpin how we work and deliver services to our customers and communities. The new

framework, called IMPACT, identified 6 key behaviours and it now forms an integral part of our workplace culture and how we manage people, including forming a critical component of the staff appraisal system. Between 2014 and 2015, the majority of employees at both Councils went through a rigorous recruitment process and the workforce was reduced by 30%. The overall savings represented a saving of over 25% on the Councils' net revenue budgets.

- 3.2 An assessment centre was successfully designed and delivered, working in partnership with iESE, to make sure the right people were appointed to the right roles in the new operating model. Each member of staff was assessed by independent assessors and the outcomes informed the role they were offered.
- 3.3 All roles in the new structure were subject to the assessment process, including the senior leadership team. We still successfully use behavioural assessments when recruiting new people to the Council and when making internal appointments and promotions.
- 3.4 A voluntary redundancy programme was put in place to reduce the need to make compulsory redundancies. In total, 137 employees left the Councils' employment. This compared to 110 anticipated at the start of the Transformation Programme. The Councils experienced some resourcing challenges as rationalisation meant that some key skills were no longer available or limited during implementation.
- 3.5 The T18 Programme also provided an opportunity to implement a revised pay and grading structure and job evaluation tool. This has led to greater fairness and consistency in how we reward staff and has given the Councils greater control over their pay bill.
- 3.6 The new operating model is based on Communities of Practice rather than a traditional departmental structure. This provides greater flexibility in how we deliver our services and makes sure our people are doing the work they are qualified for and have the skills and experience to do. The Councils categorised the work into administrative (case management) and specialist tasks, took a cross-function approach and demonstrated that 80% of the Councils' work is best carried out by case managers, leaving specialists to concentrate on providing professional expertise.
- 3.7 A new agile way of working was introduced, with the removal of all cellular offices and the creation of a hot desk environment in both the main offices. The new agile way of working also includes the flexibility for staff to work where and when it is convenient for them and our customers. The recent staff survey suggests that a majority of people think that agile working has made them more effective in what they do. We also know that the flexible way of working attracts new people to work for us and is a factor in retaining key people.

- 3.8 The Councils were nominated as finalists in the Municipal Journal Local Government Awards in the Transforming Through People category in recognition of work done to change organisational culture by assessing people against the IMPACT behaviours.
- 3.9 The Councils' HR Community of Practice have been very successful in selling the Councils' services (i.e. knowledge and expertise on the HR Workstream) to other Councils who are looking to implement a Transformation Programme and are on track to generate income of over £100,000 (shared between both Councils) in this respect from confirmed work. We are also talking to other Councils which could lead to further income generation.

#### **4. Outcomes/outputs – Accommodation Workstream**

- 4.1 Having reviewed a wide range of accommodation options, moving the main staff base to Totnes, at the same time as implementing an agile working environment for all staff, has achieved the most benefit not only financially but for our effectiveness. It has allowed services to be further aligned between the two Councils, whilst retaining the ability to offer front line services across a large geographic area across both Councils.
- 4.2 Fresh, newly designed open plan offices have supported the Councils' new agile policy and inspired cultural change. A hot-desk approach has helped embed the behavioural and cultural change; this no fixed desk approach has helped breakdown old departmental silos with staff from all levels and different disciplines sitting and working together. The ratio of workspaces is 6 desks to 10 members of staff has encouraged home working; only two functional areas have dedicated space due to the specialist software required.
- 4.3 The new ways of working and the rationalisation of assets across both Councils have enabled additional new rental income from releasing surplus accommodation (£143,000) and reduced running costs (£93,000). The percentage of the running costs of the building offset by tenants is now up to 60%. Desktop telephones have been removed, all telephone contact is through laptops using Business Skype, which is also used for meetings, video conferencing, live sharing of documents, training and instant messaging to reduce internal email traffic.
- 4.4 The accommodation project was largely finished in 2015 and practical completion was issued in Summer 2015. The project delivered approx. 150 agile work spaces on the second floor in Follaton, 3 new meetings rooms, improved kitchen facilities and a completely transformed working environment.

#### **5. Outcomes/outputs – ICT Workstream**

- 5.1 The ICT element of the T18 Programme was considerable and comprised of 10 distinct elements. Each project in its own right was a significant piece of work. The purpose was to provide a single technology platform on new infrastructure that supported the new ways of working and facilitated

customer self-serve. The Technology solution comprised of Hardware and Infrastructure upgrades, the software solution and services provided by Civica, a complete telephony refresh and provision of new ICT facilities for Members. Below is a description of each of the elements and a summary of the benefits that were delivered. A separate report is to be produced looking at the Civica implementation and the lessons learnt as a result.

- 5.2 T1-Core Infrastructure - The provision of a new high availability infrastructure (servers, software) and configuration to support the Civica W2 application suite and platform to run processes started within W2 or the Web Portal. Since the beginning of the programme cloud services have become more affordable and some services are now running on cloud infrastructure. The existing infrastructure has, where possible, been used to support back-up and resilience to the current infrastructure.
- 5.3 T2-Mobile - To deliver a solution for mobile and agile locality officers. To support the new culture, the majority of officers were issued with a new mobile computer set up which allowed staff to work from anywhere. This has been a radical change for many officers, who have had to adapt to new working practices such as not having a fixed desk. The mobile product was still undeveloped at the start of the T18 Programme. Despite assurances the Civica mobile product does not meet all the Councils' requirements and although we continue to work with Civica to develop their solution, an alternative solution is being deployed i.e. where the Civica solution does not meet the business need. The cost of this solution is £3,000 per annum funded from the core ICT budget.
- 5.4 T3-GIS (Geographical Information Systems) – To replace the existing GIS and enable improved self-serve using spatial data (maps). The FastGaz product was not fit for purpose and has since been retired by Civica. The Councils purchased an alternative solution from an alternative supplier.
- 5.5 T4-Web/Portal – To develop a solution that promoted 'digital by choice', and enabled 2 way communication with our residents. It enabled citizens to 'apply for it', 'pay for it', 'report it', 'book it' and view and track any of those requests. The scope of this project was expanded during implementation to include the website. Early iterations of the Civica portal were not customer friendly, however the team continue to make significant progress across all service areas and online transactions have across both Councils increased by 140% in the past 12 months.
- 5.6 T5-Telephony – A corporate unified communications solution to aid agile working. It provided an integrated, modern and flexible new telephony system for the Customer First contact centre. Whilst the new phone system took longer to achieve than anticipated, it was a success.
- 5.7 T6-Back office systems migration – To migrate the Waste, Planning, Land Charges, Environmental Health, Licensing, Housing back office systems to Civica APP. Data migration proved to be a resource intensive and



lengthy process. After implementation Civica were unable to develop a working solution for Land Charges and an alternative solution was put into place.

- 5.8 T7-Back office system integration – To enable integration of Civica W2 with remaining back office systems e.g. Revenues and Benefits. Completed for the major systems.
- 5.9 T8-Infrastructure – The replacement of the corporate IT infrastructure to support agile working and provide a fast, reliable, cost effective and resilient scalable platform. Completed. The most recent evidence of this was during the recent severe weather when it enabled 210 officers to work from home to continue to deliver many Council services. The ability to work in an agile way is a key attraction to the recruitment of new staff and retention of existing staff.
- 5.10 T9-Members ICT – To equip Members with technology that enabled them to work and communicate effectively. All Members were issued with iPads, enabling Members to operate in a paperless way. This removed the need for paper based agendas at Committee meetings, creating savings in printing and paper. The workstream provided a way in which Members could meet with staff electronically over Business Skype, rather than by face to face meetings. It provided a modern flexible tool for Members to carry out their duties efficiently and conveniently. Members have up to date information and email available during meetings and elsewhere. An important requirement is the ability to share calendars but this is not possible as yet on the iPads.
- 5.11 T10-Document / Image migration – To move historic documents, files and images associated with a customer or property record to the new Civica W2 system. This enabled efficient records management and the decommissioning of the old document management systems. Over the last two years, the Councils have been extracting and importing documents into the new system and this process is almost now complete. Not enough time and resources were allocated to this workstream for the identification, extraction, importing and testing.
- 5.12 As stated in 5.1, there will be a separate report produced looking at the Civica implementation and the lessons learnt as a result.

## **6. Outcomes/outputs – Finance Workstream**

- 6.1 In December 2014, the Council agreed an investment budget of £4.61 million for the Transformation Programme (T18), in order to deliver annual recurring revenue savings of £3.3 million.
- 6.2 The table in Appendix A shows that the predicted final spend (£4.556 million) was £58,000 less than the budget of £4.614 million. Appendix A details the individual budget lines and highlights the areas which were underspent and overspent.

6.3 In 2014/15 the Council achieved £290,000 of T18 salary savings. In 2015/16 the salary savings achieved were £1.2 million. By 2016/17, the T18 salary savings realised totalled £2.54 million. The £2.54 million is an annual salary saving from 16/17 onwards. In addition there were annual savings from the Delivery Unit (£155,000) and from the Accommodation workstream totalling a further £236,000. Therefore the total annual savings for South Hams District Council realised from the T18 Transformation Programme were £2.93 million. The overall savings represented a saving of over 25% on the Councils' net revenue budgets.

### **Payback Period**

6.4 The original estimated payback period for the T18 Transformation Programme was 2 years and 6 months. The following items have had an adverse impact on the payback period of the Transformation Programme and have increased the actual payback period to 2 years and 11 months.

- i) There was budgeted to be £125,000 of savings from 2015/16 onwards for recycling and waste. This was to be gained from the rationalisation of the current waste and recycling rounds. The waste efficiency savings were taken from IESE projections and informed by the interim IESE waste manager. This was done as a desk top exercise but detailed route testing later informed the position that these savings were not able to be achieved, as previously reported to Members.
- ii) In June 2016, Members approved temporary transitional resources of a one-off amount of £545,000. This cost was funded through a re-investment of previous T18 savings back into the T18 Programme and through a reallocation of New Homes Bonus funding. This was to improve customer satisfaction and public perception of the Council during the implementation period of the Programme.
- iii) On 25 Feb 2016, Council approved the cost of £134,000 for additional resource to address the planning enforcement backlog.
- iv) As part of the Budget proposals for 2017/18 which were approved by Council on 9th February 2017, it was agreed to utilise £75,000 of the Budget Surplus Contingency Earmarked Reserve to fund five additional case managers within Development Management for a period of one year (2017/18).
- v) The initial business case included anticipated savings of £47,000 per annum for reduced annual IT software costs. These savings have not been realised due to the additional software that was either not anticipated, out of scope of the original programme or

required to replace solutions that did not meet the Councils' requirements. It should be noted that a reduced contract cost was negotiated with Civica.

6.5 Whilst the budget reductions were achieved, the transition to the new model did result in increased call volumes, increased call waiting times and some service backlogs for an interim period, whilst the Transformation Programme was being embedded. Quarterly performance reports were presented to the Overview and Scrutiny Panel. The resourcing model and staff numbers in the new model were developed by Ignite and were based on:

- The new technology being delivered and more importantly embedded across the organisation.
- New more efficient and streamlined processes implemented and embedded.
- Customers using the new technology and process to self-serve rather than calling or visiting the Councils.

6.6 Due to a number of factors listed below the technology was delayed:

- The Councils' IT resources were reduced at the start of the Programme.
- The delivery of the technology solutions from the supplier suffered delays.
- A number of the IT solutions needed significant development to meet the requirements of the Councils.
- The availability of staff for testing and training was limited due to the need to carry on with day to day customer activity.

## **7. Outcomes/outputs – Customer Workstream**

7.1 The Customer Workstream related to the engagement required with our customers to maximise the benefits of the future operating model. These benefits were both for the customer, in terms of improved customer service and greater access to on-line services and for the Councils through reduced costs.

7.2 At the centre of the new staffing structure is a band of 'Case Managers'. They take a request or task from start to finish and the customer has one point of contact throughout their enquiry. Case Managers are helped by Specialists in different fields, who can be asked for their expertise when necessary. They have been freed up from administrative duties to focus on their specialism.

7.3 The focus of the new computer systems was the customer, enabling them to track service requests through a personal online account and having access to our services at a time and place that suits them.

## **8. Benefits Realisation and Performance figures**

- 8.1 With new technology, there is a greater customer expectation to meet their needs 24/7 using a variety of channels, just as they would expect from other services such as their utilities and banks. Peoples' lives are constantly changing and the Councils recognised that we must change with them. In response, the Councils fundamentally changed their service delivery model which has enabled the Councils to reduce costs whilst meeting the demands of customers and communities. It has ensured that our Councils deliver a value for money solution to the taxpayer, delivering quality services at the lowest cost.
- 8.2 In creating the Councils' new operating model, officers talked to other 'pace setting' Councils and combined their successful approaches with our own experience to date, to design a radical new operating model which delivered the following non-monetised benefits:
- 24/7 access to those who choose to use our on-line services
  - Increased range of access options to recognise the diversity of our customers
  - Customer and site details held in one place for use by all services
  - A flexible workforce with empowered roles
  - An enhanced locality role for Members as community enablers
  - Commissioning options for each Council that participated in the model
  - Flexible options for sharing with any potential future partners
  - Locality workers – customer/community services out and about
  - Improved work/life balance for our staff.
- 8.3 The non-monetised benefits are in addition to the annual savings realised from the T18 Transformation Programme of £2.93 million. The overall savings represented a saving of over 25% on the Councils' net revenue budgets.
- 8.4 The success of the T18 operation model was aptly demonstrated during the recent bad weather from snow. The Councils had 210 members of staff working from home using mobile technology and the majority of services were able to continue to be delivered to customers.
- 8.5 The Transformation Programme has shown results, both financially and through service delivery. The Performance figures for the Councils during the main implementation period of the T18 Programme have been regularly reported to the Overview and Scrutiny Panel. Performance figures are also reported annually in the Council's Annual Report.

8.6 Detailed below is a list of the things that went well with the Transformation Programme (Successes) and also a list of items that could be changed in the future (Challenges).

**‘Successes’:**

- The Councils’ detailed Business Case helped them to focus on what was important and manage budgetary control
- Undertaking Accommodation changes alongside the Programme helped support the Councils’ future operating model aspirations
- Our level of communication was strong (in both level of detail and frequency), throughout the duration of the Programme.

**‘Challenges’:**

- Data migration proved harder than expected (due to source data quality issues and the number of extracts required). Albeit the approach of taking all data from the source systems may have contributed.
- More detailed planning & definition of both the delivery and go live phases could well have helped manage its resourcing and duration (or inclusion of a little more project contingency in the plans)
- Losing Support Services staff in the first phase hindered progress in subsequent phases, perhaps retaining some transitional resource and/or reordering some projects would have helped.
- Managing the resource conflicts across Business as Usual and the Transformation Programme was a challenge. The Councils could have tried to ring fence project resource more (both technical and business).

**9. National Awards**

9.1 In recognition of the Councils’ achievements, South Hams and West Devon Councils were awarded the prestigious title of Council of the Year, at the 'Improvement and Efficiency Social Enterprise' (iESE) awards 2016. This was a huge achievement for both Councils, the award recognised that the Councils continue to rise to the challenges facing Local Government and were not afraid to tackle them head on.

**10. Current issues and key risks**

10.1 The capacity of the organisation to maintain business as usual service as well as be available for training and testing in new processes and systems was a risk that materialised and was a key issue. This resulted in continued delays in the Programme roll-out of technology and processes. The transitional resources approved ensured that business as usual service was improved, whilst technology and new processes were embedded.

10.2 To minimise the risks of project slippage, the following measures were in place:

- Lessons learnt from the planning portal deployment are now in place for future deployments. These included more comprehensive testing and involvement of key stakeholders (Members etc.).
- Weekly reviews were in place with Civica at both operational and senior management level.
- The Support Services Group Manager reported progress weekly to the senior leadership team.
- The Executive Member for Support Services was briefed fortnightly.
- A weekly review took place with the project team.

## 11. Summary

11.1 The Transformation Programme (T18) has been extremely successful overall and has achieved the annual revenue savings required, improved performance across the board, changed the culture of the organisation and has given customers much better access to our services.

11.2 None of this could have been achieved without the goodwill and sheer hard work of all of the staff, which went beyond expectations, coupled with the support of Members.

## 12. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council delegated to the Executive to monitor the budget monitoring position of the Transformation Programme.
Financial	N	There are no financial implications arising directly from this report. The finances of the programme are set out in Section 6.1 to 6.6.
Risk	Y	See Section 10.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	This report updates Members on the opportunity for developing improved access to a range of Council services and meeting a wide range of customer needs.
Safeguarding	N	This report updates Members on the opportunity for developing improved access to a range of Council services and meeting a wide range of customer needs.
Community Safety, Crime and Disorder	N	None

Health, Safety and Wellbeing	N	This report updates Members on the opportunity for developing improved access to a range of Council services and meeting a wide range of customer needs.
Other implications	N	None

## Appendix A – Financial Summary

### Supporting Information

Executive – 11 December 2014

Executive – 10 March 2016 – T18 Budget Monitoring report to end of February 2016

Executive – 16 June 2016 – Transitional Resources report

Overview and Scrutiny Panel - 27 July 2017 – Transitional Funding arrangements

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Overview and Scrutiny Panel 3 May 2018  
Transformation Programme (T18) Closedown Report

APPENDIX A

Expenditure Category	2014-2015 T18 Actual Expenditure	2015-2016 T18 Actual Expenditure	Actual expenditure 16/17, 17/18 and predicted for 18/19 & 19/20 (mainly Pension strain payments ) (C) (£)	Total  (Columns A to C) (£)	Comparison to the total T18 Budget (One-off Investment costs)  (£)	Notes
<b>Revenue Expenditure</b>						
ICT technology, implementation and workstream development	298,585	336,466	21,000	656,051	615,750	Note 1
ICT workstation costs and infrastructure	185,960	74,811	-	260,771	276,000	Note 2
Training and Accommodation	93,961	64,556	-	158,517	128,000	Note 3
Implementation and design of the future operating model	186,794	750	-	187,544	175,000	Note 4
Redundancy and Pension Strain costs	1,481,957	188,166	878,090	2,548,213	2,702,000	Note 5
Contingency	0	105,000	16,000	121,000	175,000	Note 6
<b>Capital Expenditure</b>						
Accommodation	338,310	161,658	-	499,968	450,000	Note 7
ICT Software	92,250	31,750	-	124,000	92,250	Note 8
<b>TOTAL</b>	<b>2,677,817</b>	<b>963,157</b>	<b>915,090</b>	<b>4,556,064</b>	<b>4,614,000</b>	

**Summary** – The table shows actual expenditure to 31<sup>st</sup> March 2018 and predicted expenditure for 18/19 and 19/20 (for pension strain costs). The table above shows that the predicted final spend (£4.556 million) is £58,000 less than the budget of £4.614 million.

**Note 1** - ICT technology, implementation, workstream development and project management costs – These are the contract payments to the IT supplier for delivering the IT system and project management costs. These were slightly over budget by £40,000 (6.5%), mainly due to project management costs.

**Note 2** - ICT workstation costs and infrastructure – This was under budget by £15,000 and was for the purchase of workstations and infrastructure.

**Note 3** – Training and Accommodation – This budget was overspent by £30,000.

**Note 4** - Implementation and design of the future operating model – This was for the work with IESE and the budget was overspent by £12,500.

**Note 5** – Redundancy and Pension Strain costs – This was the area of the budget which was the most difficult to predict. The Council now has certainty of these costs.

**Note 6** – Contingency – The contingency budget was underspent by £54,000.

**Note 7** – Accommodation (Follaton) – The accommodation budget was overspent by £50,000 (11%).

**Note 8** – ICT Software – This is the software element of the contract payments to the IT supplier. This is treated as capital expenditure.

Report to: **Overview and Scrutiny Panel**

Date: **3 May 2018**

Title: **Update on the Urban Fringe Deliver Team and Sherford Strategic Review**

Portfolio Area: **Customer First**

Wards Affected: **Wembury and Brixton and Woolwell located in the Urban Fringe area**

Relevant Scrutiny Committee: N/A

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

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

Author: **Gina Small** Role: **Urban Fringe Delivery Team Manager**

Contact: **01803 [861503](tel:01803861503)/[gina.small@swdevon.gov.uk](mailto:gina.small@swdevon.gov.uk)**

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## **Recommendations:**

### **That the Overview and Scrutiny Panel:**

- 1. support the set up and function of the new Urban Fringe Delivery Team; and**
- 2. welcome the latest update on the Sherford Strategic Review.**

## **1. Executive summary**

- 1.1 The Plymouth and South West Devon Joint Local Plan (JLP) has been submitted and the Examination in Public took place between 30th January 2018 and 30<sup>th</sup> March 2018.
- 1.2 The JLP sets the policy and strategy to deliver 27,700 new homes over the plan period, 1900 in the Plymouth Policy Area and 7,700 in the Thriving Towns and Villages policy area. The Urban Fringe is in the Plymouth Policy Area and includes Sherford and other sites that

fall in the South Hams boundary within Plymouth, for example land allocated at Woolwell for an urban extension and employment land at Langage.

- 1.3 The Urban Fringe Delivery Team is a continuation of the previous Sherford Delivery Team, which was funded by money secured from Homes and Community Agency now known as Homes England (HE). To continue supporting the delivery of large sites in the Urban Fringe a further successful bid was made to the HE. The fund provides £559,500 to fund a team of specialists for approximately 2 years.
- 1.4 The team is hosted by this Council and currently comprised of a team manager, (Gina Small) a senior planning specialist (Ian Sosnowski), a senior specialist (Mark Harris), specialist development management (Tom French) and a project officer (Anna Booth), the team also commissions flexible support of other officers, such as ecologist and green infrastructure specialists, officers are seconded from SHDC, Devon County Council and Plymouth City Council.
- 1.5 This paper also provides an update on the Sherford Strategic Review. The Sherford Consortium have completed their review of the site including a Developers Forum held on 7th December and public events on 8th and 9th December. There has been a review of the Town Code and a section 73 application was approved by South Hams District Council. A second section 73 application was received by SHDC on 23rd March 2017.

## **2. Background**

- 2.1 The Council is committed to delivering a Joint Local Plan and as such has a shared commitment to delivering the housing targets. The innovative and positive approach taken in the JLP will require a similar approach to its implementation.
- 2.2 A Members steering board has been set up to provide leadership and guidance to deliver the aspirations of the LP. An officer JLP management board have also been set up. The Urban Fringe Manager will report to both boards.
- 2.3 Sherford is a live housing delivery site within the urban fringe. The Sherford New Community Consortium is made up of Bovis Homes, Linden Homes and Taylor Wimpey. An outline permission for 5,500 homes plus employment, 3 primary schools, secondary and other community infrastructure was granted in 2013. A reserved matters application has been granted for phase 1 of the development for 600, dwellings. We expect a further reserved matters application for a similar number of homes to be submitted to the LPA in Autumn 2018.

- 2.4 The Consortium set out on a Sherford Review last year. The review has updated the Sherford Design Guide and a decision to grant approval was issued in September 2017.
- 2.5 The consortium report to the Sherford Project board on a monthly basis and Homes England have representation on the board, they require progress to be reported in terms of their loan arrangement with the Consortium.

### **3. Outcomes/outputs**

- 3.1 Delivering large-scale development requires focused resources that that are beyond the business as usual resources of the planning team. This include master-planning, resolving land ownership viability issues, negotiation with developers throughout the scheme's life, and the time and ability needed to strike funding deals to bring forward infrastructure.
- 3.2 It is important to note that liaison with the community, existing and those moving in is also an important part of the work to deliver the community aspirations.
- 3.3 The teams focus in its six months has been to; support the JLP examination, and support the complex delivery of Sherford, including the recently completed Strategic review for Sherford.
- 3.4 The key aspects of the recent Section 73 application include: revisions to the Masterplan and site layout; revised drainage proposals to increase above ground water attenuation; redistribution of the commercial space; increased green space within the urban areas and revisions to ecological mitigation.
- 3.5 The team will focus efforts on maintaining momentum on the Sherford site. Sherford is currently four years into its build programme, significant groundworks, drainage major road schemes and superstructures for over 250 of the first 600 homes phase have been constructed. Approximately 143 properties are now occupied and the Primary School, Sherford Vale, opens in September 2018.
- 3.6 In the last 12 months the team have secured up to £7.1 million of external funding to deliver Deep Lane Junction improvements and bring forward the early delivery of Sherford Main St, the team have also worked closely with the developers to bring forward the first primary school that opens in September 2018.
- 3.7 In summary the Team will:
  - Oversee the statutory planning functions on behalf of both LPAs in a timely and efficient manner

- Support the delivery of major community infrastructure, working with external partners such as the Health Sector, DfE, Highways England, Natural England etc.
  - Leverage in funding opportunities by developing shovel ready schemes for acceleration e.g. Phase 2 of Deep Lane improvements and Main St.
  - Monitor and accelerate the implementation of S106 Agreements and Planning Permissions
  - Provide specific technical advice and opinion on planning decisions
  - Support the Sherford Project Board and other Boards as established
  - Contribute to the Sherford Strategic Review Programme
  - Negotiate and agree the formal and legal basis for the Sherford Community Trust
  - Facilitate and contribute to the Skills and Training Scheme management
  - Leverage specialist support (matched funding) from their respective Authorities
  - Liaison with Local Communities, residents and elected Members to build local relationships with neighbouring communities.
  - A further role for the Team at this stage will be to share learning experiences of best practice, both with partner 'New Community' organisations, such as Cranbrook and Southwest of Exeter growth
- 3.8 The team will also be engaged in the planning of other strategic sites such as the land allocated at Woolwell for 2000 homes in the local plan employment at Langage.
- 3.9 The team is currently exclusively funded by HCA money which will resource the team to the end of 2019. The team manager is developing a business plan to maintain resources to keep the team operating beyond this.
- 3.10 The Joint Local Plan team will manage the monitoring and annual reporting of housing delivery.

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

- 4.1 The Council could choose to manage large sites such as Sherford within its normal planning service. However, this would overburden a very busy planning team and would slow down the pace of delivery. In conjunction with Plymouth City Council and Devon County Council the authorities have recognised the specialist intervention and resources that are required for such large housing sites and therefore been successful in securing external funding from HE to provide a dedicated team.

4.2 The strategic review is an exercise undertaken by the Consortium but there has been good stakeholder engagement. There is no 'guide book' that brings forward large housing sites, there is a reliance on the market, housebuilding, need to secure delivery of infrastructure and some flexibility to review and adapt to changing circumstances. A range of skills are required and it will be important that this is resourced properly through the new team. If the strategic review was not engaged with there was a significant risk that this major strategic housing site would stall and possibly halt.

## 5. **Proposed Way Forward**

### 5.1 Proposals:

That the panel support the setup of the new Urban Fringe Delivery Team and welcome the update on the strategic review of Sherford undertaken by the Consortium.

### 5.2 Justification – including fit with corporate priorities

The approach to setting up a Urban Fringe Delivery Team to manage and promote the delivery of housing, jobs and enhance the natural environment fits well with the corporate priorities; Supporting Vibrant Towns and Villages and enhancing the quality of life for individuals and communities whilst conserving the natural environment.

5.3 This will have a positive impact in making sure as much as possible that the Joint Plan is capable of delivering its five year housing supply and contribute positively towards the housing supply and creating of new jobs in the urban fringe.

5.4 The set up a dedicated team provide resources that are able to focus time and energy into unlocking complex large sites such as Sherford and bring that experience into the wider team.

5.5 The strategic review builds on and enhances the vision for Sherford to make it a desirable new town where its community can thrive.

5.6 Negative impacts are that the review could be perceived negatively by the public as a simple cost saving exercise. This has been mitigated by a number of strategic workshops with key stakeholders over the last 12 months and through public exhibitions.

## 6. **Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	The report provides an update on the role of the Urban Fringe Delivery team.

		<p>The report needs to clearly set out all the legal implications of the decision including:</p> <ul style="list-style-type: none"> <li>• The legal background to and legal authority for the decision</li> <li>• Whether the proposal is a mandatory or discretionary service</li> <li>• Whether it meets existing/new statutory obligations</li> <li>• Whether there are legal or governance issues that need to be addressed.</li> </ul> <p>Where the above is an integral part of the main body of the report reference to the relevant sections should be made.</p>
Financial	Y	<p>The Urban Fringe Delivery team are funded by HCA funding which provides £559,500 to set up a team for approx. 2 years.</p> <p>The report needs to clearly set out all the financial implications of the decision including;</p> <ul style="list-style-type: none"> <li>• revenue expenditure, capital expenditure, staffing and income by financial year,</li> <li>• any savings/additional income expected,</li> <li>• the budgets to be used to fund the expenditure,</li> <li>• any tax (including VAT) or interest implications of the decision,</li> <li>• any financial risks arising from the decision including estimates of possible losses and the probability of these,</li> <li>• any assumptions made in arriving at the numbers presented, and if significant,</li> <li>• any cashflow implications arising.</li> </ul> <p>Where the above is an integral part of the main body of the report reference to the relevant sections should be made.</p>
Risk	N	<p>The report provides an update and does not require a decision.</p> <p>The report needs to clearly set out all the significant risks associated with the decision. Significant risk can be defined as the chances of something going wrong that has a material impact on the Council.</p>
Comprehensive Impact Assessment Implications		



Equality and Diversity		The delivery of new housing and jobs require sound community planning to make sure the needs of all people are taken into account. If this is not done there is a risk of excluding sectors of the community.
Safeguarding		There are no safeguarding implications arising from this report.
Community Safety, Crime and Disorder		There are no Community Safety and Crime and Disorder implications arising from this report.
Health, Safety and Wellbeing		Health, Safety and Wellbeing considerations are made in the Masterplanning of new sites and throughout its delivery.
Other implications		None

### **Supporting Information**

#### **Appendices:**

None

#### **Background Papers:**

None

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Report to: **Overview and Scrutiny**  
Date: **3 May 2018**  
Title: **Feasibility of Installing Electric Car Charging Points in the Council's Public Car Parks**  
Portfolio Area: **Cllr Keith Wingate, Strategy and Commissioning**  
Wards Affected: **All**  
Relevant Scrutiny Committee: None

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

Date next steps can be taken: After Full Council

Author:	<b>Chris Brook</b>	Role:	<b>Community of Practice Lead for Assets</b>
	<b>James Kershaw</b>		<b>Senior Specialist Environmental Health</b>
	<b>Emma Widdicombe</b>		<b>Senior Specialist Environmental Services</b>

Contact: **01803 [861170](tel:01803861170) Chris Brook**

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**Recommendations:**

**That Overview and Scrutiny Panel RECOMMEND to the Executive to RECOMMEND to Council that the proposed strategy for the installation of an electric vehicle charging network in Council car parks be endorsed.**

- 1.1 The Council resolved on the 14<sup>th</sup> December 2017 to undertake a feasibility study into the installation of electric vehicle charging points in the Council's car parks.
- 1.2 Soon after this resolution was made, Devon County Council contacted the Council to invite them to join the DEvon Low carbon Energy & Transport Technology Innovator (DELETTI) project.
- 1.3 DELETTI seeks to accelerate the uptake of Ultra Low Emission Vehicles and Zero through providing additional and improved charging infrastructure.
- 1.4 Funding for the project was being sought from the European Development Fund and, having been successful at initial stages, officers consider that now is a good time to proceed with this project.
- 1.5 The project is backed by Devon County Council, Energy Savings Trust, Exeter University, Royal Devon and Exeter Hospitals Trust, Exeter City Council, East Devon District Council, Teignbridge District Council, Torridge District Council, West Devon and South Hams.

## **2. Background**

- 2.1 Following the resolution by the Council to undertake a feasibility study into the installation of electric vehicle charging points (EVCP) in the Council's car parks, an officer group was formed of officers from Assets, Commercial Services, and Environmental Health.
- 2.2 The group was tasked with identifying which car parks should be focussed on to derive initial costings for the installation of EVCP, it was determined that the following list of car parks would be the focus of the group;
  - i. Totnes – Nursery Car Park, Leechwell Lane, Totnes
  - ii. Dartmouth – Mayors Avenue Car Park
  - iii. Salcombe – Creek Car Park
  - iv. Ivybridge – Leonards Road  
Kingsbridge – Quay Car Park or Fore Street Car Park.
- 2.3 This list of car parks were initially sent to PodPoint who installed the EVCP at Follaton House, for a rough costing and options appraisal on types of charging points (voltages, wattage etc.). No response has so far been received, although due to other opportunities arising no chasing has so far been carried out. There was no agreement in place between ourselves and PodPoint to supply further units.
- 2.4 In January 2018 Devon County Council contacted the Council to determine whether they would be interested in joining the

DELETTI Project. As the project had similar goals to the feasibility study it was determined to consider this project.

- 2.5 The DEvon Low carbon Energy & Transport Technology Innovator (DELETTI) aims to accelerate the uptake of Ultra Low Emission Vehicles (ULEV) through providing additional and improved charging infrastructure and funding for integrating ULEVs into vehicle fleets in the Devon area. The project will also demonstrate the use of solar carports and energy storage to deliver a low carbon ULEV charging point infrastructure and stimulate further decarbonisation of the electricity grid. The programme is a partnership between Devon County Council and the Energy Saving Trust and with the support East Devon District Council, Exeter City Council, Royal Devon & Exeter Hospital Foundation Trust, Teignbridge District Council, Torrington District Council, and the University of Exeter.
- 2.6 Devon County Council are working to secure European Regional Development Fund support for the activities and has successfully reached the second round of bidding. They are now working on the Full Application which will be submitted shortly and, if successful, the project would start in September 2018 with installations in late 2019. At this time DCC are confident that the bid will be successful.
- 2.7 The programme has the aims to utilise the funding to offer South Hams Council an electric vehicle charging point operator procured by Devon County Council to deliver:-
- 22kW> dual charge points
  - High levels of interoperability (no membership fee, payment using contactless technology)
  - All design, build, operate and maintain costs covered by Contractor for period of the lease (this includes any grid charges or on-going electricity supply)
  - Potential for rental income from Contractor (although this will be subject to negotiation and part of the tendering undertaken by DCC.)
  - Bay lighting and CCTV to ensure safety of users
  - Number-plate recognition to ensure bay is only used by electric vehicles
  - Charge point supplied with low/zero carbon energy, potentially from bays own solar carport; this would be subject to planning and further feasibility studies.
  - Some control over the cost to the consumer of charging
  - Establishment of a framework by which the Council can make further fully compliant installations at a later date.
- It is recognised that this is not detailed at this time and will need further joint working on with Devon County Council should the funding bid be successful.

- 2.8 For each dual charge point the contract will require the council to make a £4,000 contribution to costs which will be supported by ERDF monies. There will be no charge by Devon County Council for utilising their procurement framework.

### **3. Outcomes/outputs**

- 3.1 It is proposed that the Council will support the DELETTI project to deliver 2 electric vehicle charging bays at each of the car parks identified above at a cost of £20,000 for the district.
- 3.2 It is recognised that by supporting the uptake of ultra-low emission vehicles will have a positive benefit on air quality, and is in general support of the proposals within the Council's Draft Clean Air Strategy. There are also likely to be benefits to the tourist economy and locals who have already switched to electric vehicles.

### **4. Proposed Way Forward**

- 4.1 At this time it is proposed that we will seek to install 22kw charging points at these car parks, however depending upon the final procurement framework it may be possible at minimal additional cost to upgrade to higher charging capacity and flexibility on this decision should rest with the Asset lead.

A higher capacity unit has the ability to charge cars faster which may help with turnover of spaces, however higher charging capacities require greater infrastructure up front.

- 4.2 The total cost of this project is estimated based upon the figures provided by Devon County Council will be £20,000. However until the procurement framework is completed we will be unable to determine the exact costings.
- 4.3 It is proposed that the funding for the project be resourced through the setting up of an Air Quality reserve from funds made available from work carried out in regards to the monitoring of air quality at Langage, of which there is £28,909.64 of monies available.
- 4.4 Therefore Overview and Scrutiny is asked to endorse this strategy to Executive, and that they recommend that a reserve is established to fund this work as described above.
- 4.5 That authority to spend money from this reserve is delegated to the Asset Community of Practice Lead for the purpose of establishing an EVCP network across the Council's Car Parks.

## 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		No legal implications at this time, contractual issues should the project develop.
Financial		Permission needed to set up a reserve.
Risk		None foreseen at this time.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None foreseen
Safeguarding		None Foreseen
Community Safety, Crime and Disorder		None Foreseen
Health, Safety and Wellbeing		None Foreseen
Other implications		None Foreseen

### Supporting Information

#### **Appendices:**

None

#### **Background Papers:**

Draft Air Quality Strategy for South Hams and West Devon

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# Agenda Item 10

**Report to:** Overview and Scrutiny Panel

**Date:** 3 May 2018

**Title:** Q4 2017/18 Performance Report

**Portfolio Area:** Strategy & Commissioning

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

**Presented by:** Cllr Keith Wingate

**Recommendations:**

**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. Measures for Quarter 4 have maintain their good level of performance in most areas.
- 1.2. Q4 performance had 3 measure at 'Red': Missed bins per 100,000, and % of Benefits Change of circumstances submitted online, a new measure to capture online take up, and % of calls answered in 20 secs.
- 1.3. The measure of '% of calls answered in 20 secs' acts as a proxy to show how often there are no, or very few, calls waiting in the queue so is very sensitive to higher than usual call volumes.
- 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 3<sup>rd</sup> Wednesday of the month, for SLT to keep on top of performance issues.
- 1.5. There is a downloadable app from the council catalogue to take you to the portals or you can access them from any computer through a new URL: [swdevon.pentanarpm.uk](http://swdevon.pentanarpm.uk)

## **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 continue to be developed focusing on online transactions and uptake of 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.

## **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. **Appendix D** contains the planning data that goes to DM committee

3.5. 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.

**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.

**6. Implications**

<b>Implications</b>	<b>Relevant to proposals Y/N</b>	<b>Details and proposed measures to address</b>
Legal/Governance	N	Whilst there are no longer statutory performance measures, some measures are still reported nationally. We collect these in the same format as required to improve consistency. Other measures aim to improve efficiency & understand workload.
Financial	N	There are no direct financial implications of the contents of the report
Risk	Y	Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give the Scrutiny Committee the ability to address performance issues and develop robust responses to variation in delivery
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

## **Supporting Information**

### **Appendices:**

- Appendix A – Corporate Balanced Scorecard
- Appendix B – Background and Exception Report
- Appendix C – Explanation of targets
- Appendix D – Planning Performance Indicators

### **Background Papers:**

None

# 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	
		% of Benefits new claims online (IEG4)
		% of Benefits change of circumstances online (IEG4)
		Ratio of web/call-post-email submissions (W2)

## Performance

Q3	Q4	
		<b>EH:</b> % of nuisance complaints resolved at informal stage
		Avg days short term sickness/FTE
		Complaint response speed

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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.

## Key

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

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# Information Report

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

PI Description	Managed By	Q4 16/17	2016/17	Q4 2017/18		17/18	Comment (If Applicable)
			YTD or Total			YTD or total	
<p><b>Planning Enforcement (Workload)</b></p> <p>Change: Due to issues extracting the information, breaking down the action in each enforcement case isn't possible. Volume of all current outstanding work is being reported instead</p>	Pat Whymer	-	-	Enforcement cases closed: 108 Live enforcement cases: 364 Enforcement cases received:94		-	<i>Figures as at the end of March.</i>
<p><b>All: Complaints resolved</b></p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>	Area	Complaints rec last qtr 2017/18 Q3		Total	Avg Time (Days)	2017/18 YTD	<p>This breakdown of area and average time to complete timings is only available for the completed complaints.</p> <p>74 complaints were logged during the quarter, 15 of the completed processes were service issues that were dealt with immediately and aren't formal complaints, 4 complaints were misdirected at us but were actually about Devon County Council responsibilities. The remaining 9 processes that are yet to be completed will be a mix between service issues and formal complaints.</p> <p><b>Note:</b> Service Issues – Some issues are logged as complaints as the customer has a justified concern. Often these are simple issues resolved by talking with the customer so don't form part of our formal complaints process but still are captured for improvement and analysis purposes</p>
	Assets	1	Assets	-	18	1	
	Case Management	-	Case Management	-	-	-	
	Council Tax	2	Council Tax	2	39	13	
	Customer Service Team	-	Customer Service Team	2	27	4	
	Environmental Health	2	Environmental Health	2	17	4	
	Environmental Protection	-	Environmental Protection	-	-	-	
	Finance	1	Finance	-	21	1	
	Housing Benefits	1	Housing Benefits	-	16	5	
	Housing Advice	-	Housing	-	-	-	




PI Description	Managed By	Q4 16/17	2016/17	Q4 2017/18			17/18	Comment (If Applicable)
			YTD or Total				YTD or total	
				Advice				
		ICT/Internet	-	ICT/Internet	-	-	-	
		Legal	-	Legal	-	-	1	
		Planning	17	Planning	9	29	48	
		Waste	13	Waste	26	30	65	
		Commercial Services	2	Commercial Services	4	28	20	
		Car Parks/Parking	2	Car Parks/Parking	1	25	3	
		Total	41	Total	46	28	165	
		Service Issues	45	Service Issues	15	N/A	124	
<b>Compliments</b>				Service	No.	YTD		We re-launched the compliments process towards the end of this quarter after limited uptake previously.
				Commercial Services	3	4		It asks for: service area, team (or staff member), type (helpfulness, solved a problem, above & beyond the call of duty {ABCD}, speed), and a description, which we can make available for managers or members.
				Council Tax	-	1		
				CST	16	41		The process is quick to do and the compliment can be captured by anyone and sent to the staff member involved or their manager for recognition.
				Domestic Waste	5	21		
				Housing Advice	1	2		
				ICT	1	1		Reminders for staff to log them are going in the Friday flash regularly so we can simply report out the data.
Housing Benefits	1	1						
<b>Long term sickness (days)</b>								Equivalent to 1.75 days/FTE for the Qtr.
Number of days lost due to long term sickness	Andy Wilson	693	YTD 2691	599		YTD 2661		Q3 figure: 1.56 days/FTE
								This figure relates to 16 individuals averaging 37 working days away. 1 has been dismissed and 10 have been managed back into work. There are still 5 currently off work
<b>Short term sickness (days)</b>								Equivalent to 1.1 days/FTE for the quarter.
Number of days lost due to short	Andy Wilson	419	YTD 1128	379		YTD 1339		



PI Description	Managed By	Q4 16/17	2016/17	Q4 2017/18	17/18	Comment (If Applicable)
			YTD or Total		YTD or total	
term sickness						Q3 figure: 1.2 /FTE  Public sector averages for all sickness (long term and short term) are around 2-3days/FTE
<b>Top 5 call types</b>	Anita Iley			1) Call Transferred to another organisation 2) Call Dealt with on switchboard 3) General - Balance Enquiry 4) Domestic waste - Missed Waste 5) Ctax - Move	-	Last Qtr  1) Call dealt with on Switchboard 2) Other - Call transferred to another organisation 3) General - Other Enquiry - Dealt With 4) Move 1st Move 5) Transfer to Housing Advice  As the CST deal with such a wide range of processes the most common call types are often the grouped types. We have always received a high number of calls for other agencies, particularly: DCC, the CAB, Housing associations or other organisations people mistakenly believe we are responsible for.
<b>Top 5 website processes</b>	Kate Hamp			1) Recycling sack/waste container request 2) Letter of Representation 3) Missed waste report 4) Parking permit application 5) Commercial waste sack purchase	-	Last Qtr  1) Recycling Sack Request 2) Letter of Representation 3) Missed Waste Report 4) Waste Container Request 5) Parking Permit Request
<b>% of customer contact through online interaction (Workflow360)</b> Demonstrating channel shift	Kate Hamp	33%	33%	55%	Q3 16/17 60%	
<b>Total number of online transactions</b>	Kate Hamp	7365	21091	Workflow360(W2): 21800	77795	Number of online interactions continues to increase as well as the percentage of all contact through online means. The levels are beginning to level off so further rises from these levels will likely be smaller and based on additional processes coming online and in response to channel shift activities

PI Description	Managed By	Q4 16/17	2016/17	Q4 2017/18	17/18	Comment (If Applicable)
			YTD or Total		YTD or total	
<b>% of calls resolved at first point of contact</b> 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.
<b>Nuisance complaints Received</b>	Ian Luscombe	126	434	142	604	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.
<b>Average time taken for processing Disabled Facilities Grants</b> (Portion under council control) (Days)	Ian Luscombe	1 day	2 days	1 day	0 days	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. This means on average the completed paperwork is received and completed by the next day.

## Exception Report:

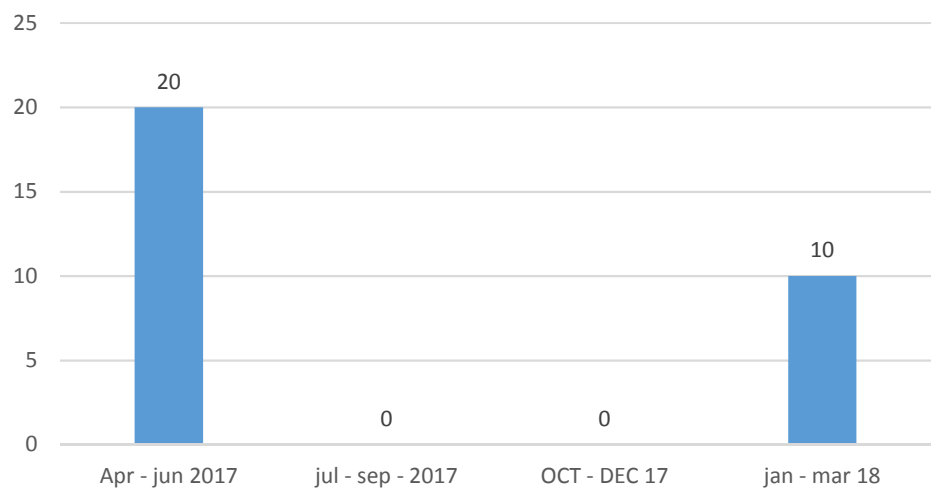
Code and Name	Managed by	Prev Status	Last Qtr Q3	Jan 2018	Feb 2018	Mar 2018	Q4 2017/18		Action Response
				Value	Value	Value	Value	Target	
<b>Average no. of missed bins per 100,000 collections</b>	-		358	189	112	240	541	225	Notwithstanding the ongoing issues, missed collections were significantly worse in March due to the heavy snow fall. A new team leader has been seconded to provide a holistic view with responsibility for the depot supervisors and case mangers dealing with waste collection issues. A number of improvements that address both personnel and process are being implemented including; more consistent use of the in-cab technology to prevent unjustified missed reports, and providing drivers with more structured route information when relief drivers are covering different rounds to prevent missed roads when local knowledge isn't available.
<b>% of Benefits change of circumstances completed online (IEG4)</b>	Lorraine Mullineaux		8.3%	8.2%	5.2%	18.2%	10.2%	25%	This is a new measure and a stretching target. The uptake of new claims online has been very good (~64%) and keeps slowly increasing. The change of circumstances online process hasn't been as used as extensively. The use of the online change of circumstances process has been very variable but the general trend is a steady increase in online usage.
<b>% of calls answered in 20 secs</b>	Anita Ley		47%	32%	40%	42%	38%	50-80%	A 17% increase in the number of calls compared to the last quarter increased the call answer time and decreased the number of calls answered in 20 secs. This is an expected increase as we approach the end of the financial year. The number of calls answered within 5 minutes dropped slightly from the previous quarter but remains around 65%.

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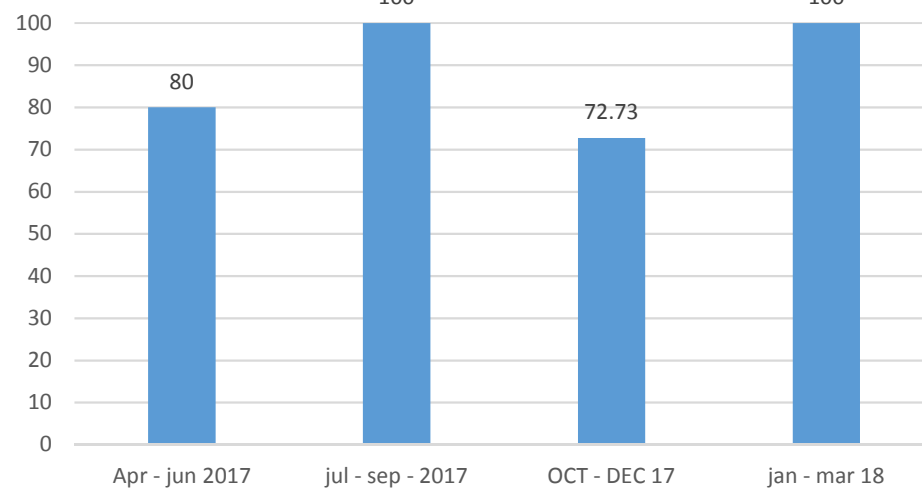
Measure	Target	Explanation
Overall waste recycling rate %	55%	A combination of recycling, re-use & composting for household waste. A self-set stretching target based on historic collection rates and current ambitions
Residual waste per household	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg per fortnightly collection per household
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 benefit new claims web/post submissions (IEG4)	60%	Ratio of submissions via the new IEG4 portal
Ratio of benefit change of circumstances web/post submissions (IEG4)	25%	Ratio of submissions via the new IEG4 portal

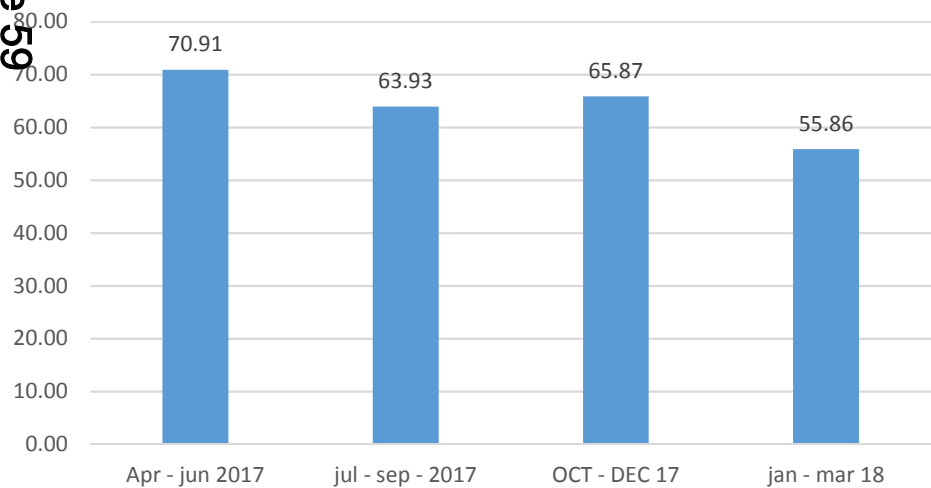
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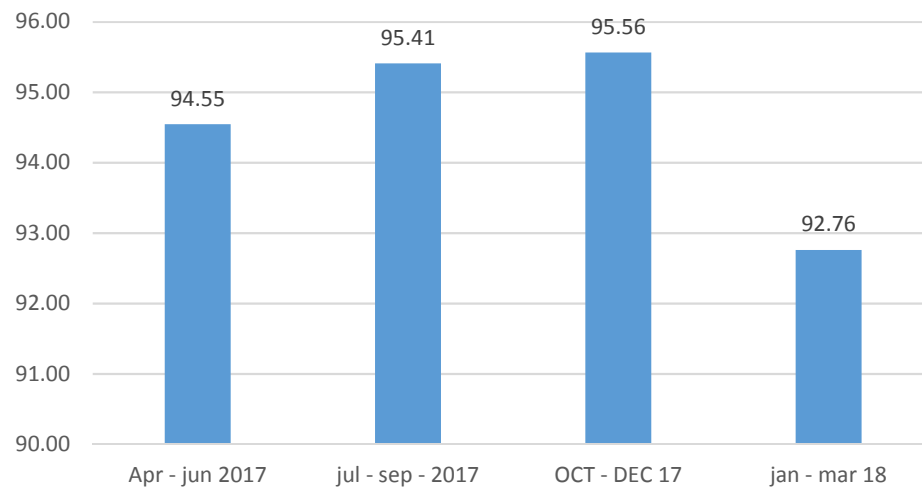
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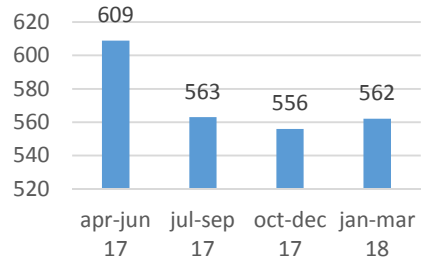
% non major on target



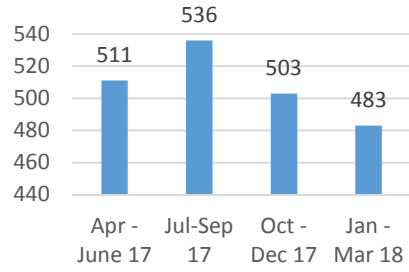
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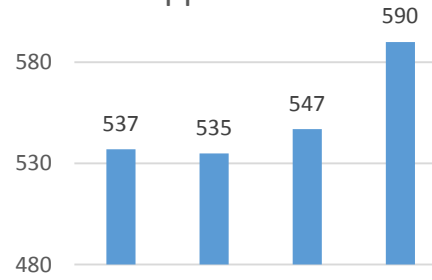
### South Hams - Applications registered



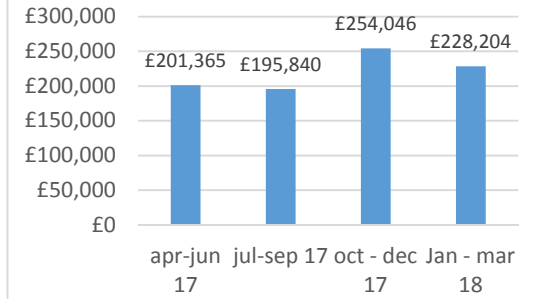
### South Hams - Applications determined



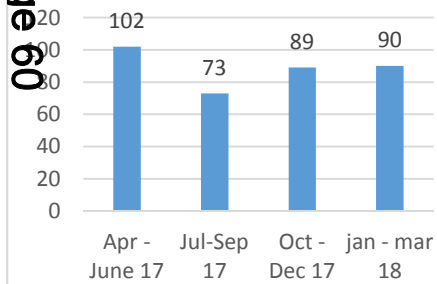
### South Hams - Undetermined Planning applications



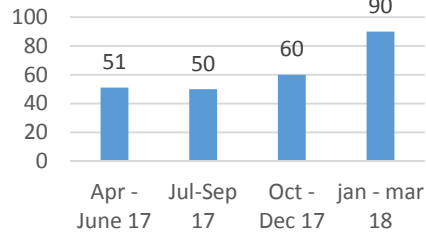
### South Hams Planning Income



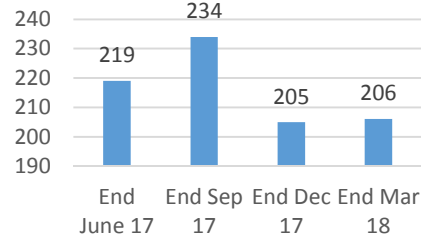
### South Hams - Pre-applications registered



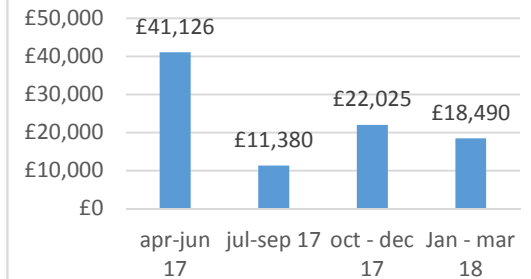
### South Hams - Pre-applications determined



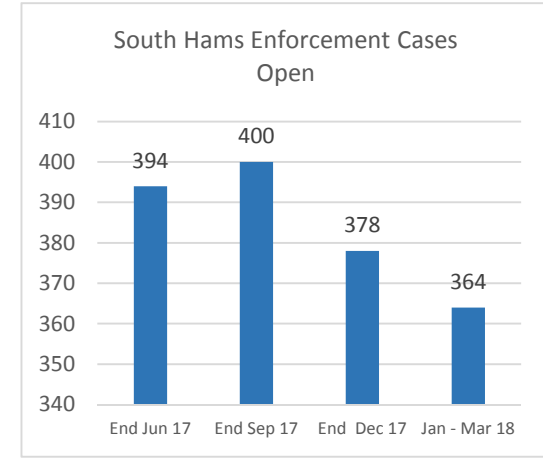
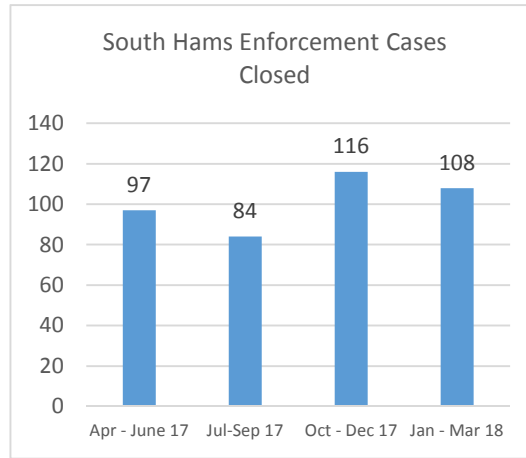
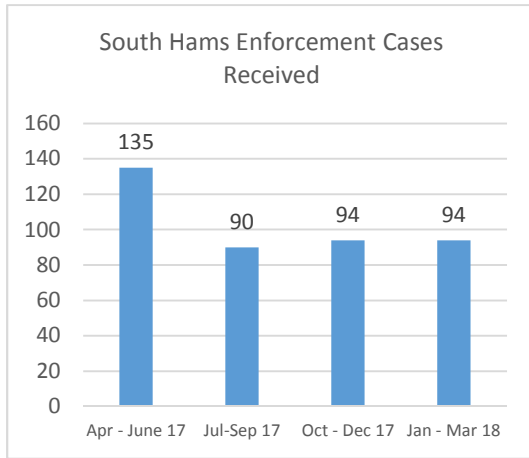
### South Hams - Undetermined Pre-apps



### South Hams pre-app Income







South Hams	Number of decisions from 1 April 2016 – 31 March 2018	No of decisions that have been allowed at appeal	Percentage of decisions that have been allowed at appeal
Major Applications	63	2	3.17
Non-Major Applications	2345	19	0.81

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Report to: **Overview & Scrutiny Panel**

Date: **3 May 2018**

Title: **Enabling Homes to Meet the Needs for All**

Portfolio Area: **Cllr K Wingate, Strategy & Commissioning  
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## **Recommendations:**

### **That the Panel:**

- 1. acknowledge the good work carried out already to support the Council's strategic aim of enabling homes to meet the needs for all as outlined in section 3;**
- 2. agree and support the principles outlined in the report at section 4; and**
- 3. RECOMMEND that the Executive consider a detailed business case for the formation of a South Hams District Council Wholly Owned Company which will increase the Council's capability to enable homes to meet the needs for all.**

## **1.0 Executive Summary**

- 1.1 This report has been produced in response to a request at Full Council last year, where it resolved to investigate and report on the range of options for the purpose of delivering social/affordable housing in order to meet the needs of those in South Hams who are finding it difficult to purchase their own property and/or find suitable rented accommodation.
- 1.2 A local housing company could potentially be used as a mechanism to achieve these aims, along with providing further support for Community-led housing, generating modest income streams and increasing the number and value of assets owned by the Council.
- 1.3 This report sets out a number of principles on which a local housing company could be formed. Members are asked to consider and agree these principles.
- 1.4 If supported, it is recommended that a detailed business case is prepared and presented to the Executive for consideration.
- 1.5 If progressed, a new housing company will require funds for set-up and trading along with additional officer resources. Details of this would be included within a detailed business case.

## **2. Background**

- 1.1. Members have signalled their dissatisfaction at the lack of available affordable housing for purchase and rent and requested the Council consider options to once again become a housing stock holder, perhaps through the formation of a local authority housing company.
- 1.2. This topic has been researched in detail over the past two years. Legal advice and counsel opinion has been sought which confirmed the council has legal powers to develop and/or acquire property and these are best served via the formation of a wholly owned company (WOC).
- 1.3. The Housing Minister has previously stated that Councils who set up WOCs to avoid right to buy legislation would not be tolerated and therefore would be treated as if they were liable for right to buy. Work on the housing company initiative paused due to changing housing legislation & policy and whilst the Council considered the formation of a South Hams / West Devon Local Authority Controlled Company and then a single council.
- 1.4. Late last year South Hams and West Devon were successful with a funding bid to the Local Government Association's (LGA) Housing Advisors programme. The LGA commissioned Altair Ltd ([www.altairltd.co.uk](http://www.altairltd.co.uk)) to conduct research and make recommendations into the potential for the Council's to become stock holders again. This research and advice has been provided free of charge to the Council.
- 1.5. Representatives from Altair will present a summary of their research and conclusions to the panel at its meeting on 3<sup>rd</sup> May 2018. A copy of the Altair presentation will be made available to Members after the O&S panel meeting.
- 1.6. The Altair report provides the council with information and best practice relating to:
  - 1.6.1. How investment in housing stock can be prudent and viable in light of current right to buy legislation
  - 1.6.2. How such investment can best be funded (eg borrowing / grants)
  - 1.6.3. How such investment can offer a mixture of tenures to support local housing need
  - 1.6.4. The tax, financial and legal implications of any decision
  - 1.6.5. What structures (e.g. WOC) are required to hold / let any properties built
  - 1.6.6. How is land best accessed and acquired
  - 1.6.7. What assistance if any, is given to local residents to acquire (eg mortgages) / manage rental payments
  - 1.6.8. How the Council can ensure properties remain 'affordable' in perpetuity
  - 1.6.9. Whether there should be restrictions on who occupies
  - 1.6.10. What grants / funding is available to improve / speed up / fund delivery
  - 1.6.11. How the above applies in a rural & high property value context

- 1.7. If this reports recommendations are approved, officers and the portfolio holders will use the Altair report to formulate the business plan and business case in order to present a recommendation to the Executive in September. It will be included as an appendix to the Executive report.
- 1.8. Legal, management, treasury, tax and governance advice commissioned by the Council in relation to the formation of a LACC will be analysed to inform the WOC business case. It is not anticipated that new advice will be required as officers are confident that the previous advice is still relevant and can be used to cover most aspects of the business case. However, further advice will be sought if necessary.
- 1.9. For the avoidance of doubt, it is not proposed to TUPE transfer staff into a WOC. Instead the WOC will either directly employ staff or will agree a service level agreement with the Council to acquire relevant resources as and when required.
- 1.10. Appendix 1 shows a summary of the potential deliverables of a WOC. This will be detailed in any subsequent business case to be presented to the Executive and Full Council in due course.

## **2. Enabling Homes to meet the needs of all**

- 3.1 According to the draft Devon County Council Local Economic Assessment (April 2018), the average house price in South Hams is £274,975, the highest in the county. The high house prices in the district create an earnings/house price ratio of 10.4 times annual earnings. South Hams has a reasonable amount (when compared with the rest of Devon) of social housing at 10.1% of the total housing stock. Between 2002 and 2016, South Hams saw the sharpest deterioration in housing affordability. By 2016, South Hams was the least affordable district in the county for housing, as growth in earnings did not keep pace with house price inflation. This suggests an increasingly pressurised housing situation in South Hams. Appendix 2 is the National Housing Federation Home Truths report 2017/18 which shows by district data to provide context for the need for action.
- 3.2 As at the time of writing, there were 629 households registered as being in housing need on Devon Home Choice, the Devon wide Choice based lettings system for the allocation of social and affordable housing. There were a further 728 households who did not have an identifiable housing need, but were still seeking affordable housing. The biggest need was for 1 bed accommodation, a need reflected in the changing demographic of people seeking housing advice through the Council's Housing Options Service.
- 3.3 The availability of good quality private rented accommodation is unaffordable to many South Hams residents who claim assistance with their rent through Universal Credit or Housing Benefit. Payment is limited to a shared room rate for people under 35, and shared housing is not in large supply in large areas of our rural District. Families and older people struggle to find accommodation within the local housing

allowance applicable amounts, often making up huge shortfalls of rent which pushes people into debt and poverty.

- 2.1. The Council already helps deliver affordable housing within the district. Detailed below is some of the most recent activity:

Affordable Homes delivered 2017/18	= 158
Projected Affordable Home completions for 2018/19	= 112
Projected Affordable Home completions for 2019/20	= 301

#### **Transition Homes Totnes (THT)**

The Council has granted £215,000 to THT to help them form and progress their Community Land Trust development in Dartington. This sum covers £25,000 pre-development costs grant and a further £190,000 for build costs. THT have obtained planning permission and have bid to the Homes England (formerly known as the Homes and Community Agency) for further funding. The scheme will deliver 19 affordable homes – 12 shared ownership and 7 affordable rent.

#### **Harberton Community Land Trust (HCLT)**

The council granted HCLT a £25,000 grant to help with pre-development costs. They have a planning application registered to deliver a custom build Village Housing Initiative of 12 units, 10 of which would be self-finish affordable units.

#### **Ivybridge Town Council (ITC)**

The council granted ITC £129,136 to assist with the purchase of land occupied by the former residential care home, Butterpark in Brook Road, Ivybridge from Devon County Council. The proposal is to build 6 units of accommodation for people with learning disabilities, plus a 3 bed learning/training house. Dialogue has been ongoing with Devon Social Services supported by the Dove Project and Brook Housing to enable a supported living package to be offered to residents.

#### **Extra Care scheme in Totnes**

One of big completions this year has been a 60 unit affordable Extra Care scheme in Totnes. It is a development of one and two bedroom flats for those aged over 55 who have a care need. The flats are available for rent or shared ownership. There is a 24 hour staff presence. South Hams District Council contributed £500,000 to the total development costs of £12million.

- 2.2. **Community Housing Strategy**

The Council also approved a Community Housing Strategy last year. Officers are working with communities to target the delivery of homes for those with local connection where the cost of market housing beyond their reach. *NB: typical house prices in many of the communities we are working in are between 10 – 15 times average incomes.* Particular focus is providing for those people who wish to buy but cannot afford to do so.

- 2.3. A Community Housing Fund award of £1.88m has enabled internal resource to be put in place and drive forward a standardised delivery processes to deliver a growing number of projects across South Hams.

The bulk of these schemes have been utilising exception planning policy (largely removing land value from the cost of development thus reducing the overall build cost). The Village Housing Initiative (VHI) model enables an element of cross subsidisation through some open market housing where necessary to meet affordable objectives (subject to viability assessment).

- 2.4. Housing projects will comprise a mixture of discounted purchase (protected by covenant in perpetuity) and rented, which will be available for local people. Standardisation of approach is enabling improved efficiency, cost effectiveness, speed of delivery and easy access to mortgage products.
- 2.5. A Council Housing WOC would assist the delivery of community led housing schemes as it would provide a vehicle for the community schemes to offer rented properties. The WOC could acquire finished units from the community housing scheme and let these to prospective tenants.
- 2.6. Progress to date:
  - 1.1.1. Officers are currently providing a supportive role to 7 community housing groups and if progressed these could yield 148 units.
  - 1.1.2. SHDC is directly managing and funding the development process of a growing number of projects working in close collaboration with a community groups. Option Agreements are close to being signed at two sites (land owned by third parties) in South Hams which would yield 26 units
  - 1.1.3. A further 3 schemes on land owned by the Council are being explored in conjunction with the community and this could yield a further 40 units.
  - 1.1.4. The provision of "Temporary Housing" units as part of some community housing schemes to reduce cost to authority (replacing the reliance on B&B) is also being investigated.
  - 1.1.5. There is a focused plan to utilise modular build off site construction methods which will speed up delivery time and reduce programme and pricing uncertainty. The first modular trial on an owned site in South Hams (4/5 units) is in design stage.
  - 1.1.6. Integration of self-build / custom build housing delivery within community housing schemes is being explored.
- 3.10 **Rent Plus**

The Council has adopted the Rent Plus model and the first homes have been successfully completed in Wembury. At Langdon View in Wembury the homes were allocated to people who have a strong local connection to the parish of Wembury and would have had difficulty in saving a deposit to access open market home ownership. All of the tenants moving into Langdon View were either living with family in the village or in a private sector rented property.
- 3.11 The new residents will rent their home for a period of 5, 10, 15 or 20 years at an affordable rent, which is approximately 80% of the market rent for the area. At the end of the rental period, they will have the

opportunity to purchase the property with the help of a 10% gifted deposit. Tenants will be encouraged to save towards the purchase during their period of rent as the homes are highly energy efficient and all repairs and maintenance will be carried out by Tamar Housing Association.

- 3.12 Another Rent Plus development is underway at Sparkwell for 7 Rent Plus homes – completion expected autumn 2018.
- 3.13 We expect the Rent Plus model to continue to grow and develop over the next few years as it requires £0 public subsidy and is funded by institutional investors. Rent Plus is compliant with the NPPF definition of affordable housing.

### **3. Principles for setting up a WOC**

- 3.1. Below are the principles by which the Council would be agreeing to form a WOC. The strategic aims of the WOC would be broadly as detailed below. It is important to note that any deviation from this would either make the venture not financially viable or not fit for purpose. By agreeing this report's recommendations, Members are broadly agreeing with these principles:
  - 4.1.1 Housing delivery must be commercially viable and make a minimum financial return commensurate with the risk profile of the business; i.e. Cost of the development, including acquisition, construction, planning, financing, marketing and maintenance. This venture will not be cross-subsidised by the Council or Council tax payers. S106 contributions could be used to help facilitate development and increase housing delivery.

For reference, commercial developers operate on a >20% margin, whereas the Council could set its own, lower target perhaps circa.10%. This lower margin is mainly predicated on the concept that land owners would be prepared to sell land at reduced value to Councils to build houses to support their community. It has been proved to work for homes that have a local covenant, but it is not tested for Council built homes without a local covenant.
  - 4.1.2 Any WOC activity must be aligned with the Councils' Corporate Strategy of enabling homes to meet the needs of all. Affordable housing is to be provided across the district, for those with a local connection or those identified as key workers.
  - 4.1.3 The WOC would be wholly owned by South Hams District Council.
  - 4.1.4 The volume and speed of new affordable housing supply in the district will be increased. Housing delivery from the WOC should provide an alternative source of supply to existing developers and registered providers.
  - 4.1.4 The intervention in the market must be as rapid as possible to address mounting local housing market challenges.
  - 4.1.5 Any affordable housing delivered must ensure long term provision & retention of affordable housing.
  - 4.1.7 New housing delivery will support the medium to long-term alleviation of homelessness.



- 4.1.8 It is understood that a mix of housing types and tenures will be provided. This will include housing units for sale or rent at market rates and this will subsidise the provision of affordable housing. A minimum ratio of 30% affordable housing will be provided on all Council / WOC schemes, in line with proposed JLP policy.
- 4.1.9 Affordable housing rents will be set in order to meet the objectives as detailed above. This does not mean that social rents will be made available.
- 4.1.10 As an ancillary benefit, new housing delivery will make a commercial financial return (above the minimum return sought in objective 1) to support medium-to long term budget pressures facing the Council, if possible.
- 4.1.11 Governance arrangements are to be agreed, however following advice from the LGA & Altair, it is unlikely that Members will be named as company board members (directors). Instead, the Council will retain control over the WOC via its 100% shareholding.

**5 Options available and consideration of risk**

- 4.1. Members could opt to 1) do nothing, 2) accept or 3) reject the recommendation and proposals. If option 1 or 3 is pursued, no further costs would be incurred – however the issues raised in this report will not be addressed without further action. If option 2 is chosen, then work will progress as detailed in section 6 below. Alternatively, option 4 would be to request further information. If required, a clear indication of what additional information is required will need to be given. Additional cost could be incurred depending on what is required.
- 4.2. A risk analysis will be presented as part of a detailed business case to support the formation of a WOC.

**6 Proposed Way Forward**

- 5.1 If the overview and scrutiny panel approve the recommendations in this report, officers will work in conjunction with the portfolio holders to prepare a detailed business case relating to the formation of a WOC. This will be presented to the Executive in September.
- 5.2 Appendix 1 shows a summary of the potential deliverables of a WOC. This will be detailed in any subsequent business case to be presented to the Executive and Full Council in due course.
- 5.3 In order to progress the formation of a WOC and deliver housing, the Council will need to review its borrowing limits, its treasury management strategy, its capital expenditure forecast and governance arrangements.

**7.0 Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/ Governance	Y	There are no direct legal or governance consequences in relation to this report or its recommendations. Details

		<p>about the legal and governance impacts relating to the formation of a WOC will be included within any subsequent detailed business case.</p> <p>Officers have sought legal counsel regarding the implications of the Council purchasing and letting residential property to generate income. A WOC can help to protect the financial interests of the Council.</p> <p>Details about the Council's legal powers and issues surrounding the formation of a WOC will be included within any subsequent detailed business case. This will be informed by the legal and governance advice obtained in relation to the proposed formation of a LACC.</p>
Financial	Y	<p>There are no direct financial consequences in relation to this report or its recommendations. Details about the financial impacts relating to the formation of a WOC will be included within any subsequent detailed business case.</p> <p>Specialist treasury management &amp; Tax advice has previously been sought regarding the Council's proposed formation of a LACC. This information will be re-analysed in the context of a WOC and included in any subsequent business case.</p> <p>Funding to acquire land and finance a housing development will need to be sourced when it is required. It is envisaged that the majority of this will be funded via borrowing, e.g. the Public Works Loan Board. Other sources of funding could be from any capital receipts yielded from open market sales, s106 affordable housing contributions, grant funding, or any other unallocated or available Council reserve.</p> <p>Any borrowing decision is at the discretion of the s151 officer in line with the Council's adopted Treasury Management Strategy and Affordable Borrowing Limits. A revised treasury management strategy would need to be approved by Council increasing the Council's borrowing limits for any housing development scheme.</p>
Risk	Y	<p>There are no inherent risks in relation to this report and its recommendations. Details about the risks relating to the formation of a WOC will be included within any subsequent detailed business case.</p>
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	N/A
Safeguarding	N	N/A
Community Safety, Crime and Disorder	N	N/A
Health, Safety and Wellbeing	N	N/A
Other implications	N	N/A

**Appendices:**

Appendix 1: Potential WOC Delivery Options

Appendix 2: National Housing Federation Home Truths 2017/18 – The housing market in the south west

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## **Appendix 1 – Potential WOC Deliverables**

### **Option 1 – Acquisition of residential property (income generation and creation of quality rented stock)**

- Council purchases properties on open market (either new build or existing open market stock)
- Refurbish properties as required in readiness for letting
- Fund acquisitions from New Homes Bonus, s106 monies, borrowing or available capital (NB: borrowing reduces income potential).
- Leases properties to Council's wholly owned company (operating lease)
- Wholly owned company rents properties either at market or sub-market rates (NB: renting at sub-market rates will reduce income earned)

If required:

- Council is responsible for refurbishment works where required = raising standards and can reclaim VAT on works completed.
- Maintenance and/or Renovation works carried out either in-house or through an 3<sup>rd</sup> party local contractor

#### **Advantages:**

- ✓ Can help to increase quality of available rented stock
- ✓ Creates an asset and income stream for the Council

#### **Disadvantages:**

- ✗ Limited benefit as doesn't create new housing stock & little need across district
- ✗ Income stream likely to be fairly low, given cost of property

### **Option 2 – Council develops new housing**

- Council develops new build properties funded from New Homes Bonus grants, s106 contributions, borrowing or available capital (NB: borrowing will reduce income potential and creates a funding issue during design & build period).
- Once complete, the council can dispose at either market or sub-market rates, let at market or sub-market rates or any combination of these options.
- Lettings could be conducted as per option 1 (i.e. requirement for a Wholly Owned Company)
- Management, Maintenance and/or Renovation works carried out either in-house or through an 3<sup>rd</sup> party local contractor during property life

#### **Advantages:**

- ✓ Will increase availability of properties in specific towns and parishes, for both sale or rent
- ✓ Council can influence rent or purchase price levels and access to properties those with local connections or those identified as key workers
- ✓ A discount to market price can be enforced into perpetuity for those with local connections or key workers (criteria to be determined)
- ✓ Creates an asset and income stream for the Council

**Disadvantages:**

- ✗ Council owns limited land, so land will need to be identified, acquired and planning permission sought
- ✗ Land and property prices in district are very high
- ✗ Timing – process between decision to proceed and new homes being ready for occupation could take 2 – 5 years
- ✗ Income stream likely to be fairly low, given cost of land acquisition, planning and construction process – however any housing strategy should be seen as a community benefit / place shaping rather than an income generator in the short term

**Pre-requisites (things that will need to be resolved):**

- Need set-up of company & be formally constituted
- Governance arrangements to be agreed – recommendation that members are not directors, following LACC & Altair advice. Members (Council) retain control through share-holding (ownership)
- Whether right to buy applies
- Company will incur running costs and must pay corporation tax on any profits made
- Properties will need to be actively managed, with voids, marketing and maintenance all reducing net income. This is not currently resourced within the council
- Increased level of stamp duty payable increasing acquisition costs

**Option 3 – Council develops an open market shared ownership scheme**

- Detail to be provided

## The housing crisis in the South West

The South West is home to metropolitan cities, historic towns, vast stretches of coastline, national parks and many rural communities, but the region is characterised by the housing crisis. Low and stagnating wages combined with drastically rising house prices mean the South West is one of the most unaffordable regions in the country.

This report provides local data on the housing market in the South West and highlights that:

- The average house price in the South West is £270,054. Regionally, house prices have risen by nearly £14,000 in the last year. House prices in the Cotswolds are nearly 50% higher than the regional average.
- The average house in the South West costs more than 10 times typical earnings and the average family would need a household income of at least £61,700 to afford a mortgage.
- The average cost of renting is over £700 per month, swelling up around 36% of local incomes and pushing many families into rent poverty.
- More than 20% of all second homes in the UK are located in the South West, increasing prices for local people.
- The region isn't building enough homes. Between 2012 and 2016, there was a shortfall of over 21,000 houses across the South West.

## Solving the housing crisis

Housing associations are united by a single purpose – to ensure everyone can live in a good quality home that they can afford.

Last year we built 26% of new homes in England and our ambition is to deliver 120,000 homes a year by 2033.

**Housing associations in the South West built over 4,200 homes in 2016-2017, and started a further 4,100. We are exploring innovative means to solve the housing crisis, including through modern methods of construction.**

**In Bristol, housing associations are working with the city council to provide land and grants for affordable and social housing.**

Recent changes in Government policy will help us deliver even more. An extra £2bn investment included a specific commitment to allow new homes to be built for social rent – the first time such funding has been available since 2010.

Certainty over future rents and recognition for supported and sheltered housing are steps in the right direction. The Government must now deliver the final part of the jigsaw: the long-term supply of affordable land. Only then will the right amount of homes, of the right kind, in the right places, be built to meet changing housing needs.

If you share our sense of purpose and ambition, let's work together to end the housing crisis.

### Contact

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NATIONAL  
HOUSING  
FEDERATION

# Home Truths 2017/18

The housing market  
in the South West

South West	Average (mean) house prices in 2016/17 <sup>1</sup>	Mean monthly private sector rents in 2016/17 <sup>2</sup>	Mean annual earnings in 2017 <sup>3</sup>	Ratio of house prices to incomes <sup>4</sup>	Income required for 80% mortgage (80% at 3.5x) <sup>5</sup>	Percent of Housing Benefit claimants in employment <sup>6</sup>	Unemployment rate 2016/17 <sup>7</sup>	Five-year shortfall 2012-2016 <sup>8</sup>	Long-term empty homes <sup>9</sup>	Second homes <sup>10</sup>	Total housing association affordable homes 2017 <sup>11</sup>
<b>England</b>	<b>£288,898</b>	<b>£852</b>	<b>£28,444</b>	<b>10.2</b>	<b>£66,034</b>	<b>24%</b>	<b>4.8%</b>	<b>482,905</b>	<b>200,145</b>	<b>248,747</b>	<b>2,672,026</b>
<b>South West</b>	<b>£270,054</b>	<b>£770</b>	<b>£25,366</b>	<b>10.6</b>	<b>£61,727</b>	<b>23%</b>	<b>3.9%</b>	<b>21,597</b>	<b>18,117</b>	<b>51,440</b>	<b>251,806</b>
Bath and North East Somerset UA	£381,089	£1,190	£27,570	13.8	£87,106	24%	4.2%	n/a	404	778	11,799
Bournemouth UA	£259,365	£792	£25,553	10.2	£59,283	26%	4.2%	2,700	673	3,079	3,949
Bristol, City of UA	£290,197	£1,025	£26,551	10.9	£66,331	22%	4.7%	5,892	876	2,113	12,952
North Somerset UA	£271,631	£731	£27,388	9.9	£62,087	18%	3.1%	3,384	211	506	9,730
Plymouth UA	£184,665	£583	£23,369	7.9	£42,209	20%	5.1%	n/a	678	700	23,383
Poole UA	£333,244	£848	£26,208	12.7	£76,170	28%	3.9%	2,069	462	1,583	3,234
South Gloucestershire UA	£274,777	£929	£27,253	10.1	£62,806	27%	3.3%	n/a	321	183	12,796
Swindon UA	£226,087	£699	£27,258	8.3	£51,677	16%	4.2%	3,041	494	224	5,979
Torbay UA	£210,746	£589	£21,606	9.8	£48,171	22%	5.1%	737	1,079	1,541	5,920
Cornwall UA	£245,305	£648	£22,443	10.9	£56,070	24%	3.7%	2,911	3,230	13,767	23,033
Isles of Scilly UA	£308,125	n/a	n/a	n/a	£70,429	n/a	n/a	n/a	n/a	187	61
Devon	£268,836	£711	£23,499	11.4	£61,448	24%	4.7%	208	2,471	11,842	30,408
East Devon	£294,625	£704	£24,903	11.8	£67,343	27%	3.2%	n/a	393	2,603	2,766
Exeter	£266,880	£869	£22,786	11.7	£61,001	24%	5.7%	331	326	530	4,762
Mid Devon	£237,618	£642	£25,199	9.4	£54,313	21%	3.2%	208	220	249	1,527
North Devon	£245,785	£624	£21,518	11.4	£56,179	24%	3.2%	153	538	1,721	4,753
South Devon	£330,744	£776	£24,939	13.3	£75,599	26%	2.6%	n/a	198	3,896	4,891
Teignbridge	£261,486	£699	£22,802	11.5	£59,768	25%	3.6%	n/a	364	1,333	6,188
Torridge	£224,203	£577	£22,589	9.9	£51,246	21%	4.2%	240	311	985	2,969
West Devon	£253,836	£674	£23,639	10.7	£58,020	25%	2.6%	662	121	525	2,552
Dorset	£311,426	£783	£24,518	12.7	£71,183	25%	2.9%	1,798	1,308	6,623	24,377
Christchurch	£352,319	£878	£26,837	13.1	£80,530	24%	2.9%	610	150	768	2,673
East Dorset	£366,400	£914	£27,066	13.5	£83,749	26%	2.9%	710	214	258	3,260
North Dorset	£283,114	£730	£24,752	11.4	£64,712	25%	2.4%	17	245	429	4,450
Purbeck	£329,563	£843	£20,686	15.9	£75,329	29%	2.7%	n/a	149	1,631	2,622
West Dorset	£307,181	£778	£25,048	12.3	£70,213	25%	2.9%	587	336	2,568	6,937
Weymouth and Portland	£232,266	£657	£21,575	10.8	£53,089	25%	5.3%	n/a	214	969	4,435
Gloucestershire	£278,492	£783	£27,659	10.1	£63,655	23%	3.7%	1,555	2,464	3,700	30,196
Cheltenham	£300,652	£803	£29,900	10.1	£68,721	22%	3.6%	1,670	395	915	2,652
Cotswold	£397,558	£982	£29,843	13.3	£90,870	24%	2.6%	n/a	313	1,623	6,392
Forest of Dean	£225,636	£633	£26,863	8.4	£51,574	20%	4.5%	n/a	465	267	5,213
Gloucester	£191,453	£559	£24,523	7.8	£43,761	23%	4.3%	814	543	124	8,524
Stroud	£287,624	£734	£28,517	10.1	£65,743	22%	2.6%	371	477	517	1,942
Tewkesbury	£273,940	£730	£26,343	10.4	£62,615	25%	3.5%	n/a	271	254	5,473
Somerset	£245,091	£646	£23,702	10.3	£56,021	22%	3.5%	n/a	2,070	3,108	27,445
Mendip	£283,474	£700	£24,045	11.8	£64,794	21%	4.8%	n/a	460	403	6,720
Sedgemoor	£224,919	£625	£24,398	9.2	£51,410	20%	5.5%	215	335	552	3,425
South Somerset	£240,417	£634	£22,157	10.9	£54,953	24%	3.5%	378	595	832	11,638
Taunton Deane	£237,649	£655	£25,360	9.4	£54,320	22%	4.3%	n/a	456	341	3,110
West Somerset	£243,309	£637	£20,457	11.9	£55,614	21%	3.5%	6	224	980	2,552
Wiltshire UA	£289,993	£827	£26,816	10.8	£66,284	25%	3.2%	n/a	1,376	1,506	26,544

1. Office for National Statistics (ONS), small area statistics  
2. Valuation Office Agency  
3. ONS, Annual Survey of Hours and Earnings

4. ONS, small area statistics and Annual Survey of Hours and Earnings  
5. ONS, small area statistics and National Housing Federation own analysis

6. Department for Work and Pensions, Stat Xplore  
7. ONS, NOMIS model based estimates

8. Town and Country Planning Association household projections; Ministry for Housing Communities and Local Government (MHCLG) table 253 and Federation own analysis  
9. MHCLG, table 615

10. MHCLG, Council Tax base  
11. Homes England, Statistical Data Return 2017  
n/a: not available





		<ul style="list-style-type: none"> <li>- Homelessness Strategy Year 2; and</li> <li>- IT Procurement.</li> </ul> <p>Also, in respect of the 'Sherford Opportunities' future agenda item, the Panel asked that reference to this matter be included in the 'Update on the Urban Fringe Delivery Team and Sherford Strategic Review' item that was to be presented to the next Panel meeting on 3 May 2018.</p>	<p>Isabel Blake Mike Ward</p> <p>Gina Small</p>	<p>programme updated accordingly</p>
22 March 2018	<p>Fusion Annual Review Presentation: January to December 2017 <b>O&amp;S.102/17</b></p>	<p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That the Annual Review Presentation be received and noted; and</li> <li>2. That the Panel give greater consideration to the Sports and Community Development Annual Report 2017 at a future Panel meeting.</li> </ol>	<p>Jon Parkinson</p>	<p>Report and an update on Youth Leisure Nights scheduled for 2 August 2018 Panel meeting.</p>
22 March 2018	<p>Development Management: Pre Application Advice <b>O&amp;S.103/17</b></p>	<p>(a) suggested revisions to the draft process. The Panel requested that, prior to being published for draft consultation, the following revisions be made:</p> <ul style="list-style-type: none"> <li>- With regard to the 'Stage two: Community Engagement Event' (page 49 of the presented agenda refers), it was requested that an addition be included:</li> </ul> <p>'Whilst the exact format of the event will be left to the developer to agree with the Town or Parish Council <i>in consultation with the local Ward Member(s)</i> they will need to demonstrate that the community has been enabled to participate in the engagement process...'; and</p> <ul style="list-style-type: none"> <li>- In respect of paragraph 5.4 (page 47 of the presented agenda refers), the following additions be made:</li> </ul>	<p>Pat Whymer</p>	<p>Amendments included.</p>

		<p><i>'That an electronic copy of the pre-app submission will be provided to local Ward Members upon email request. In the event of a Member making a request to be kept informed of progress of a specific pre-app, the Case Officer will ensure that the Member is kept informed.'</i></p> <p>(b) comments that the Panel wished to be taken into account as part of the consultation exercise. The Panel was of the view that the following points should be considered upon the conclusion of the consultation process:</p> <ul style="list-style-type: none"> <li>- That the pre-app application form be amended whereby the applicant must state a reason why the application should be kept confidential at this stage; and</li> <li>- That the weekly list circulated to Members include both the classification and an indicative timescale for the determination of each pre-app.</li> </ul> <p>(c) For clarity, it was agreed that officers would circulate the latest set of pre-application fees to all Members;</p> <p><b>RESOLVED</b></p> <p>1. That the Executive be <b>RECOMMENDED</b> that the proposed pre-application process be approved for consultation, subject to inclusion of the points outlined at (a) in the detailed minutes above; and</p> <p>2. That, as part of the consultation process, the views of the Panel at point (b) in the detailed minutes above be taken into account.</p>	Pat Whymer	Noted as a comment as part of the consultation process
			Pat Whymer	
			Pat Whymer	Reccs to be presented to the Executive meeting on 26 April 2018.
22 March 2018	Hearing Decision Notice Arising from the Code of	<b>RESOLVED</b> That Members note the Decision Notice of the Hearing Panel Complaint Reference	Sue	

	Conduct Sub Panel Meeting held on 15 January 2018 <b>O&amp;S.104/17</b>	SH09 060516.	Nightingale	
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## OVERVIEW AND SCRUTINY PANEL

### DRAFT ANNUAL WORK PROGRAMME: 2018/19

Date of Meeting	Report	Lead Officer
28 June 2018	Executive Forward Plan (to include pre-Scrutiny of): - Homelessness Strategy Year 2.	Kathy Trant Isabel Blake
	Devon Building Control Partnership	Darren Arulvasagam
	Draft O+S Annual Report 2017/18	Darryl White
	IT / Civica – Lessons Learned	Steve Mullineaux
	Neighbourhood Planning – Support to Groups: Update	Drew Powell / Tom Jones
	Task and Finish Group Updates (if any)	
2 August 2018	Executive Forward Plan (to include pre-Scrutiny of): - IT Procurement	Kathy Trant Mike Ward
	Task and Finish Group Updates (if any)	
	SHWD Sports & Community Development Annual Report 2017 (to include Youth Leisure Nights Update)	Jon Parkinson
	Community Housing Strategy – Six Monthly Update	Rob Ellis / Chris Brook
6 September 2018	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Section 106 Agreements Schedule	Sonia Powell
4 October 2018	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Ombudsman Annual Letter	Sue Nightingale
1 November 2018	Executive Forward Plan	Kathy Trant
	Peer Review	SLT
	Task and Finish Group Updates (if any)	
	Community Safety Partnership Annual Report	Louisa Daley
	Safeguarding Update	Louisa Daley
24 January 2019	Draft Budget 2019/20 ( <i>joint meeting with DM Committee Members</i> )	Lisa Buckle

14 February 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
28 March 2019	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	

Future items to be programmed:-

- Renewable Energy – Income Generation Opportunities (*timing depends on outcome of Corporate Strategy*)