

South Hams Overview and Scrutiny Panel



Title:	Agenda												
Date:	Thursday, 19th November, 2015												
Time:	10.00 am												
Venue:	Cary Room - Follaton House												
Full Members:	<p style="text-align: center;">Chairman Cllr Saltern Vice Chairman Cllr Wingate</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Baldry</td> <td style="width: 33%;">Cllr Horsburgh</td> </tr> <tr> <td>Cllr Barnes</td> <td>Cllr May</td> </tr> <tr> <td>Cllr Blackler</td> <td>Cllr Pennington</td> </tr> <tr> <td>Cllr Brown</td> <td>Cllr Pringle</td> </tr> <tr> <td>Cllr Green</td> <td>Cllr Smerdon</td> </tr> <tr> <td>Cllr Hawkins</td> <td></td> </tr> </table>	Cllr Baldry	Cllr Horsburgh	Cllr Barnes	Cllr May	Cllr Blackler	Cllr Pennington	Cllr Brown	Cllr Pringle	Cllr Green	Cllr Smerdon	Cllr Hawkins	
Cllr Baldry	Cllr Horsburgh												
Cllr Barnes	Cllr May												
Cllr Blackler	Cllr Pennington												
Cllr Brown	Cllr Pringle												
Cllr Green	Cllr Smerdon												
Cllr Hawkins													
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Committee administrator:	Member.Services@swdevon.gov.uk												

- 1. Apologies for Absence**
- 2. Minutes** **1 - 14**

to approve as a correct record and authorise the Chairman to sign the minutes of the meeting of the Panel held on 17 September 2015;
- 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** **15 - 16**

A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. Executive Forward Plan** **17 - 22**

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, 16 November 2015** to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.
- 8. Review of Fees and Charges for 2016/17** **23 - 44**

to consider a report that sets out proposals for fees and charges for all Council services for 2016/17
- 9. New Homes Bonus Allocation to Dartmoor National Park Authority** **45 - 48**

Verbal update

	Page No
10. Our Plan: South Hams - Review	49 - 70
to consider a report that provides an update on Our Plan: South Hams following the recent Special Council decision (Minute 38/15 refers)	
11. Transformation Programme Monitoring	
verbal report	
12. IT and Customer Services Update	71 - 78
13. Dispensations to Dual-Hatted Members	79 - 82
to consider a report that considers whether to extend the general dispensation previously granted to all dual-hatted Members	
14. Business Development Group Manager Update	83 - 86
to consider a report that provides an update on the work completed and planned by the Business Development Group Manager	
15. Update on the Rural Development Programme for England (RDPE) 2014-2020	87 - 92
to consider a report that provides an update on the RDPE	
16. Task and Finish Group Updates:	93 - 102
<ul style="list-style-type: none"> (a) Performance Measures; (b) Dartmouth Lower Ferry; (c) Partnerships; and (d) Waste and Recycling. 	
17. Member Visit to National Maritime Operations Centre in Fareham	
18. Draft Annual Work Programme 2015/16	103 - 104
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, 19 NOVEMBER 2015**

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

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

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Head of Paid Service and Senior Specialist – Democratic Services
8 and 9	O&S.51/15 and O&S.52/15	Section 151 Officer and Finance Business Partner
10	O&S.53/15	Lead Specialist – Place and Strategy
11	O&S.54/15	Group Manager – Support Services
12	O&S.55/15	Executive Director (Service Delivery and Commercial Development), Group Manager – Customer First and Contact Centre Manager
13	O&S.56/15	Monitoring Officer
14, 15 and 16(a)	O&S.57/15, O&S.58/15 and O&S.59/15(a)	Group Manager – Business Development
16(b)	O&S.59/15(b)	Group Manager – Commercial Services
16(c)	O&S.59/15(c)	Lead Specialist – Place and Strategy

O&S.46/15 WELCOME

In his introductions, the Chairman welcomed Cllr J P Green to his first Overview and Scrutiny Panel meeting following his recent election.

O&S.47/15 MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel held on 17 September 2015 were confirmed as a correct record and signed by the Chairman.

O&S.48/15 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. These were recorded as follows:-

Cllr J P Green declared a Disclosable Pecuniary Interest in Item 8: 'Review of Fees and Charges for 2016/17' (Minute O&S.51/15 below refers) specifically in relation to the proposed fee for Acupuncture, Tattooing, Ear-piercing and Electrolysis by virtue of his wife being an acupuncturist. In the event of this particular fee being debated, Cllr Green advised that he would then leave the meeting during the discussion and he abstained from the vote on the recommendation.

Cllr K R H Wingate declared a Disclosable Pecuniary Interest in Item 8: 'Review of Fees and Charges for 2016/17' (Minute O&S.51/15 below refers) specifically in relation to the proposal to establish an Events Policy Task and Finish Group by virtue of public comments that he had previously made in this regard. Cllr Wingate proceeded to leave the meeting room during the debate on this matter and abstained from the vote on the recommendation.

O&S.49/15 PUBLIC FORUM

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

O&S.50/15 EXECUTIVE FORWARD PLAN

The following issues were raised on the most recently published Executive Forward Plan:-

- Having sought clarity on the Rent Plus agenda item (which was scheduled for consideration by the Executive at its meeting on 10 December 2015), it was noted that a report was to be presented as a consequence of the implications arising from the Housing and Planning Bill;
- In the absence of the Local Development Scheme from the most recently published Forward Plan, it was agreed that an update would be provided in the next Members' Bulletin edition.

O&S.51/15 REVIEW OF FEES AND CHARGES FOR 2016/17

The Panel considered a report that set out proposals for fees and charges for all services for 2016/17. The report noted that, in the event of each of the recommendations being endorsed, additional income that could be generated from this review would total £5.000.

In discussion, reference was made to:-

- (a) the number of events being held on Council land. In acknowledging that the number of events were increasing year on year, a number of Members lamented the current lack of a consistent (yet with a degree of flexibility built in) approach from the Council. As a consequence, the following additional recommendation was **PROPOSED** and **SECONDED** and when put to the vote was declared **CARRIED**:-

'That an Events Policy Task and Finish Group (comprising of Cllrs Baldry, Bramble (Group Lead) and Brown) be established with the primary purpose of reviewing and revising the Council's Events Policy.'

- (b) the justification for a proposed reduction in some fees and charges. The lead Executive Member for Support Services informed that these reductions were proposed in an attempt to bring these fees and charges in line with those proposed by West Devon Borough Council (WDBC). Some Members proceeded to put on record their views that the Council should be locally setting its own charges and should not be giving any consideration to those proposed by WDBC. In reply, officers informed that there was a need for the Council to be able to justify its fees and charges structure and it would be deemed disproportionate if the same shared officers (and processes) were proven to be working to two different sets of charging regimes;
- (c) charging for the use of public conveniences. A Member highlighted the inconsistency of approach for charging to use public conveniences and urged the lead Executive Member to make progress in this regard;
- (d) the proposed charges for shower use. Some Members felt that the proposed charges to be applied for shower use were too low and should therefore be increased. As a result, it was **PROPOSED** and **SECONDED** and when put to the vote was declared **CARRIED**:-

'That, for 2016/17, the shower charges should be increased from 20p to £1.'

- (e) the proposed Site Sponsorship charges. Having been informed that Site Sponsorship opportunities were not being taken up, an additional recommendation was **PROPOSED** and **SECONDED** and on being put to the vote was declared **CARRIED**:-

'That, before a decision is taken by the Council, a benchmarking exercise be undertaken in order to review the proposed Site Sponsorship charges and the Panel also task officers to investigate methods of increasing marketing opportunities to promote this initiative.'

- (f) opportunities arising from trade waste charges. A non-Panel Member expressed his disappointment that the Council was not being more ambitious in respect of utilising opportunities to generate more income from the trade waste function. The Member was of the view that the Council could generate at least an additional £200,000 per annum if it exploited the opportunities which were available to it from the trade waste service.

It was then:

RESOLVED

1. That the Executive **RECOMMEND** to Council that the proposed fees and charges (as set out in the presented agenda report and appendices) be approved as part of the 2016/17 Budget Setting process, subject to the shower charges being increased from 20p to £1;
2. That the Executive **RECOMMEND** to Council that delegated authority be given to the Community Of Practice Lead for Environmental Health, in consultation with the Lead Executive Member, to modify the charges of Food Export Certificates, once the outcome of the current review is known;
3. That the Executive **RECOMMEND** to Council that delegated authority be given to the Group Manager for Commercial Services, in consultation with the lead Executive Member, to set the Commercial Waste charges, once all the price modelling factors are known;
4. That, before a decision is taken by the Council, a benchmarking exercise be undertaken in order to review the proposed Site Sponsorship charges and the Panel also task officers to investigate methods of increasing marketing opportunities to promote this initiative; and
5. That an Events Policy Task and Finish Group (comprising of Cllrs Baldry, Bramble (Group Lead) and Brown) be established with the primary purpose of reviewing and revising the Council's Events Policy.

(NOTE: recommendations 1, 2 and 3 (above) will be considered by the Executive at its 4 February 2016 meeting as part of the wider 2016/17 Budget Setting process).

O&S.52/15 **NEW HOMES BONUS ALLOCATION TO DARTMOOR NATIONAL PARK AUTHORITY**

In line with the Council decision when approving the 2015/16 Budget at its meeting on 12 February 2015 (Minute 66/14 below refers), a paper was considered that provided a progress update on the application and use of the New Homes Bonus funds that had been transferred to the Dartmoor National Park Sustainable Community Fund.

In the ensuing discussion, the Panel noted that the allocations varied in the published agenda papers, as a consequence of there being a twelve month time lag in the process.

It was then:

RESOLVED

That the paper be noted.

O&S.53/15 **OUR PLAN: SOUTH HAMS – REVIEW**

A report was considered that provided a progress update on Our Plan: South Hams.

During the debate, reference was made to:-

- (a) the division of responsibilities between lead Executive Members. For clarity, it was confirmed that the Leader of Council was the lead Executive Member for the overriding 'Our Plan: South Hams' and Cllr Hicks was the lead Executive Member specifically for the 'Local Plan' element of 'Our Plan: South Hams'. In welcoming this clarification, Members were keen to emphasise that Our Plan: South Hams was more than just concerned with the local plan and house building. Having said that, another Member stressed that it was of paramount importance that the Council established its housing need numbers. In this respect, the Leader informed that the Housing Needs Survey was being refreshed and would be reported back to Members for consideration;
- (b) the need to improve the communications in relation to Our Plan: South Hams was recognised by the Panel;
- (c) Member participation in the process. The Panel was of the view that an all Member event should be held early in the New Year to discuss Our Plan: South Hams and the underpinning delivery plan;
- (d) the Village Housing Initiative (VHI). Officers confirmed that they were attempting to bring together a number of approaches to housing development and the VHI concept was a key scheme that would be specifically looked at during this process;

- (e) the Delivery Plan being a shared document with West Devon Borough Council (WDBC). Whilst it was noted that the key themes and objectives were almost identical between the two councils, the Panel asked that, in the future, consideration be given to the Delivery Plans being separated for both councils.

It was then:

RESOLVED

1. That the monitoring of Our Plan: South Hams and the 2015/16 Action Plan be noted;

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

2. Our Plan: South Hams be issued for the start of the 2016/17 Financial Year as a document that:-
 - o recognises Our Plan: South Hams for the start as the single comprehensive Council Plan;
 - o re-states the Council's corporate Vision and Objectives;
 - o establishes the common basis for the Council's Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies;
 - o establishes long-term and short-term priorities for delivery including a delivery plan commencing in 2016/17;
 - o establishes mechanisms for delivery; and
 - o establishes engagement, monitoring and review procedures;
 - o provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation.
3. a Member Workshop be held early in the New Year to progress this work;
4. the final document return to the Executive and Council for agreement prior to its publication.

O&S.54/15 TRANSFORMATION PROGRAMME MONITORING

The Group Manager – Support Services provided an update on the Transformation Programme and highlighted that:-

- the Development Management service had gone live on the W2 System this week;
- a positive meeting had been held recently with Civica (the IT system provider); and
- the Programme remained on target in respect of timescale and budget.

During the debate, reference was made to:-

- (a) presenting monitoring reports to the Panel prior to their consideration by the Executive. In the future, officers agreed to re-align the quarterly monitoring reports that were presented to the Executive to ensure that they were considered by the Panel in the first instance;
- (b) the pace and extent of the Programme. Some Members were of the view that, in hindsight, the Programme had been progressed too quickly and staff numbers had been reduced too severely;
- (c) the Modern.Gov committee management system. Officers advised that the Council was now in a position to commence with a Member trial of the new system. As a general point on the Council's intention to reduce its paper usage, it was noted that discussions were taking place with town and parish councils in an attempt to minimise the impact of this drive.

RESOLVED

1. That the progress update be noted; and
2. That, in the future, the quarterly Transformation Programme Monitoring Reports be presented to the Panel before being considered by the Executive.

O&S.55/15 CUSTOMER SERVICES UPDATE

Following regular updates to the Panel, a report was presented that updated Members on the Customer Services performance trends since the last meeting. In particular, the report paid attention to telephone call answer times, call volumes and staff recruitment as areas of particular concern.

In discussion, the following points were raised:-

- (a) Whilst it was acknowledged that the latest performance trends were showing some signs of improvement, a number of Members expressed their opinions and disappointment that the service was still of an unacceptable standard. The two statistics that were repeatedly highlighted as being of particular concern were that:
 - o 18% of calls were not being answered; and
 - o 26% of callers were having to wait over 7 minutes to have their call answered.

In response to Members citing specific examples of the public receiving poor service from the Contact Centre, the Head of Paid Service urged that, in such instances, Members let him know accordingly.

The Panel reiterated its desire to see a far greater improvement in performance and it was then **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:-

'A clear action plan be produced for Customer Services and presented to the next Panel meeting on 14 January 2016 for its consideration.'

- (b) When questioned, the Panel noted that, as a result of the blueprinting exercise, the Contact Centre had provision for a core staffing level of 15 full-time equivalent members of staff. Such was the pressure on the service, some Members felt that, whilst there were inevitable revenue implications, staffing numbers had to be reviewed in the Contact Centre;
- (c) With regard to some quick wins, officers agreed to remind staff throughout the Council to be professional in their telephone manner. In addition, it was agreed that, for outgoing calls from the Council, officers would ensure that the telephone number was no longer displayed as being 'withheld'.

In conclusion, whilst the Panel had been robust in stating its concerns and frustrations, Members did recognise that the staff in the Contact Centre were doing a good job and working tirelessly in very difficult circumstances. As a consequence, the Panel asked that its thanks be passed on to those staff who work in the Contact Centre.

It was then:

RESOLVED

That a clear action plan be produced for Customer Services and presented to the next Panel meeting on 14 January 2016 for its consideration.

O&S.56/15 DISPENSATIONS TO DUAL-HATTED MEMBERS

A report was considered that sought to consider whether the general dispensation that had previously been granted to all dual-hatted Members should be extended.

In discussion, a Member expressed his dissatisfaction over the recommendation and, in particular, was unhappy that a Member of the Executive could also be a Devon County Council (DCC) Member. The Member felt it to be inevitable that there would be occasions when the two roles would lead to a Member having a conflict of interest. To counter this view, other Members highlighted that a dual-hatted Member could in fact utilise this position to the benefit of the Council. Moreover, it was recognised that Executive Members had very limited individual decision-making powers.

It was then:

RESOLVED

That the general dispensation that had been previously granted to all dual-hatted Members of South Hams District Council to enable them to speak and vote on matters where they are a Member of another local authority and in receipt of a Members' Allowances for that other authority be extended until May 2019.

O&S.57/15 BUSINESS DEVELOPMENT GROUP MANAGER UPDATE

The Panel considered a report that presented an update on the Business Development Group Manager role.

In discussion, reference was made to:-

- (a) the 27 possible income generation activities identified in the presented agenda report. In light of a request, the lead Executive Member confirmed that he would circulate a generic list of these activities to the wider membership. As an assurance, it was confirmed that activities relating to trade waste and sponsorship were included on this list;
- (b) the performance and intelligence team. It was noted that the team was still heavily involved in the process mapping for the Transformation Programme and, realistically, the team would be fully integrated and established early in the New Year;
- (c) projects related to Salcombe Harbour. Having been informed that the Harbour Master had a number of potential business development opportunities in mind, the Panel asked that the Harbour Board be fully consulted with as and when ideas started to be progressed.

It was then:

RESOLVED

That the report and the work completed and planned by the Business Development Group Manager role be noted.

O&S.58/15 UPDATE ON THE RURAL DEVELOPMENT PROGRAMME FOR ENGLAND (RDPE) 2014-2020

The Panel considered a report that provided an update on the Rural Development Programme for England (RDPE) 2014-2020.

In discussion, it became apparent that some Members had concerns regarding the seeming lack of monitoring, transparency and feedback that the Council received from the South Devon Coastal Local Action Group (LAG) and Greater Dartmoor – Local Enterprise Action Fund (LEAF). As a consequence, the Panel requested that representatives

from the LEAF and LAG be invited to attend the Panel meeting on 17 March 2016.

It was then:

RESOLVED

1. That the report be noted and the scheme be promoted as appropriate with local residents and businesses;
2. That the Council continue to support the Greater Dartmoor – Local Enterprise Action Fund (LEAF) and the South Devon Coastal Local Action Group (LAG); and
3. That representatives from the LEAF and LAG be invited to attend and provide an update to the Panel meeting on 17 March 2016.

O&S.59/15 TASK AND FINISH GROUP UPDATES

(a) Performance Measures

A report was considered that presented the final report of the Performance Measures Review Task and Finish Group. In introducing the report, the Group Chairman paid particular attention to the choice of performance measures being subject to continuous review and changed as and when deemed necessary and as Members concerns altered.

The Panel wished to put on record its thanks to the Chairman and Members of the Group, officers and the lead Executive Member for undertaking an excellent review.

It was then:

RESOLVED

That the findings of the Task and Finish Group be endorsed whereby:-

1. streamlined versions of the Balanced Scorecard and Background and Exception report (as shown in Appendices A and B respectively of the presented agenda report) be made available to Members on a quarterly basis, containing measures where a Scrutiny role is beneficial;
2. financial measures be reported elsewhere and therefore not included in these reports, with these measures being replaced with specific T18 measures;
3. an in-depth quarterly analysis of an area or department be included within the reporting, designated to interrogate the high

level performance data further and identify trends, improvements etc. This 'deep-dive' quarterly analysis will either follow a pre-determined schedule or be flexible enough to focus on issues raised by a prior quarterly report; and

4. once the T18 Programme is fully operational, Members will be given easy access to a much larger range of 'live' performance data that they can choose to access at any time, rather than just relying on the reports presented to them.

(b) Dartmouth Lower Ferry

It was noted that an interesting and informative site visit had been undertaken to the Ferry and Workshop. Following this visit, a further Group meeting had been held on 5 November 2015, during which a broad overview of the initial findings of the report produced by RPT Consulting was presented.

In terms of next steps, Members were advised that a Group meeting was to be held in December 2015, with the subsequent recommendations then presented to the next Panel meeting on 14 January 2016, before then being considered by the Executive on 4 February 2016.

(c) Partnerships

Members were advised that the first joint Group meeting had been held and valued contributions had been made from Members of both the Council and West Devon Borough Council. The meeting had given a real insight into the vast number of Partnerships that the Council was involved in and the joint meeting had enabled for a number of useful comparisons to be drawn.

It was noted that the next joint meeting was to be held on 6 January 2016 at Kilworthy Park, Tavistock.

(d) Waste and Recycling

The Panel acknowledged that a final wash up meeting of the Task and Finish Group had been held on 24 September 2015 and the newly convened Group was to hold its first meeting in December 2015.

Members commented that it would be beneficial for the notes of the final Group meeting to be circulated with the agenda for the next Panel meeting on 14 January 2015.

O&S.60/15 **MEMBER VISIT TO THE NATIONAL MARITIME OPERATIONS CENTRE IN FAREHAM**

The lead Executive Member for Customer First introduced a paper that had been prepared by the Harbour Master following their visit to HM Coastguards National Maritime Operations Centre on Friday, 13 November 2015.

In conclusion, the paper outlined that the visit had been useful and informative and had addressed all known concerns that had been raised by Members. Particularly reassuring was the willingness to acknowledge that the Centre still had further progress to make that was coupled with a resolve to do so.

In discussion, reference was made to:-

- (a) the presentation given by the Coastguard representative. In commending the quality of the presentation that they had received, the lead Executive Member was of the view that a number of the public relations problems that had been incurred by the organisation would have been overcome if the key messages in the presentation had been disseminated from the offset;
- (b) the transformation agenda. Members were informed that the impact of Central Government budget cuts had been kept to a minimum for the organisation in light of it having the foresight to begin its transformation agenda before any government funding announcements had been made;
- (c) concerns over the loss of local knowledge. In countering these concerns, an example was cited to the meeting whereby three officers from Brixham were now working at the Centre in Fareham;
- (d) two main challenges remaining. The Panel was informed that a new pager system was in the process of being tested to replace the current antiquated system. Also, the representative had promised to follow up on a specific query relating to blind spots and he gave a commitment to let the Council know in due course.

The Chairman proceeded to thank the Member and Harbour Master for attending such a worthwhile visit and asked that the Council's thanks also be extended to the organisation. Finally, the Panel welcomed the conclusion of this longstanding agenda item and felt that any specific issues that arise in the future should be progressed through local MPs.

O&S.61/15 DRAFT ANNUAL WORK PROGRAMME 2015/16

The Panel considered its draft 2015/16 Work Programme and made particular reference to:-

- (a) a Development Management (DM) service update. The Panel endorsed the suggestion that a DM service update be presented to its next meeting on 14 January 2016. In particular, Members asked that this agenda item made reference to service improvements following the new system going live on the website and an update on the outsourcing of the services backlog of applications;
- (b) the Customer Services Action Plan. The Panel reiterated that this agenda item should be scheduled on to the agenda for 14 January 2016 meeting;
- (c) attendance of the LEAF and LAG representatives. Members repeated their request for LEAF and LAG representatives to be invited to the Panel meeting on 17 March 2016.

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

Chairman

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PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

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

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

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

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SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN

This is the Leader of Council's provisional forward plan for the four months starting 10 December 2015. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

Cllr Hilary Bastone – lead Executive Member for Customer First

Cllr Rufus Gilbert – lead Executive Member for Commercial Services

Cllr Michael Hicks – lead Executive Member for Business Development

Cllr John Tucker – Leader of the Council

Cllr Lindsay Ward – Deputy Leader of the Council

Cllr Simon Wright – lead Executive Member for Support Services

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

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

INDEX OF KEY DECISIONS

Service	Title of Report and summary	Lead Officer and Executive member	Anticipated date of decision
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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 decision
Support Services	Treasury Management Mid Year Update 2015/16 – to update on the Treasury Management position	LB/Cllr Wright	Executive	10 December 2015
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	10 December 2015
Commercial Services	Lower Ferry Service Options Review	HD/Cllr Gilbert	Executive	10 December 2015
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	10 December 2015
SLT	Devolution Draft Proposal	SJ/Cllr Tucker	Council	10 December 2015
Support Services	Write Off Report (Q2 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	10 December 2015
Customer First	Safeguarding Policy	IB/Cllr Bastone	Council	10 December 2015
Customer First	Debt Recovery Policy	IB/Cllr Bastone	Council	10 December 2015
Customer First	Rent Plus	CH/Cllr Bastone	Council	10 December 2015
Customer First	Community Led Housing Initiative	CH/Cllr Bastone	Executive	10 December 2015
Strategy & Commissioning	Social Media Policy and Protocol	LC/Cllr Tucker	Council	10 December 2015
Support Services	Draft Budget Proposals for 2016/17 -	LB/Cllr Tucker	Council	10 Dec 2015
Support Services	Draft Capital Programme Proposals for 2016/17 -	LB/Cllr Tucker	Council	10 Dec 2015
Support Services	Enforcement Policy	CB/Cllr Wright	Council	10 Dec 2015

Support Services	Revenue Budget Proposals for 2016/17	LB/Cllr Tucker	Council	28 January 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	28 January 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Wright	Executive	28 January 2016
Support Services	Capital Programme Proposals for 2016/17	LB/Cllr Tucker	Council	28 January 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Tucker	Executive	10 March 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Wright	Executive	10 March 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	10 March 2016
Support Services	Write Off Report (Q3 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	10 March 2016
Support Services	Treasury Management and Annual Investment Strategy for 2016/17 -	LB/Cllr Wright		10 March 2016
Customer First	Community Reinvestment Project Fund 2015/16 Grant Allocations -		Executive	10 March 2016
Customer First	Homeless Strategy -	IB/Cllr Bastone	Council	10 March 2016
Strategy & Commissioning	Our Plan – Progress Monitoring Report	RK/Cllr Tucker	Executive	10 March 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	May 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Wright	Executive	May 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	May 2016
Support Services	Write Off Report (Q4 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	May 2016

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

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

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



LB – Lisa Buckle – Finance COP Lead and s151 Officer
HD – Helen Dobby – Group Manager Commercial Services
SM – Steve Mullineaux – Group Manager Support Services
IB – Isabel Blake – COP Lead Housing, Revenues and Benefits

CBowen – Catherine Bowen – Monitoring Officer
TB – Tracey Beeck – Group Manager Customer First
SLT – Senior Leadership Team
CB – Chris Brook – COP Lead Assets

Agenda Item 8

Report to: **Overview and Scrutiny Panel**
Date: **19 November 2015**
Title: **Review of Fees and Charges for 2016/17**
Portfolio Area: **Support Services – Cllr S Wright**
Wards Affected: **All**
Relevant Scrutiny Committee: **Internal**

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

Author: **Pauline Henstock** Role: **Finance Business Partner**

Contact: **Tel. 01803 861377**
E-mail: pauline.henstock@swdevon.gov.uk

Recommendations:

- 1) That the Overview and Scrutiny Panel **RESOLVES** that the Executive **RECOMMENDS** to Council that it approves the proposed fees and charges set out in this report as part of the Budget Setting Process for 2016/17.
- 2) That the Overview and Scrutiny Panel **RESOLVES** that the Executive **RECOMMENDS** to Council that delegated authority is given to the Community of Practice Lead for Environmental Health in consultation with the Portfolio holder, to modify the charges of Food Export Certificates, once the outcome of the current review is known.
- 3) That the Overview and Scrutiny Panel **RESOLVES** that the Executive **RECOMMENDS** to Council that delegated authority is given to the Group Manager for Environmental Services in consultation with the Portfolio holder, to set the Commercial Waste charges, once all the price modelling factors are known.

1. Executive summary

1.1 This report sets out proposals for fees and charges for all services for 2016/17. The estimated additional income that could be generated from the review of fees and charges for 2016/17 totals £5,000.

2. Background

2.1 The Council has the power to levy fees and charges for various services and functions it undertakes. Some of these fees are set by statute while for others the Council can make "reasonable" charges for the services it provides. The undertaking of regular reviews of charges allows, where possible, for the Council to recover the cost of officers' time in providing the service.

3. Proposals for Charges 2016/17

3.1 Parks, Open Spaces, Outdoor Sport and Recreation

Appendix A sets out proposals related to Parks, Open Spaces, Outdoor Sport and Recreation. For pitches, courts and greens the proposal is that charges for 2016/17 be retained at current levels as part of the continued strategy to promote sport and outdoor activities. The aim going forward is to prioritise income through marketing and additional use rather than increasing charges. Officers are continuing to pursue options to transfer management of facilities to local clubs and organisations, with some transfers already completed (Newton and Noss recreational facilities, Totnes Borough Park tennis courts to be transferred to Tennis Club from 1st April 2016).

It is proposed that dinghy and kayak parking charges will change in 2016/17. Dinghy and kayak parking charges have remained static since 2012/13. The proposed changes reflect a perceived significant underpricing of the parking charges in previous years when compared with similar charges elsewhere in the region. The change in charges at Coronation Park also reflects the proposed investment by SHDC in the winter of 2015/16 to resurface the dinghy parking area, and formalise the parking arrangements to better reflect requirements and aspirations of the users of the Park. This includes creating different sized parking spaces to reflect the variety of dinghies. The introduction of racks will enable a lower charge for some permit holders. The price of a small (up to 4m space) will increase by 25%, with more significant increased charges applying to medium (up to 5m) and large (up to 6m) spaces. It should also be noted that from 1st April 2016, the administration of the parking permit scheme at Coronation Park and Warfleet in Dartmouth will be brought back within SHDC management (previously administered by the tenant of the Coronation Park café). It is anticipated that this will reduce inconsistencies with the permit application and payment process, and ensure the best use of the available dinghy parking spaces. These proposed changes to dinghy and kayak parking charges could generate an additional £5,000 of income.

The number of events on Council land increase year on year, and it is proposed that charges for 2016/17 remain the same. Community and charity events take place on Council land free of hire charge. It is proposed that an event administration charge introduced in 2014/15, to help offset the staff costs in facilitating the busy event programme, will continue into 2016/17. The opportunity remains for this event administration charge to be waived at the local Ward Member/s discretion upon request. It is also proposed that all other events, memorials and sponsorship remain the same in 2016/17.

The Council continues to offer a play area inspect and insure service to community groups and town and parish councils. This has been set previously at £100 + VAT, for which the Council annually provides 12 visits by a qualified inspector (Mobile Locality Officers), Allianz insurance inspection visits and Insurance premium. It is proposed that the charge remains the same for 2016/17 with a view to reviewing in the offer next financial year.

3.2 Environmental Health Charges

There are a number of changes proposed to the Environmental Health fees and charges. Please refer to Appendix B for a detailed breakdown of the proposals. No changes are being made to the gambling, taxi and alcohol licensing fees.

The changes to Environmental Health fees are unlikely to be the source of a substantial increase in income. The Community of Practice Lead for Environmental Health is optimistic that in time, the efficiency savings from streamlining the processes across both Councils will reduce operating costs, which may allow us to pass the savings on to the businesses.

The service of Food Export Certificates is currently subject to scrutiny, and the amount of work processing and granting of food export certificates is currently under review. Given the timing of this review, it is requested that the Community of Practice Lead for Environmental Health is given delegated authority in consultation with the Portfolio holder, to modify this charge once the outcome of the scrutiny is known.

3.3 Lower Ferry, Dartmouth

It is not intended that we change the fees and charges for the Dartmouth Lower Ferry at this point. The Lower Ferry is currently subject to an operational service review. This will be concluded by the close of 2015 and will offer recommendations on service delivery including current tariffs and their current format. As such it is recommended that a review of fees and charges should take place at this time and will be reported back to Members as part of the overall review findings.

3.4 Car Parking

It is recommended that there is no overall increase in car parking charges for the 2016/17 financial year. However, the Council is encouraging community-led parking reviews, allowing communities to work with the Operations Manager (Environment Services) in setting charges which support the community's needs, and which are cost neutral to the District Council.

3.5 Commercial Waste Charges

The pricing model for Commercial Waste charges requires consideration of budget performance, disposal charges and market factors, but it is considered too early in the financial year for this review to be undertaken. Given the timing of these factors, it is requested that the Group Manager for Environmental Services is given delegated authority in consultation with the Portfolio holder, to set these charges once the outcome of the review is known.

4. Proposed Way Forward

1) The level of fees and charges will continue to be monitored during the year.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council has the power to introduce, maintain and increase charges under S.19 of the Local Government (Miscellaneous Provisions) Act 1976 or as set out in specific pieces of relevant information.
Financial	Y	The estimated additional income that could be generated from the review of fees and charges for 2016/17 totals £5,000
Risk	Y	Achieving anticipated income targets in the current financial climate – regular monitoring of corporate income streams and revenue budgets ensures early identification of variances.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Charging helps to support the provision of a wide range of public facilities available to all ages and all abilities.

Safeguarding	Y	Charging assists in supporting the running and management of a range of facilities in appropriate locations for local communities.
Community Safety, Crime and Disorder	Y	Charging helps to maintain the range of facilities.
Health, Safety and Wellbeing	Y	Charges for pitches, courts and greens have not been increased in line with the continued strategy to promote sport and outdoor activities.
Other implications	N	None directly arising from this report.

Supporting Information

Appendix A – 2016/17 Proposed Charges for Outdoor Recreation

Appendix B – 2016/17 Proposed Charges for Environmental Health

Background Papers:

Medium Term Financial Strategy – Executive 15 October 2015

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	N/A

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2016-2017

ACTIVITY	Fee £	VAT @ 20% £	Total £
TENNIS			
Coaches rate per hour per court	3.75	0.75	4.50
Adult per person per hour	2.50	0.50	3.00
Junior per person per hour	0.83	0.17	1.00
Hire of Rackets	0.83	0.17	1.00
Deposits	4.17	0.83	5.00
Hire of Balls	0.42	0.08	0.50
Annual ticket - Adult	78.33	15.67	94.00
Annual ticket - Junior	20.00	4.00	24.00
Club Use per hour per court	4.50	***	4.50
PITCHES (Football, Rugby & Cricket)			
Per season (up to 20 games) adult	240.00	***	240.00
Per season (up to 20 games) junior	120.00	***	120.00
Per Match Adult	26.67	5.33	32.00
Per Match Junior	13.33	2.67	16.00
*** Exempt from VAT - the hire of sports facilities by a club/school for a series of 10 or more lets; must be more than 1 day apart and less than a fortnight apart			
BOWLS			
Green Fees per person per hour (Adult)	2.50	0.50	3.00
Green Fees per person per hour (Junior)	1.25	0.25	1.50
Overshoes	0.58	0.12	0.70
Season Ticket Adult	46.67	9.33	56.00
Season Ticket Junior	15.00	3.00	18.00
Weekly Adult	15.83	3.17	19.00
PUTTING			
Adult	1.67	0.33	2.00
Junior	0.83	0.17	1.00
Lost Ball	0.83	0.17	1.00
ALL WEATHER PITCH			
Full Pitch with lights per hour	40.00	8.00	48.00
Full Pitch with no lights per hour	28.33	5.67	34.00
Half Pitch with lights per hour	23.33	4.67	28.00
Half Pitch with no lights per hour	17.50	3.50	21.00
Junior rates - Half Pitch with lights	13.33	2.67	16.00
Junior rates - Half Pitch no lights	10.83	2.17	13.00
DINGHY PARKING - Coronation Park			
Per day - Small (up to 4m)	8.33	1.67	10.00
Medium (up to 5m)	10.83	2.17	13.00
Large (up to 6m)	13.33	2.67	16.00
Per week - Small	39.58	7.92	47.50
Medium	51.46	10.29	61.75
Large	63.33	12.67	76.00
Per season (summer) - Rack	50.00	10.00	60.00
Small	75.00	18.75	112.50
Medium	121.88	24.38	146.25

2016-2017

ACTIVITY	Fee £	VAT @ 20% £	Total £
Large	150.00	30.00	180.00
Per annum - Rack	66.67	13.33	80.00
Small	125.00	25.00	150.00
Medium	162.50	32.50	195.00
Large	200.00	40.00	240.00
DINGHY PARKING - Other			
Warfleet - Per annum	100.00	20.00	120.00
Bowcombe - Per annum	83.33	16.67	100.00
Bowcombe Racks - Per annum	66.67	13.33	80.00
Canoes	20.83	4.17	25.00
Club use - by negotiation			
EVENTS Per Day			
Charity/ Community Events	0.00		0.00
Commercial Events/ Trading *~	240.00		240.00
Circus or Funfairs	240.00		240.00
Set up and Stand Down	60.00		60.00
Administration fee (all events - can be waived at local Ward Member/s discretion)	50.00		50.00
*Includes wedding receptions			
~ Can be reduced at discretion of Assets - COP Lead where specific benefits to Council priorities are identified by event organiser			
MEMORIALS			
New Memorial Bench	1208.33	241.67	1450.00
Sponsor a Bench	479.17	95.83	575.00
Memorial Tree	208.33	41.67	250.00
SITE SPONSORSHIP			
Royal Avenue Gardens	625.00	125.00	750.00
The Embankment, Dartmouth	416.66	83.34	500.00
Coronation Park	250.00	50.00	300.00
Norton	250.00	50.00	300.00
Batson Creek	625.00	125.00	750.00
Whitestrans	416.66	83.34	500.00
Cliff House Gardens	250.00	50.00	300.00
Courtenay Park	250.00	50.00	300.00
The Embankment, Kingsbridge	625.00	125.00	750.00
Recreation Ground	416.66	83.34	500.00
Brittons Field	250.00	50.00	300.00
Duncombe Park	250.00	50.00	300.00
Borough Park	416.66	83.34	500.00
Vire Island	416.66	83.34	500.00
Longmarsh	416.66	83.34	500.00
PLAY AREA INSPECTION			
Per Play area per annum	100.00	20.00	120.00

2016-2017

ACTIVITY	Fee £	VAT @ 20% £	Total £
Per complaint	320.00	**	320.00
** Outside scope for VAT			0.00

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Environmental Health Licence Fees South Hams 2016/17

(All outside the scope of vat except where shown)

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Acupuncture, Tattooing, Ear-piercing & Electrolysis			The Local Government (Miscellaneous Provisions) Act 1982 Part VIII requires businesses which carry out the following types of skin piercing to be registered with the Council.
Register of Persons	£70.00	£112.00	<ul style="list-style-type: none"> – acupuncture – tattooing
Register of Premises Changes	£130.00	£112.00	<ul style="list-style-type: none"> – cosmetic body piercing (including ear piercing) – semi-permanent skin colouring
Changes to Premises registration particulars	£40.00	£40.00	<ul style="list-style-type: none"> – electrolysis <p>The Act requires registration to cover both the person carrying on the practice and the premises used for that purpose. Once an application has been made and a fee paid, an inspector will undertake an inspection of the premises. If the inspector considers the applicant's procedures and the premises to be suitable, then registration will be approved.</p> <p>The fees are only payable once. Once registered there is no need to reapply on an annual basis.</p> <p>Premises will be checked before registration is completed and on a regular basis to ensure that hygienic standards are being maintained.</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Animal Boarding Establishment (All to 31 December each year)			
Licence (per animal)	£5.00	£5.00	Animal Boarding establishments are essentially kennels and catteries.
Minimum	£129.00	£129.00	Premises are regulated under the Animal Boarding Establishments Act 1963. A visit will normally be made to the establishment to check that licence conditions are being complied with. Checks will include ensuring that the accommodation is suitable in construction, size, numbers and facilities such as heating, lighting and ventilation are adequate. Checks are also made to ensure the correct welfare and management of the animals, fire precautions and emergency arrangements.
Maximum	£187.00	£187.00	
Home Boarding (maximum fee charged)	£120.00	£120.00	Revisits to premises may be required where minimum standards are not achieved. Visits may also be required on receipt of complaints. Regular checks will also be required. Home Boarding charges are being maintained at 2010/2011 levels to allow for the fact that such premises operate on a lower scale than commercial undertakings.

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
<p>Dangerous Wild Animal Licence</p> <p>Plus Vets fees and expenses</p>	<p>£198.00</p> <p>Act. Cost</p>	<p>£394.00</p> <p>Act. Cost</p>	<p>Animals which are classified as "dangerous wild animals" and can be anything from an Aadvark to a Zebra, are identified in a schedule to the Dangerous Wild Animals Act. Anyone wishing to keep one of these animals requires a Licence issued by the local authority.</p> <p>Checks will be made on application to ensure that the person is suitable for the keeping of dangerous animals. A visit will then be made to the premises to ensure that the animals can be kept in an environment that protects their welfare and also that of public safety. Licence conditions often are specific to the type or property and animal being kept, so can require a significant amount of officer time to develop.</p>
			<p>The service of a specialist vet is often required (for which a separate recharge is made). A number of visits may often have to be made to ensure that licence conditions can be met. Visits may also have to be made on a regular basis to ensure welfare and safety standards are maintained. Public nuisance issues may also have to be addressed.</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
<p>Dog Breeding Establishment</p> <p>Licence Fee (Initial & Renewal)</p> <p>Plus Vets fees and expenses (initial applications only)</p>	<p>£167.00</p> <p>Act. Cost</p>	<p>£167.00</p> <p>Act. Cost</p>	<p>A breeding establishment is where five or more litters are born, to one or more bitches, for the purpose of sale, in the period of one year. A licence is necessary for the interests of animal welfare and consumer protection relating to the facilities in which the animals are kept and the extent to which they are bred.</p> <p>A visit will be made to the premises to ensure that welfare conditions are suitable. For initial applications a visit by a vet will also be required. Conditions may also be attached to the licence.</p> <p>Regular inspections will also be required to ensure compliance with conditions and to ensure that adequate records are kept.</p>
<p>Hypnotism</p>	<p>£56.00</p>	<p>£56.00</p>	<p>The control of hypnotism is via the Hypnotism Act (as amended). Anyone giving an exhibition, demonstration or performance of Hypnotism on any person or in connection with entertainment to which the public are admitted whether by payment or otherwise is required to obtain authorisation from the Council by way of consent. Hypnotism includes hypnotism, mesmerism and any similar act or process which produces or is intended to produce in any person any form of induced sleep or trance in which the susceptibility of the mind of that person to suggestion or direction is increased or intended to be increased.</p> <p>Once a completed application form is received and the information has been checked, liaison with a number of</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Hypnotism			agencies such as the Police may take place. Checks will be made to ensure that the proposed event does not offend public decency and that vulnerable people will not be put at harm. Conditions will normally be attached to the licence to protect the public physical safety and mental health. Discussions may have to be held with the event organiser.
Pet Animal Auctions	£202.00	£202.00	<p>Pet Animal Auctions require to be licensed. The licence will specify conditions concerning the welfare of animals that are to be sold. Other checks will ensure that:</p> <ul style="list-style-type: none"> – animals will at all times be kept in accommodation suitable as respects size, temperature, lighting, ventilation and cleanliness; – animals will be adequately supplied with suitable food and drink and (so far as necessary) visited at suitable intervals; – animals, being mammals, will not be sold at too early an age; – that all reasonable precautions will be taken to prevent the spread among animals of infectious diseases; – that appropriate steps will be taken in case of fire or other emergency; <p>As the auctions are transient, the potential for animal neglect is higher. More stringent controls and inspection regimes will be required.</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Pet Shop Licences (Non-Statutory Annual Fee) Plus Vets fees and expenses	£121.00 Act. Cost	£120.00 Act. Cost	Pet shops will require licensing on an annual basis. As with Pet Animal Auctions checks and visits will be required to ensure that: <ul style="list-style-type: none"> - animals will at all times be kept in accommodation
			suitable as respects size, temperature, lighting, ventilation and cleanliness; <ul style="list-style-type: none"> - animals will be adequately supplied with suitable food and drink and (so far as necessary) visited at suitable intervals; - animals, being mammals, will not be sold at too early an age; - that all reasonable precautions will be taken to prevent the spread among animals of infectious diseases; - that appropriate steps will be taken in case of fire or other emergency Visits will also need to be made to follow up on complaints.

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Riding Establishment Licences Up to 10 horses Plus for each horse Plus for Vets fees and expenses Maximum Fee	£185.00 £8.24 Act. Cost £295.00	£168.00 £8.00 Act. Cost £304.00	<p>The Riding Establishments Act 1964 requires persons to obtain a licence from the local authority if they wish to operate a riding establishment. A 'riding establishment' means the carrying on of a business of keeping horses to let them out on hire for riding, or for use in providing instruction in riding for payment, or both'.</p> <p>The Act is concerned with ensuring the suitability of the licence holder and the welfare and suitability of the horses and in particular:</p> <ul style="list-style-type: none"> - whether the person has suitable qualification or experience - the condition of the horses - the condition of feet - suitable accommodation - where appropriate, the condition of pasture

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Riding Establishment Licences			<ul style="list-style-type: none">- suitable food, drink, bedding and exercise facilities- suitable disease control- suitable precautions in event of fire- provision of adequate accommodation for forage, bedding and equipment. <p>Adequate insurance cover will also have to be provided. The local authority will have to authorise a vet to inspect the establishment and to consider the report of their visit before issuing the licence.</p> <p>Checks will be made to ensure that the premises continue to operate in a satisfactory manner.</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Scrap Metal Dealers (2013 Act)			The 2013 Act replaces the Scrap Metal Dealers Act 1964 and combines scrap metal dealers and motor salvage operators under one licence. We will continue to act as the main regulator but the new Act gives us more powers, including the power to refuse a license and powers to revoke licences if the dealer is considered unsuitable. Both we and the Police have been given powers to enter and inspect premises
Site Licence (New Application valid 3 yrs)	£180.00	£180.00	
Site Licence (Renewal)	£130.00	£130.00	
Transfer of Site Licence to Mobile Collector	£75.00	£75.00	
Mobile Collector Licence (New application valid 3 yrs)	£130.00	£130.00	
Mobile Collector (Renewal)	£85.00	£85.00	
Mobile Collector (Renewal)	£80.00	£80.00	
Transfer of a Mobile Collector Licence to a Site Licence			
Change of licence holder details	£15.00	£15.00	
Change of licensed site	£80.00	£80.00	
Change of site manager	£43.00	£43.00	

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
<p>Sex Establishments (Shops & Encounter Venues)</p> <p>Per application (Inclusive of first year</p>	£4,600.00	£4,600.00	The Local Government (Miscellaneous Provisions) Act 1982 requires the licensing of sex establishments (shops or cinemas) and also the licensing of sexual entertainment venues, by virtue of s27 of the Police and Crime Act 2009.
<p>annual licence) Annual Fee/Renewal Transfer</p> <p>Plus Premises Licence / Club Premises Certificate if applicable – Licensing Act 2003</p>	<p>£450.00 £1,300.00</p> <p>Statutory Fee</p>	<p>£450.00 £1,300.00</p> <p>Statutory Fee</p>	<p>A sex shop means any premises, vehicle, vessel or stall used for a business which consists to a significant degree of selling, hiring, exchanging, lending, displaying or demonstrating sex articles or acts of force or restraint associated with such activity. A sex cinema has a similar meaning but for the showing of films. A sexual entertainment venue would cover establishments such as a lap-dancing clubs.</p> <p>The price of a sex establishment has been reduced so to be mindful of an EU Directive that an applicant isn't required to contribute towards appeal or enforcement costs. Also, the fee level set should not be used to act as a deterrent against applying.</p> <p>Annual renewal fees are set considerably lower to reflect the decreased workload associated.</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
Zoo Licensing Act Grant of Licence (Valid 4 years) Renewal of Licence (Valid for 6 years) Transfer of Licence Partially exempt premises Inspection	£818.00 £717.00 £370.00 70% of above fees Actual Cost	£818.00 £717.00 £370.00 70% of above fees Actual Cost	<p>Zoos are required to be licensed by the local authority under the Zoo Licensing Act 1981. A zoo is defined in the Act as being 'an establishment where wild animals are kept for exhibition ... to which members of the public have access, with or without charge for admission, seven or more days in any period of twelve consecutive months'. The Act aims to ensure that, where animals are kept in enclosures, they are provided with a suitable environment to provide an opportunity to express most normal behaviour.</p> <p>The process for licensing a zoo is complex and timeconsuming. The process will involve liaison with a Secretary of State appointed vet, and inspections will be made to ensure that the zoo can operate in a manner that ensures public safety while maintaining a rich and rewarding environment for the animals. Checks will also have to be made to ensure that the zoo is actively involved in conservation measures.</p> <p>The level of specialist knowledge required is very high as is the amount of work required to effectively liaise with the zoo and Government vets. Inspections to ensure compliance can take several days to complete. Regular visits to ensure continued compliance are also required.</p> <p>The costs of arranging an inspection of the zoo by a Secretary of State appointed vet are met by the licence holder.</p> <p>The consequences of having a poorly-run zoo are great. Dispensation can be made for smaller zoos that do not require such a high level of input.</p>

Licence Type	Current Fee	Proposed Fee (2016/17)	Comments
<p>Zoo Licensing Act</p> <p>Housing Act Enforcement Notice fee</p> <p>Depositing site rules with Local Authority</p>	<p>New charge</p> <p>£75.00</p>	<p>£38.50 per hour</p> <p>£75.00</p>	<p>The 2013 Act introduced the ability of the Councils to charge for the service of enforcement notices and to carry out works in default to remedy breaches of site licence conditions from 1st April 2014. The fee for Housing Act 2004 enforcement notices is based on the hourly rate plus on-costs of the relevant enforcing office, due to the similarity of the two pieces of legislation the two fees will be comparable, as such the fee is £38.50/hour.</p> <p>The Councils have already set a fee for depositing site rules with the local authorities, this was set in 2014 and will remain the same at £75.</p>

Ref: Item 9: New Homes Bonus Allocation to Dartmoor National Park Authority

1. Background

When approving the 2015/16 Budget at its meeting on 12 February 2015 (Minute 66/14 refers), part 11 of the resolution was agreed as follows:-

“That the Council transfers £5,779 of its allocation of the New Homes Bonus for 2015/16 to the Dartmoor National Park Sustainable Community Fund. (NOTE: the funds are awarded as a one off payment to Dartmoor National Park, to award projects on an application basis administered by Dartmoor National Park). The following conditions will apply:

- *decisions must be taken in consultation with the South Hams District Council local Ward Member(s);*
- *funding can only be used for capital spending on projects in those parts of Dartmoor National Park which fall within the South Hams District Council Boundaries and enable the Dartmoor National Park to carry out its social economic responsibilities; and*
- *Dartmoor National Park reports on the progress in the application of, and use of the funds to the Overview and Scrutiny Panel on a six monthly basis and in time for budget decisions to be made (i.e. June and November).”*

2. Dartmoor Communities Fund 2014/15

- 2.1 Total grant requests of £63,280. Funding of nearly £40,000 was allocated to 10 projects with a total project value in excess of £200,000. Further details and list of project supported is attached at Appendix 1.
- 2.2 9 projects have claimed and received funding. One project in West Devon with a grant offer of just over £4,000 is currently outstanding. We are working with the applicant to bring the project to completion, any underspend will be brought forward to the 2015/16 fund.

3. Dartmoor Communities Fund 2015/16

- 3.1 Allocations for 2015/16 have been confirmed as:

- Teignbridge £25,000
- West Devon £17,610 *
- South Hams £5,779

* includes £15,000 brought forward from 2013/14 NHB allocation

- 3.2 The DCF opened to applications during October. The applications are currently being assessed by the Communities Officer, with reference to the appropriate local WDBC & SHDC Ward Councillors, DNPA Parish Link Members and the relevant Parish Council, with the final decision being delegated to the National Park Officer in accordance with the existing Scheme of Delegation.

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Dartmoor Communities Fund 2014/15

The Dartmoor Communities Fund was set up by the National Park Authority with funding received from West Devon Borough and South Hams District Councils for 2014/15. The Fund this year provides grant support for community-led projects that fall within the West Devon Borough and South Hams District areas of Dartmoor only.

The fund opened to applications during September 2014 and proved popular with a good range of applications being received. Total grant requests (£63,280) exceeded the funding available but by working with the applicants, it has been possible to support all but one of the proposals received in each district/borough area.

Funding of nearly **£40,000** has been made available to support a wide range of capital projects that ensure the long term viability of valued existing community facilities and services, or create new community infrastructure to meet identified community needs. In total projects of a value in excess of **£200,000** are being supported. **The projects awarded grant funding in 2014/15:**

West Devon

Drewsteignton Village Hall Committee awarded £4,152 grant aid to repair two of the grade 2 listed hall's three external doors which urgently need repair, returning the hall to a satisfactory condition, improving appearance, energy efficiency and security, enabling its continued use for community events and private hire.

Lydford Playground Project awarded £5,200 grant aid to support a traditional playground for younger children and a Multi-Use Games Area for older. By reducing the need for travel out of village to reach facilities and providing a resource for the primary school it will build community cohesion.

Postbridge Village Hall Committee awarded £ 6,500 grant aid to support the provision of an independent and secure water supply (borehole) for the hall and to expand the car park with improved entrance for year round use.

South Tawton Parish Council awarded £400 grant aid to renovate the interpretation Board at Ramsley Common, South Zeal which explains the history of Ramsley Copper Mine and the village of South Zeal for the benefit the local community and tourists alike.

Throwleigh Village Hall awarded £1,060.80 grant aid to undertake alterations to the World War 11 American steel Quonset hut which is now used as village hall to improve draught proofing, meet current fire and safety standards and provide a new exit ramp to meet access requirements and enable use of the hall by all.

Yelverton Village Park awarded £1,049 grant aid to extend the existing play equipment to meet the growing demand for additional play equipment from both local and adjacent parishes.

South Hams

Bittaford Village Hall Committee has been awarded £4,000 grant aid to support the development of the existing hall roof space to provide a room suitable for meetings with separate access, enabling multi use of the hall.

Holne Village Shop & Tearoom has been awarded £1,522 grant aid to support energy efficiency, access and security improvements to the community owned village shop and tearoom.

South Brent Old School Centre has been awarded £9,000 to support a range of improvements to increase capacity, flexibility and range of uses, including access improvements and other works to create additional functional space for community use including a community gym.

South Brent Recreation Association has been awarded £6,000 grant aid to renew and improve the car park and access surfacing at the Pavillion and recreation ground at Palstone Park, South Brent.

Agenda Item 10

Overview and Scrutiny Panel Our Plan: South Hams – Review

Report to: **Overview and Scrutiny Panel**

Date: **19 November 2015**

Title: **Our Plan: South Hams – Review**

Portfolio Area: **All**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny**

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

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

Author **Ross Kennerley Lead Specialist; Place and Strategy**

Contact: **01803 861379 | Ross.Kennerley@swdevon.gov.uk**

Recommendations:

That the Panel recommends to Executive that it recommends to Council to

- (1) Note the monitoring of *Our Plan: South Hams* and the 2015/16 action plan**
- (2) Issue *Our Plan: South Hams* for the start of the 16/17 Financial year as a document that**
 - Recognises *Our Plan: South Hams* as the single comprehensive Council Plan**
 - Restates the Council's corporate Vision and Objectives**
 - Establishes the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies**
 - Establishes long term and short term priorities for delivery including a delivery plan commencing in 2016/17**
 - Establishes mechanisms for delivery**
 - Establishes engagement, monitoring and review procedures**
 - Provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation**
- (3) Agree a process of member participation in concluding this work**

(4) Require the final document to return to Executive and Committee for agreement prior to publication.

1. Executive summary

The Council has made clear its vision to enhance the quality of life for South Hams individuals and communities through all available means. *Our Plan: South Hams* is the comprehensive, overarching plan that delivers this vision.

Our Plan: South Hams sets out the objectives that underpin this vision and draws together all the mechanisms at the Councils disposal to ensure delivery. This includes use of the Councils finances, staff, Members, assets, partnerships and development & legislative powers.

Central to *Our Plan* is a future development strategy for homes, employment and formal planning policies (the Local Plan). The extent of changes to planning legislation and issues relating to this part of *Our Plan: South Hams* has diverted attention away from the wider role in recent months. The suggestion to members is that *Our Plan: South Hams* is reinvigorated and focusses afresh on delivering measured outcomes and an excellent customer service whilst allowing the statutory Local Plan element to be incorporated once it's formal legal process is completed. Whilst *Our Plan: South Hams* imbeds the Local Plan it shouldn't be held back by planning matters and the proposal is that *Our Plan: South Hams* push forward in a format that can bring the Local Plan on board when it is ready.

Publication of *Our Plan: South Hams* focussing on key priorities and a delivery plan commencing in 2016/17 is proposed.

2. Background

Historically the Council had two strategic plans; the *Local Development Plan* and the *Connect Strategy* - alongside numerous other plans and strategies. Given the need to work more efficiently in the new operating model and the new duty to produce a Local Plan with potential for a much wider remit beyond traditional planning policy Members approved the production of *Our Plan* as the Council's one over-arching, strategic, document in April 2014. Public consultation on vision and objectives followed on during 2014.

Overview and Scrutiny Panel Our Plan: South Hams – Review

The consultations during 2014 provided much support for *Our Plan: South Hams* – particularly around the vision, objectives and the ambition of the Council to use its range of powers to plan and deliver positively for individuals and communities. What generated concerns, and deferment of publication, were a range of local and national issues that challenged the statutory Local Plan and development elements of the plan. These concerns and issues were reported to Executive in October and came before Council in early November.

In March Members also agreed to progress the wider long term ambitions of *Our Plan: South Hams* and it was decided to produce an interim action plan which would draw out, and deliver upon, key priorities for the current year. This plan was adopted by Executive on 5th March 2015 (minute ref E68/14). The intention is to introduce a full delivery plan for the start of the 2016/17 financial year. Outcomes of the 15/16 actions are reported later in this item.

Overall the vision to bring together and deliver a single and coherent plan has clear merit. The local and national turbulence around the planning and housing legislation and case law has disrupted the smooth flow of *Our Plan: South Hams* but there is now opportunity to refocus the approach to target delivery and outcomes on elements within our control whilst setting context for the subsequent incorporation of the Local Plan element.

It is worth noting that in West Devon the Our Plan process resulted in the publication of *West Devon Our Plan* for 6 week formal “Regulation 19” public consultation back in spring 2015. Given both the local and national challenges around the planning issues WDBC has now decided to review the timing of the Local Plan element (to align with the SHDC approach) and will also be considering a general *Our Plan* review at the O&S meeting just ahead of the South Hams O & S. A verbal update will be provided.

3. What outcomes are required?

The Original intentions for *Our Plan: South Hams* might best be summarised as

- Establishing *Our Plan: South Hams* as the single comprehensive Council Plan
- Establishing the Council’s corporate Vision and Objectives
- Establishing the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plan and Strategies
- Establishing long term and short term priorities for delivery including a recurring Annual Delivery Plan
- Establishing mechanisms for delivery
- Establishing engagement, monitoring and review procedures

Overview and Scrutiny Panel Our Plan: South Hams – Review

This item provides some summary feedback for member consideration

Establishing the Council's corporate Vision and Objectives

The vision for South Hams agreed by members early in 2015 was
*Vibrant Towns and Villages; Enhancing the Quality of life for
Individuals and Communities whilst conserving the natural
environment*

This derived from Member workshops and the consultations and was brought forward alongside the following themes (under which objectives are set).

- Our Wellbeing
- Our Communities
- Our Homes
- Our Economy
- Our Infrastructure
- Our Environment
- Our Heritage
- Our Resources

Members may wish to consider how recent workshops around future priorities and budget setting sit within this context in terms of which areas are likely priority areas for delivery with limited future resources.

Members may also consider that in order to make clear the corporate vision, objectives and delivery priorities that issuing a version of *Our Plan: South Hams* to coincide with the start of the next financial year may now be appropriate.

Establishing the common basis for the Councils Plans and Strategies

Historically the Council has adopted numerous plans and strategies around distinct service areas. Under *Our Plan: South Hams*, and the new way of working, these need to be simplified and harmonised – and only be produced where there is legislative requirement and/or a clear link to ensuring delivery of the vision and objectives.

Plans relating to finance, assets and the Local Plan need to sit at the heart of, and be co-ordinated through, *Our Plan: South Hams*. There may be opportunity to clarify this important function in any agreed publication for 16/17.

Monitoring Progress and Agreeing Priorities

The anticipated publication of *Our Plan: South Hams* would have included a 2031 horizon. This is driven by the need for a 15 year Local Plan timescale. However the council's ability to deliver services has to be planned on much shorter timescales – primarily driven around the annual budget and medium term financial strategy. The Council will clearly

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need to establish the long term planning led horizon but within this needs to establish both medium term financial approaches to delivery and an annual delivery plan.

This can be clearly explained in any version produced ahead of 2016/17. It should also be recognised that *Our Plan : South Hams* – with its outward looking community focus, is managed and delivered alongside the more internally focussed T18 work. This ensures that the outward ambition and internal processes underpinning delivery are being managed in tandem.

In order to focus on delivery Members decided to establish an interim action plan for 2015/16. Work was undertaken at both West Devon and South Hams on such plans and members came up with closely aligned priorities and actions.

These were adopted by members at both Councils and delivery has been underway since. For monitoring purposes the actions have been amalgamated into a single table and are presented at Appendix 1 for member's consideration. At both Councils the actions were grouped under the following headings

- Homes (within the Our Homes Objective)
- Jobs (within the Our Economy objective)
- Natural Environment (within the Our Environment objective)
- Customer Services (within the Our Communities objective)

In reviewing Appendix 1 Members may wish to focus on

- From within the 8 objectives where are the priority areas for action in 16/17 and beyond?
- Which actions will be completed in 15/16 and can be deleted?
- Which actions will need to be carried into 16/17 – and what financial and staff resources will be required?
- What new actions might Members wish to see included – and if so what resources will need to be put in place?
- How effective are the current monitoring measures and how can these be improved?

Establishing mechanisms for delivery

The Council is well placed to influence and co-ordinate local services and has the benefit of numerous mechanisms at its disposal with which to deliver the vision, objectives and delivery plan. These mechanisms include

- Direct delivery
- Use of funding and Grants
- Staff resource
- Members involvement
- Legislation and powers
- Partnerships

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- Liaison and influence
- Assets
- Locality working

The new way of working within T18 has opened up new opportunities to deploy these approaches. It is suggested that any publication of *Our Plan: South Hams* looks to utilise these approaches to best effect. In many instances this work is already underway – for example the scoping of trading opportunities, the review of partnerships and the refreshed Asset Management Plan. However as the vision, objectives and delivery plan bed in there is clearly opportunity to look afresh at the most effective mechanisms for enhancing the quality of life for individuals and communities. As was originally intended *Our Plan: South Hams* will inform commissioning decisions and this will increasingly come to the fore in coming months.

Establishing engagement, monitoring and review procedures

The establishment of *Our Plan* in early 2014 included an Engagement Strategy that set out how, where and when communities and individuals would be able to influence the work. Much consultation has taken place which has largely endorsed the approach being taken in *Our Plan* and provides a mandate that takes forward the established vision and objectives.

There will clearly need to be further consultation around the Local Plan element of *Our Plan: South Hams* as it emerges next year – but less need to consult further at this stage on the vision and objectives that were generally well supported.

4. What are the options?

Potential options, with headline risks and benefits, include

Option	Benefits	Risks
No further action and leave <i>Our Plan</i> unpublished and no accompanying delivery plan	No resource required	Process falls into disrepute. No long term or short term priorities for Council No context for corporate activity or delivery.
Publication of <i>Our Plan</i> focussing on vision, objectives, priorities and achievable outcomes ahead of 16/17. Local Plan element to be incorporated subsequently.	Clarity over corporate vision. Relatively short document. Establishes corporate approach and delivery. Establishes priorities and delivery plan for 16/17 onwards.	Falls short of comprehensive plan with Local Plan development policies and allocations omitted at this stage.
Comprehensive review awaiting	Will set out full and comprehensive approach.	Will require further evidence and arrangements to be put

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outcome of Local Plan element		in place. Full range of Council activity stalled by planning uncertainties.
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5. Summary and conclusions

The approach to a comprehensive and overarching plan has much to commend it. Members took a significant step towards this goal by agreeing the introduction of *Our Plan* in early 2014.

Unfortunately some of the momentum and focus has been lost with the complexities that have arisen around the Local Plan element. This has diverted both attention and time away from the real benefits of the single plan, simplified vision & objectives and the delivery plan.

This item takes stock of the current situation. There is clear opportunity to refocus and pick up momentum ahead of the next financial year. Issues are identified for member consideration and have been distilled into recommendations for Overview and Scrutiny to consider.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Localism Act 2011 (Section 1 – Powers of General Competence). Town and Country Planning (Local Planning) (England) Regulations 2012 National Planning Policy Framework 2012 The Planning and Compulsory Purchase Act (2004) Environmental Assessment of Plans and Programmes Regulations 2004
Financial	Y	There are no specific Financial implications from this item – however the agreement of any reviewed <i>Our Plan</i> and Annual Delivery Plan will need to consider financial implications.
Risk	Y	A failure to publish <i>Our Plan</i> could lead to <ul style="list-style-type: none"> • Lack of coherent policy and delivery • Reputational harm

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		<ul style="list-style-type: none"> • Ineffective use of resources • Poor quality service to those in need of support • Inequality of delivery across the District <p>These risks are mitigated by</p> <ul style="list-style-type: none"> • Publication of <i>Our Plan : South Hams</i> • 2016/17 Annual Delivery Plan • Identification of resources to support delivery • Scope to integrate Local Plan as appropriate • Scope of opportunities for efficiencies through joint approach with WDBC
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Our Plan approach and policies imbed equal opportunities and help prevent discrimination in our communities. Equalities review will be undertaken.
Safeguarding	Y	Our Plan approach and policies imbed safeguarding measures where necessary.
Community Safety, Crime and Disorder	Y	Our Plan approach and policies support community safety and partnerships to support this
Health, Safety and Wellbeing	Y	Our Plan approach and policies include Health, Safety and Wellbeing. A health impact assessment will be undertaken
Other implications		None identified

Supporting Information - Appendices:

- Appendix 1. 2015/16 Action Plan Review

Background Papers: None

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	No

Our Plan Annual Delivery Plan/Priority Action Plan 2015-2016

Overview and Scrutiny Review. November 2015

A delivery plan of actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future.

Our Plan Annual Delivery/Priority Action Plan

This document sets out areas of work for 2015-2016 where the District and Borough Councils are seeking to undertake additional actions, over and above core delivery, to support local communities and individuals

The actions are grouped under the following headings identified by the two Councils for the 2015/16 Annual Delivery plan/ Priority Action Plan

- Homes
- Jobs
- Natural Environment
- Excellent Customer Services

The actions will underpin the delivery of Our Plan (and for West Devon further details are provided in the publication version of West Devon Our Plan). The actions are largely identical across South Hams and West Devon – but there are some variations and these are shown in the Plan. To paint a complete picture actions listed have been derived from the following.

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Actions from the Annual Delivery Plan/ Priority Action Plan

Actions generated from Service delivery requirements and contract renewals

The actions will be delivered through the new working structure at South Hams and West Devon Councils and will be subject to monitoring and reporting to the Overview and Scrutiny Committees at both Councils.

The document does not include the following

- Day to day activities
- Capital programme projects
- Internal operational changes generated by T18

Progress is assessed as follows

Complete	The work has been undertaken and any subsequent actions implemented
Underway and progressing	The work is planned and being implemented with likely completion to agreed target
Yet to start	Work planned but yet to commence. Completion uncertain.
Uncertain	Unknown and needing clarification

HOMES

- Local Homes for Local People
- Healthy, Safe and Secure housing
- Responding to Welfare Reform

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
Develop and adopt a range of initiatives to support wider housing need across the District	<p>Emerging recognition of the need for the Council to look at enabling a wider range of housing solutions that can meet diverse needs.</p> <p>Smarter intelligence is required to understand the different requirements across the District.</p>	Undertake a review and sense check of existing intelligence on housing need and commission any additional intelligence required to review present and future priorities and develop policies that are focussed on wider housing need.	<p>Quarterly monitoring of current intelligence.</p> <p>Contracts for commissioned intelligence monitored and delivered.</p> <p>Quarterly monitoring of housing delivery and assessment of how needs being met.</p>	South Hams and West Devon	Place Making CoP	<p>Responding to range of government changes affecting delivery. Report on options in preparation for member consideration.</p> <p>Monitoring to be reviewed.</p>
Review and revise the Direct Lets, Bond Guarantee, deposit and rent in advance schemes	External review of schemes identified scope for improvement, and changing circumstances and demand support the need for a review of service provision.	Undertake a review of existing policies to ensure meeting statutory homeless duties in an efficient and cost effective manner and update existing policies as required to better meet identified needs.	<p>Annually through the delivery plan process.</p> <p>Monitor homelessness and preventions, case studies.</p> <p>Targets set for Direct Lets: number of properties, operating costs being met through rents and fees and additional income generated.</p>	<p>South Hams and West Devon</p> <p>Direct Lets SHDC only</p>	Housing CoP	Monitoring and Reviews underway.

<p>Develop and Introduce a strategic framework to encourage the return of Empty Homes into use in the Borough</p>	<p>Whilst there are relatively low levels of empty homes, returning these to use maximises existing stock, reduces blight and attracts New Homes Bonus.</p>	<p>Use South Hams existing Empty Homes Strategy as the Framework to develop an approach that meets West Devon's needs.</p>	<p>Targets set for return of empty homes to use with an assessment of how these have met local needs.</p>	<p>West Devon only</p>	<p>Place Making CoP</p>	<p>Preparatory work is underway. SHDC has £50,000 per year allocated in the Housing Capital Programme to bring empty homes back into use as affordable homes.</p>
<p>Develop a strategic approach for reducing fuel poverty</p>	<p>Increasing Fuel Poverty levels adversely affecting health and wellbeing of residents. Market led delivery of Government initiatives not benefitting rural communities.</p>	<p>Consolidate existing local (Council and Community) policy initiatives and identify, and fill where feasible, any gaps in support or activity.</p>	<p>Develop measures to assess outcomes using emerging monitoring framework.</p> <p>Set targets for interventions and review how measures are making inroads into reducing fuel poverty.</p>	<p>South Hams and West Devon</p>	<p>Place Making CoP</p>	<p>Successful bid for £1.3 million for a joint project across Devon to install central heating in fuel poor households. Additional work with Cosy Devon, Carbon Action Network, The Affordable Warmth Scheme.</p>
<p>Work with Devon County Council, Districts, statutory agencies and voluntary sector partners to understand and mitigate the impact of welfare reform changes on local people and build financial resilience: Using Local Discretionary Welfare Support</p>	<p>Welfare changes will require those on low incomes and/or benefits to better manage their own finances to ensure they are able to meet bills and priority commitments.</p> <p>With the reduction or removal of the Local Discretionary Welfare Support funded by Government there will</p>	<p>Bringing together key public sector and voluntary and community sector partners to map current advice and provision and develop a robust referral framework and monitoring process.</p> <p>Train officers to provide initial advice to assist those struggling to maintain tenancies and pay priority bills, referring on to more specialist agencies if necessary.</p>	<p>Quarterly measures and annual reporting on interventions, financial gains, debts managed and case studies.</p> <p>Develop measures with partners to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Housing CoP</p>	<p>Extensive work underway with partners in anticipation of Universal Credit.</p> <p>Review of Direct Lets and temporary accommodation underway with contract let.</p> <p>Local Discretionary Welfare support sustained. Measures to be agreed</p>

<p>remaining funding to train officers in first line debt advice; Utilising the Devon County Council Community Impact Fund to support the Third Sector organisations that assist people with welfare issues; Supporting an Action Research project with voluntary and community sector organisations who support people through welfare issues to look at effective activity</p>	<p>be less access to emergency funds so better signposting and money management will be crucial to financial sustainability.</p>				<p>Partnership options to be reviewed as part of overall Partnership review (esp work with CAB)</p>
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JOBS <ul style="list-style-type: none"> ▪ Sustainable Economic Growth ▪ Business Engagement 						
Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
Business Engagement and Support	To signpost businesses to funding opportunities, best practice, training, changing legislation, apprenticeships, etc.	Hold two Business Voice events a year, plus quarterly e-newsletters and business database development. Members to distribute business voice sign up cards. Provision of a Business Support service delivering information guidance and advice to local businesses.	Quarterly monitoring of Business Support contract against pre-agreed targets.	South Hams and West Devon	E H CoP	Business Voice Newsletter out Two Business Forums arranged Business Support TBC
Research and intelligence	To fully understand business needs and to inform future funding streams.	In West Devon delivery of a borough wide biennial Business Survey and annual Town Benchmarking in Tavistock and Okehampton.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	Reports received May 2015 Scope for further work in SHDC to be agreed.
Maximising funding opportunities	To ensure Council resources are used to their full potential and deliver added value.	Preparation of bids for LEADER, EUSIF, Growth Deal funding streams. Delivery of ongoing funded projects to mitigate clawback.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	LAG and LEAF funding streams implemented LEP funding programme being reviewed
Strategic Working	To benefit from economies of scale and lobbying clout.	Participation in City Deal and LEP initiatives to influence employment land, road, rail and broadband developments. Negotiation of S106 contributions.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	Ongoing liaison with LEP and City Deal

BUILT AND NATURAL ENVIRONMENT

- Reconnecting People and Nature
- Protecting and Improving our Natural Environment

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
<p>Support the development and delivery of Open Space, Sport and Recreation facilities in towns and villages - Adopt Open Space, Sport and Recreation Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding</p>	<p>New development generates need for new facilities or upgrade of existing. Communities require evidence to support refurbishment and grant applications. Healthy lifestyle contributes significantly to health outcomes.</p>	<p>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</p>	<p>6 monthly to appropriate Committee. Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>OSSR Strategy and delivery Plan produced and being implemented. Will be incorporated into Our Plan evidence base SH Parish level workshop undertaken.</p>
<p>Support countryside management and access projects - Adopt Green Infrastructure Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding</p>	<p>New development generates need for new facilities or upgrade of existing. Strategic access routes support communities and tourism. Healthy lifestyle contributes significantly to health outcomes.</p>	<p>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</p>	<p>6 monthly to appropriate Committee. Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>GI delivery Plan produced and being implemented. Will be incorporated into Our Plan evidence base SH Parish level workshop undertaken.</p>

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Support management of Local Space for Local People - Support communities in taking enhanced responsibility for OSSR facilities in their communities to improve management and local accountability	Known pressures on existing management of public space – and opportunities for locally based management. Catalyst of Neighbourhood Plans and Parish Plans.	Provide advice service to include: <ul style="list-style-type: none"> • Management structures • Funding and Grant applications • Management plans • Maintenance 	6 monthly to appropriate Committee. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Assets CoP	Work underway with Locality and Totnes as national frontrunner investigating approaches to transfer and management. Advice service implemented
Time limited review of environmental partnership arrangements to establish purpose and effectiveness	Council is member of a number of partnerships. There is a need to review effectiveness of spend and outcomes to focus on key issues.	Task and Finish Group	Report to Community Services Committee.	South Hams and West Devon	S & C	Integrated into overall Partnership review
Review of support to built heritage initiatives and projects	Council supports heritage work. Review of conservation area approach and management plan and support to town based projects.	Task and Finish Group	Report to Economy and Environment Scrutiny Panel.	South Hams	DM CoP	Awaited

EXCELLENT CUSTOMER SERVICES

- Strategic Leisure Review
- Strategic Assets Review
- Strategic Waste Review
- Car Parking Framework
- Street Scene
- Health and Wellbeing

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Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
Undertake systematic review of Leisure provision and related health and wellbeing activities	Council operates leisure centres and current contracts terminate in 2016. Council needs to consider, agree and implement a future approach.	Councillor consideration and contract procurement exercise.	Member Officer working group or panel. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Assets CoP	Procurement underway in line with project plan
Undertake a systematic review of the Councils assets	Council needs to maximise income generation opportunities to balance budget and maintain services. Community and partner requirements, sharing and co-locating to save money, community needs through neighbourhood and parish plans.	Implement a framework and process to assess Council assets to maximise income generation and sharing opportunities with partners and enhance community benefit.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Assets CoP	Updated Asset Management Strategy adopted Strategic Asset Review continues to be implemented Monitoring details to be confirmed

<p>Maximise opportunities for income generation from delivered waste services where legislation allows</p>	<p>Acute and on-going budget pressure.</p>	<p>Continue to introduce and monitor business and Schedule 2 waste. Review charges for bulky waste collections. Prepare outline briefing notes on charged garden collections.</p>	<p>Briefing notes to be completed.</p> <p>New proposals to be developed and considered by Members.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>Bulky waste collection charges review completed. Recruitment of officer to undertake Sch 2 underway. Recruitment of officer to assist with charged garden waste research underway.</p>
<p>Maximise opportunities for efficiency savings from waste services</p>	<p>Acute and on-going budget pressure. West Devon contract ends on 31 March 2017 and re-letting in similar format is likely to increase costs significantly.</p>	<p>Consider all appropriate delivery options. Continue Executive Waste Board working as aims include reaping financial efficiencies and more 'customer-friendly services from joint working Consider benefits of closer shared service work Direct comparison information on SH/WD services to include costs/ recycle rates and credits/ items recycled to help inform debate on future provision.</p>	<p>New proposals to be developed and considered by Members.</p> <p>Introduce Contractor obligation for periodic waste analysis for any new contract.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>In progress and to timetable.</p>
<p>Develop a strategic approach to waste education</p>	<p>Recognition of need to move towards circular economy which will require need for greater understanding of waste issues to reduce landfill and increase re-use and</p>	<p>Consider rephrasing terminology e.g. waste – resource. Make consideration of waste hierarchy in all decision-making more implicit/accountable.</p>	<p>Set date for completion of review. Benchmark against Councils that do/don't have a waste education programme.</p> <p>New proposals to be developed and</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>In progress</p>

	recycling leading to environmental and financial benefits.	Look at feasibility to build into the waste contract and incentivise the contractor.	considered by Members. Develop measures to assess outcomes using emerging monitoring framework.			
Develop a shared car parking framework, allowing both South Hams and West Devon to include individual strategic elements	To maximise usage and maintain current income levels. To meet customer need (community led tariff reviews). To build on previous innovations which have gained national acclaim.	Joint framework to be agreed in both authorities. Individual frameworks in each Council to reflect the differing environments.	Framework to be produced in 2015, with Members to consider individual strategic elements. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	CS	Continued with the commitment to work with communities in providing a car parking service. The formal framework will build on this.
Review Street Scene enforcement work to place greater emphasis on a proactive and educational approach	Although enforcement is developing successfully in West Devon, we should consider an educational approach in order to be proactive rather than reactive.	Street Scene officers to join the Connect officers and Recycling Education officer at roadshows, presentations and other events and talks in schools alongside student litter picks. Work with communities to encourage them to take responsibility for their own areas.	Members to consider this proposal and for officers to trial the approach during 2015. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	CS	Commercial Services and Mobile Locality Officers providing education and information. Corporate enforcement policy will support this approach, whilst giving legal support to deal with more serious offences. Appropriate officers are now authorised and further training is being arranged.

<p>Dartmouth Ferry Review</p> <p>To assess the efficiency of the Dartmouth Lower Ferry service and to consider the options for the future of the service with implementation taking place as soon as is practicably possible based on the future option chosen.</p>	<p>A business review is being conducted by RPT Consulting and will be presented to Members later in the financial year after consideration by the task and finish group. This report was also informed by the previous work carried out by TDA in 2012. The report looks to ensure that the service is operating to the best of its' commercial ability and meeting the Council's core priorities appropriate.</p>	<p>Through analysis of the evidence presented and then the development of an implementation programme the Lower Ferry business can be prepared for future operation.</p>	<p>Members will decide on the future service shape through scrutiny, Executive and Council decisions. An implementation plan will then be developed to ensure delivery is provided in line with recommendations going forwards.</p>	<p>South Hams</p>	<p>CS</p>	<p>The draft report has been received and will be considered by the task and finish group before the end of December.</p>
<p>South Hams amended bin collection rounds</p>	<p>Need to rationalise and seek operational and financial benefits</p>	<p>Review existing and test models for potential improvements based on approved business case</p>	<p>To be confirmed in light of business case</p>	<p>South Hams</p>	<p>CS</p>	<p>Initial scoping work underway</p>
<p>Grounds Maintenance Contract Review</p>	<p>West Devon contract requires review in lead up to 2017</p>	<p>Consider all appropriate delivery options. Consider benefits of closer shared service work Direct comparison information on SH/WD services to help inform debate on future provision.</p>	<p>To be confirmed</p>	<p>West Devon and South Hams</p>	<p>CS</p>	<p>Initial scoping work underway</p>
<p>Public toilets Pay On Entry Pilot</p>	<p>Pilot pay on entry schemes to be implemented 2015 in SHDC with a further</p>	<p>The pilot for pay on entry has been implemented in Dartmouth and Kingsbridge.</p>	<p>Initial difficulties in both fitting of the equipment and vandalism. Proposed to run the pilots for a 12 month</p>	<p>South Hams</p>	<p>CS</p>	<p>Pilot implemented</p> <p>Service will continue to explore the other identified</p>

	review of the whole service for 16/17		period since 'bedding in' of equipment to ensure that a useful set of data can be gathered to inform future decisions.			routes to ensure efficiency savings are made.
Develop a strategic framework for Health and Wellbeing	<p>Public health is a statutory responsibility of the County Council but as a Borough we support the County in this function by delivering many services that impact on health including: Leisure, development, housing conditions and provision, homelessness, fuel poverty, air quality, food safety, open space management, targeted families, community safety, water quality.</p> <p>In addition to existing services the Borough is provided with assistance from Devon County Council to deliver interventions that assist in delivering the public health outcomes required by</p>	Set up a Public Health Working Group to develop a strategic framework for Health and Wellbeing informed by the Borough Public Health Plan, the Department of Health Outcomes Framework, Public Health England's Health Profile for West Devon and the Marmot Review (Fair Society Healthy Lives) using health indicators of relevance to the identified priority areas.	<p>Develop targets to monitor impact of actions within the public health plan at a local level using emerging monitoring framework.</p> <p>Use annually published health indicators to evaluate impact of the Health and Wellbeing framework and to inform relevant changes needed.</p> <p>Public Health Working Group to monitor and review progress. Information and progress to be published on specific health and wellbeing webpage.</p>	South Hams and West Devon	S & C	Initial work undertaken allied to Partnership Review

	the Locality Public Health Plan.					
Review and develop partnerships with health and social care sector and voluntary and community sector to deliver health and wellbeing outcomes for communities	<p>To ensure long-term effective integration across providers to deliver health outcomes.</p> <p>Voluntary sector currently delivers many supporting services across health and social care.</p> <p>Deficit at CCG and other funding challenges require sectors to look at different models of delivery and greater focus on prevention in a co-ordinated way.</p>	Develop a Health and Social Care Group with partners across DNPA, health, social care and voluntary sector that seeks opportunities to work together to deliver health outcomes, Identifying priority communities and groups and developing joint initiatives to be delivered into local communities.	Develop measures to monitor effectiveness of group through project targets and outcomes.	South Hams and West Devon	S & C	Initial work undertaken allied to Partnership Review

Customer Services Update

Report to: **Overview and Scrutiny Panel**

Date: **19 November 2015**

Title: **Customer Services Update**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee:

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

Date next steps can be taken:

Author: **Tracey Beeck** Role: **Group Manager – Customer First**

Contact: **Tracey.beeck@swdevon.gov.uk 01803 861317**

RECOMMENDATION:

That the Panel continue to support the work being done to improve Customer Services and monitor performance through regular updates

1. Executive summary

Following regular updates to the Overview and Scrutiny Panel, this report updates Members as to performance trends since the last meeting.

Particular attention is paid to phone call answer times, call volumes and staff recruitment as areas of particular concern.

Customer Services Update

2. Background

Following the staffing changes during June, there was a period where gaps in staffing in the call centre provided us with some service delivery challenges. How this has been and is being addressed is covered within the body of the report.

Pressure should be eased as transition occurs in respect of the move to new technology and as staff training is rolled out and embedded across the workforce.

3. Transformation Programme Update

- 3.1 Due to delays in functionality delivered by Civica and the knock on effect of reduced capacity due to the loss of staff after June the go-live dates have been delayed. The table below identifies services that have now gone live in respect of customer interaction and staff are using both the new case management and pre-existing back office systems.

Service Area
Housing
Recycling and Refuse Collection
Car Parking
Environmental Health & Licensing
Non customer Council Tax & NNDR

- 3.2 Our initial plan was to go-live with individual services in a phased approach but this puts too much strain on the service area as it requires significant time investment. A 'Dragons Den' approach was utilised to prioritise the remaining processes to deliver the maximum return on investment and spread the officer effort across more services. The following table shows planned go-live dates for the remaining high priority processes:

Service Area	Target go-live date (week commencing)
Planning	16/11/15
Council Tax	16/11/15
Remaining Waste Processes & linked street scene processes	30/11/15

Customer Services Update

Legal & Support services	21/12/15
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4. Call Volumes and Performance

- 4.1 October 2015 saw a reduction in calls across all call types;
- 4.2 Footfall across all three sites was reduced in comparison to October 2014;
- 4.3 Performance is improving, with an increase of calls answered from 70% in September 2015 to 82% in October 2015
- 4.4 The percentage of calls answered within 20 seconds also improved from 42% in September 2015 to 51% in October 2015. This performance figure is exactly the same as the statistic in October 2014;
- 4.5 The average call answer time for October 2015 was 2 minutes, which is a significant improvement on the September 2015 average figure of 3 minutes 11 seconds;
- 4.6 The top 3 highest volume phone call types for October 2015 were:
 1. Contact a planning officer;
 2. Make a payment; and
 3. Paperless Direct Debit.

5. Proposed Way Forward

- 5.1 Calls are being reviewed, and will continue to be so that processes are improved to prevent people from calling us unnecessarily.
- 5.2 We will continue to review phone messages to ensure signposting is used. We will promote the use of automated telephone line and the Council website (please note if this is effective the number of calls answered % will reduce as people will productively leave the queue).
- 5.3 The customer Self Service Portal will be launched this week.
- 5.4 The plan for how the Council interacts with its customers (the channel shift plan) is under development. This plan will help us target cheaper forms of contact such as SMS and email to those people who want and can use it, rather than trying to encourage all customers to use these types of contact.

Customer Services Update

- 5.5 Other agencies are being used to deliver less complex work for planning. We are in a procurement process for similar 'on demand' services for Revenues and Benefits having just completed a free trial with a company.
- 5.6 Recruitment of vacant posts is being prioritised by managers and agency staff are being used as a short term measure to backfill unfilled vacancies.
- 5.7 Outstanding workloads and customer service measures are now being reviewed on a weekly basis by SLT.
- 5.8 The website is being updated and customer services are being given key messages to reassure customers.

Staffing

- 5.9 Seven permanent members of staff have been recruited and given job offers with 6 out of 7 of those offered roles accepting.
- 5.10 Two temporary and three agency staff have been recruited. In the short term, there is an advantage whereby these are part trained in some of the areas
- 5.11 Two members of staff are currently absent through long-term sickness, we are working to manage them back to work.
- 5.12 In respect of staff training:-
 - Three additional staff members had started training to take Council Tax calls (full training can take up to 6 months);
 - Two more staff members have been trained to take Customer Services calls;
 - Three staff members have been trained to take calls related to recycling;
 - Ten staff members have received initial training for benefits related calls.

Customer Services Update

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		None
Financial		None
Risk		The service will continue to be monitored and focussed on to ensure that the services continues to improve.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	There is a need to ensure we continue to meet our statutory duties.
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	
Other implications		

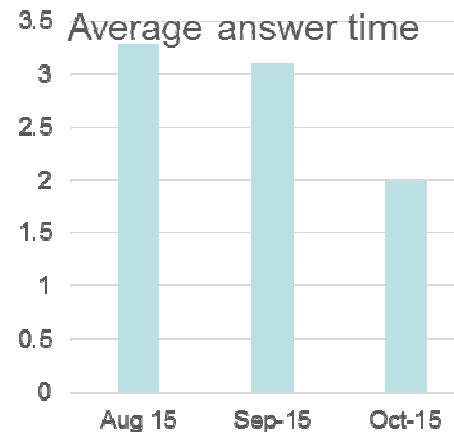
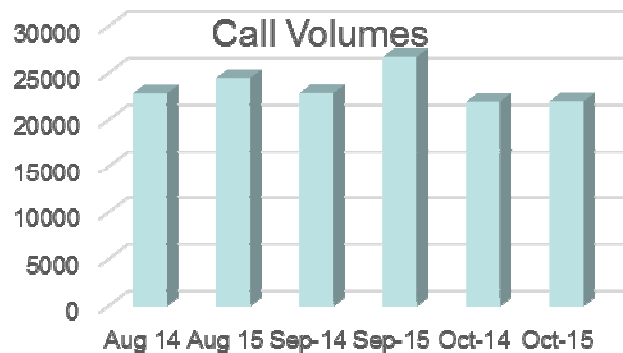
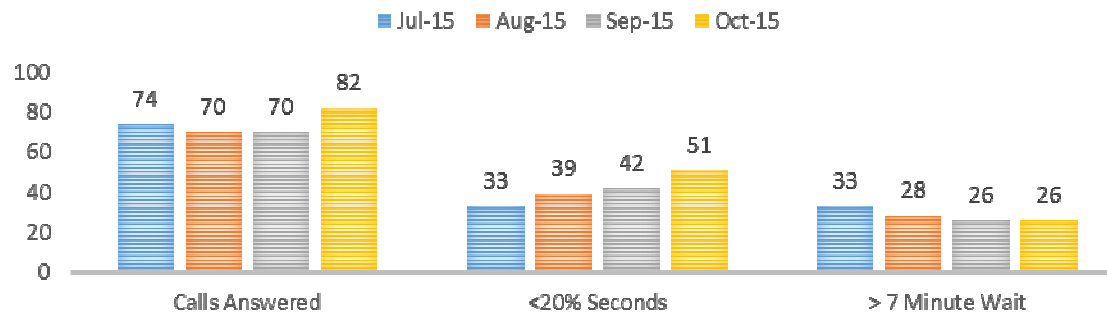
Supporting Information

Appendix A: Performance Report

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Customer Services Performance Comparison 14 - 15

CALLS ANSWERED



Clear improvement in numbers answered and reductions in wait times

Call volumes reducing – Back office services improving

7 staff appointed, 1 not taken up the role. 2 long term sick – covering with Agency

Actions

- 3 trained to take SH recycling calls
- 10 had initial training for Benefits
- 3 more staff training for Ctax (can take 6 months)
- 2 more trained to take SH customer Sservice calls
- Processes live
- Phone message review
- Online portal not ready



South Hams District Council



West Devon Borough Council

Working together

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Report to: **Overview & Scrutiny Panel**
Date: **19 November 2015**
Title: **DISPENSATIONS TO DUAL-HATTED MEMBERS**
Portfolio Area: **Support Services**

Wards Affected: **All**

Urgent Decision: **N**

Date next steps can be taken: **19 November 2015**

Author: **Catherine Bowen** Role: **Legal Community of Practice
Lead and Monitoring Officer**

Contact: **Email: Catherine.Bowen@swdevon.gov.uk**

RECOMMENDATION:

That the Panel considers whether to extend the general dispensation previously granted to all dual-hatted Members of South Hams District Council to speak and vote on matters where they are a member of another local authority and in receipt of a Members' Allowance for that other authority, until May 2019.

1. Executive summary

- The Overview & Scrutiny Panel has delegated authority to grant dispensations to enable Members of South Hams District Council to speak and / or vote in specified circumstances when Members would otherwise be precluded from participating (i.e speaking and voting) in a matter because they have a Disclosable Pecuniary Interest.
- At its meeting on 19 February 2015, the former Corporate Performance & Resources (CP&R) Scrutiny Panel granted a General Dispensation to all dual-hatted Members of South Hams District Council to speak and vote on matters where they are a member of another local authority and in receipt of a Members' Allowance for that other authority, until May 2016.
- Members have been granted other general dispensations (for example, to speak and vote on issues relating to Council Tax and Members' allowances) until the Annual Meeting in 2019.

- Members of the former CP&R Panel requested that this matter be revisited during the new Council term.

2. Background

- The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests (DPIs) and rules on dispensations as part of the new standards arrangements introduced by the Localism Act.
- The significance of a dispensation is that it allows a Member to legitimately take part in a matter when s/he has a DPI. It is both a breach of the Code of Conduct and a criminal offence for Members to fail to register a DPI or to speak and/or vote at a meeting where they have a DPI unless they have obtained a dispensation.
- The Council has delegated powers to Overview & Scrutiny and (in limited specified circumstances) to the Monitoring Officer to grant dispensations for a specified period of up to a maximum of four years, on the following grounds:
 - That so many members of the Council have DPIs in a matter that it would impede the transaction of the Council's business (i.e. it would otherwise be inquorate).
 - That without the dispensation, the representation of different political groups on the Council would be so upset as to alter the outcome of any vote on the matter.
 - That the Council considers that the dispensation is in the interests of persons living in the Council's area.
 - That the Council considers that it is otherwise appropriate to grant a dispensation.
- Under the 2012 Regulations, one of the definitions of a DPI is one which includes 'any employment, office, trade, profession or vocation carried on for profit or gain'. This definition includes situations where councillors are members of outside bodies and receive payment for that role (for example, as a Trustee of an external organisation) and it can also include councillors who are also members of another authority and receive an allowance for that role, for example, the County Council.
- It was clearly not the intention of Central Government to prevent Members from participating in different levels of local government. In order to protect Members, and allow participation in matters in which they have a potential DPI by reason of their membership of another local authority and for which they receive a Members' allowance, the CP&R Panel granted a General Dispensation to affected Members to speak and vote on matters relating to the other authority on the grounds that it is in the public interest and appropriate to grant such a dispensation.
- The Council's Dispensation Policy provides criteria to be considered in determining whether to grant dispensations:

- Whether the nature of the Member’s interest is such that to allow him/her/them to participate would not damage public confidence in the conduct of the Council’s business.
 - Whether the interest is common to the Member and a significant proportion of the general public;
 - Is the participation of the Member in the business that the interest relates to, justified by a member’s particular role or expertise?
 - Whether the interest is trivial or remote
- Clearly the dispensation will not cover circumstances where Members have an interest for other reasons, and Members will still need to declare specific interests where they arise.
 - Members will also need to be mindful of the rules of bias/perceived bias and predetermination in relation to specific matters which cannot be covered by a dispensation.

3. Outcomes, options available and consideration of risk

- Members have the following options:
 - To continue the dispensation for dual-hatted Members until the Annual Meeting in 2019 in line with the General Dispensations
 - To continue the dispensation for dual-hatted members until the Annual Meeting in 2016 only, as agreed by the CP&R Scrutiny Panel
 - To revoke the dispensation with immediate effect for dual-hatted members because it is not considered that the criteria and grounds for granting dispensations continue to apply
- If a dispensation is not granted then dual-hatted members will be required to declare interests in specific matters and will therefore not be able to participate in Council business and decision making.
- Failure to grant dispensations to dual-hatted may expose those dual-hatted members to risk of complaint that they have failed to declare a DPI and will therefore be in breach of the Council’s adopted Code of Conduct and potentially commit a criminal offence.

4. Proposed Way Forward

- The Overview & Scrutiny Panel is recommended to further discuss the issue of granting a dispensation to dual-hatted Members where they are in receipt of an allowance, and decide whether it is appropriate to extend this in the light of the Council’s adopted criteria and the public interest.

5. Implications

Implications	Relevant to	Details and proposed measures to address
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	proposals Y/N	
Legal/Governance	Y	The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests, the requirement for a local Code, Registers of interests and new rules on dispensations. Authority is delegated to the Overview & Scrutiny Committee to make decisions about dispensations (and in limited circumstances) to the Monitoring Officer.
Financial	N	There are no financial implications arising directly out of this report.
Risk	Y	The risk are set out in paragraph 3 of the report.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N/a	
Safeguarding	N/a	
Community Safety, Crime and Disorder	N/a	
Health, Safety and Wellbeing	N/a	

Supporting Information

Appendices:

None

Background Papers:

The Council's Policy on Dispensations

Report: Business Development Group Manager Update

To: Overview and Scrutiny Panel

Date: 19 November 2015

Author: Darren Arulvasagam, Business Development Group Manager
Strategy & Commissioning

Recommendation:

That the Overview & Scrutiny Panel RECOMMEND that this report and the work completed and planned by the Business Development Group Manager be noted.

Background

The Business Development Group Manager role is new to South Hams District Council. The focus is on bringing a more commercial approach to the way in which the Council undertakes its business so as to ensure financial sustainability post-2018.

Financial sustainability was agreed as the key underlying principle of our Medium Term Financial Planning and strategic direction at an all-Member strategic planning workshop, held on October 22nd 2015, which in itself reinforced the output of a joint South Hams Executive & West Devon Hub Committee workshop on strategic planning held on 24th June 2015.

Role Objectives, Targets and Progress So Far

Objective 1 – BUSINESS AS USUAL – to reflect performance in everyday activities		
Priority	Target – to include time frames	Update
Identify opportunities; that either save the Councils money or generates revenue streams; bringing business cases forward for consideration as required.	<ul style="list-style-type: none"> Bring forward a proposal for the Devon Building Control Partnership by Dec 2015 Agree Asset Management Strategy by December 2015 	<ul style="list-style-type: none"> Work underway on overall strategy; Paper on additional revenue stream agreed by Exec in Oct 2015. Agreed by Exec October 2015; sets building blocks for future income streams
Develop a high performing team that is able to support customers, stakeholders and staff	By April 2016 staff & customers will be able to access relevant data electronically.	The performance & intelligence team have yet to move into post as they are instrumental in the

in decision making and strategy development through the provision of accurate relevant data.		W2 (T18 programme) integration and rollout.
Support the work of SLT and the Extended Leadership Team.	Take an ongoing active role in helping to develop the Extended Leadership Team (ELT); participate and advise wherever appropriate	Worked with ELT & Community of Practice (CoP) leads on: Review of fees & charges; refresh and development of Asset Management Strategy; Progressing specific asset related projects
Work with other organisations and partners to establish productive relationships that benefit the residents and businesses of SHWD	Foster closer ongoing working relationships with LEP, LEAF / LAG, Devon CC, Cornwall Council, Plymouth CC and neighbouring LAs to understand / deliver income and efficiency operating opportunities	<ul style="list-style-type: none"> • Met with other organisations and active participant in LEAF / LAG (& Coastal Communities Fund); Working on funding opportunities, participating in City Deal board and discussing income generation and/or economy impacting opportunities that can be shared across borders. • Prepared submission & briefing note to the Local Transport Board and other interested parties re: Langage business park opportunity, with aim to seek funding towards transport infrastructure and inward investment.
Objective 2 – T18: the implementation and embedding of T18 ways of working		
Priority	Target	Update
Develop a system for capturing, monitoring, assessing and reporting intelligence and data that aids decision making and improved service delivery	System in place and staff/partners capturing relevant data by end of March 2016	Task & Finish (T&F) group agreed outputs (See separate report). Capturing will mainly be delivered by W2. In interim, solution to be agreed and adhered to.

Establish a suite of Performance Measures/Indicators that accurately reflect performance of both councils.	<ul style="list-style-type: none"> • Agree with Members suite of PI's, activity data categories, frequency of reporting and report format ready for reporting from 1st April 2016 • Senior Leadership Team (SLT) Reporting to be in place for April '16 	<ul style="list-style-type: none"> • T&F group agreed outputs. • Final report at this meeting. This is likely to be altered with W2 becoming more embedded. • Draft SLT reporting to be produced by end Dec 2016
Working with relevant SLT and ELT reps develop a strategy that improves the customer experience through the use of technology.	Have a Channel Shift Strategy developed by April 2016 and implemented by July 2016	To be led by Customer First & Support Services, with support from a Performance & Intelligence (P&I) basis by the P&I team. Aim to meet customer needs, making use of technology and drive down operating costs.
Objective 3 – PROJECTS AND DEVELOPMENTS: To include improvements in business processes, opportunities for income generation and work on specific projects		
Priority	Target	Update
Develop a 5 year strategy for growth for both Councils that links in with their Medium Term Financial Plan (MTFP) and 'Our Plan'	Early draft to SLT Nov 2016. Strategy adopted by respective Councils by end of March 2016	Worked with Finance CoP to prepare and deliver budget workshop, which outlined the budget gap and strategies to close gap and inform medium term financial strategy.
Develop a list of potential projects/business opportunities and income generation ideas to support the Council's strategy and financial plan	<ul style="list-style-type: none"> • Work with relevant officers and other agencies to bring forward at least one business case for each Council for approval by 31st March 2016 	<ul style="list-style-type: none"> • Collected ideas from Members & staff re possible income generation activities. These have been prioritised in terms of income impact, ease of delivery and speed to market. After an initial sift, 27 possible projects identified, which would be delivered through wider organisation. Recruitment of FTE to work on waste related projects underway. Other work to be prioritised and shared with wider team, who will deliver high level business plans and

		<p>share these for decision making.</p> <ul style="list-style-type: none"> • Linked to this is work on determining whether a trading company should be developed (across both West Devon and South Hams). A business case is currently being worked up, ahead of a member briefing and paper to Executive, scheduled for January 2016. • Wrote and gained agreement to new Discretionary Business Rate Relief Policy for businesses looking to expand within the District and create Economic Value. Policy is now being marketed within the locality.
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Focus for next 3 – 6 months

- Develop wider income generation strategy, linked to the medium term financial plan: potential projects within Commercial Services (Waste, Salcombe Harbour and Dartmouth Ferry)
- Develop & communicate business case / options paper for trading company / alternative service delivery models
- Work with Devon Building Control Partnership to prepare business case / strategy for future operating model
- Further develop asset base, to generate efficiencies, income and utilisation – including the use of reserves / surpluses to invest in housing in order to reduce housing benefit cost
- Continued support to LEAF / LAG funding programmes

Report: UPDATE ON THE RURAL DEVELOPMENT PROGRAMME FOR ENGLAND (RDPE) 2014-2020

To: Overview and Scrutiny Panel

Date: 19 November 2015

Author: Darren Arulvasagam, Business Development Group Manager
Strategy & Commissioning

Recommendations:

That the Overview & Scrutiny Panel RECOMMEND:

- 1. That all Members should note this report and promote the scheme as appropriate with local residents and businesses.**
- 2. That South Hams District Council continue to support the LEAF and LAG**

Background

South Hams District Council has contracted with the Secretary of State for the Department of Environment, Farming and Rural Affairs (DEFRA) and the Rural Payments Agency (RPA) to again become the accountable body responsible for the management and animation of the LEADER programme and the distribution of grants to local businesses meeting certain criteria.

Funding is provided partly through the European Agricultural Fund for Rural Development ("EAFRD") and through funding provided by Defra through the Rural Payments Agency.

The focus of this next rural programme will be creating jobs and helping the rural economy to grow, with the main areas for support being:-

- **Farming** – support for farm diversification / increasing productivity
- **Forestry** – support for increasing productivity and processing
- **Enterprise** – creation or development of micro and small businesses
- **Tourism / Rural Services / Cultural & Heritage activity**

South Devon Coastal Local Action Group (LAG)

South Devon Coastal LAG is a partnership originally set up in 2008 to invest in economic, environmental and community based projects to encourage innovation and promote the prosperity of the rural coastal area between Plymouth and Exeter.

Greater Dartmoor - Local Enterprise Action Fund (LEAF)

Greater Dartmoor Local Enterprise Action Fund (GD LEAF) is a partnership also originally set up in 2008 to invest in economic, environmental and community based projects to encourage innovation and promote the prosperity of the Greater Dartmoor area.

Applicants must first complete an expression of interest, followed by a full application including business plans including financial forecasts. The applicant must provide evidence of their funding sources, as grant applications cannot exceed more than 40% of total project value.

*Further information about the RDPE LEADER programme can be found in **Appendix 1**.*

Current Position

South Hams District Council has been awarded €1.895 million to allocate to projects in the South Devon Coastal area and €2.465m to allocate to projects in the Greater Dartmoor area - €4.36m in total. (NB: stated in Euro as this programme distributes European funds).

These amounts include the cost to deliver the schemes which will be completed in conjunction with our contracted programme managers, the DR company (The Diverse Regeneration Company CIC). The net amount available to prospective applicants is €3.73m after all of the animation and running costs have been accounted for.

These funds must be allocated and claimed by the end of the programme, which is scheduled for 31/12/2020, with final payments to South Hams due by 30/6/2021.

Applications are now being accepted – however this is on a “soft launch” basis. A full launch will follow later this year / early in 2016. This is because over 100 early expressions of interest have been received and these are being categorised and followed up first. The first project decision making meeting is expected to be held in early February 2016.

Decisions on the granting of applications are made by the South Devon Coastal LAG and Greater Dartmoor LEAF boards. Both the LAG and the LEAF boards have representation from local members in South Hams and West Devon, along with volunteer members of the local community.

It is anticipated that the bulk of monies granted will be paid in years 2, 3 & 4 of the programme, due to the lead in time of marketing the scheme, assisting applicants with their business plans and appraising applications along with the subsequent fulfilment and implementation of the projects.

Prospective LAG applicants should be directed to email sdclag@drcompany.co.uk for further details or view www.drcompany.co.uk/local-action-groups/sdclag/

Prospective LEAF applicants should be directed to email gdleaf@drcompany.co.uk for further details or view www.drcompany.co.uk/gdleaf/

Expected Outcomes

The delivery plan for each of the schemes anticipates the following outcomes over the 5 year period (as a minimum):

	LAG	LEAF
<i>No. of Projects</i>	44	61
<i>Rural population Benefitting</i>	37,500	47,500
<i>Jobs Created</i>	56	70

Regular reporting will be shared with members through the O&S Panel to share performance of the programme.

Appendix 1

What is LEADER?

The LEADER scheme is part of the Rural Development Programme for England (RDPE) and is funded by the European Agricultural Fund for Rural Development (EAFRD). Money from the programme is given to Local Action Groups (LAGs) so that they can award grants locally to businesses and organisations that apply for it. The Rural Payments Agency (RPA) manages the LEADER scheme nationally and will make the payments to successful applicants.

A LAG is made up of local public, private and civil society representatives, who work together to fund projects that help to improve their local rural economy. LEADER is a French acronym which roughly translates as 'Liaison among Actors in Rural Economic Development'.

Under LEADER, Local Action Groups (LAGs) can allocate grant funding to local businesses and organisations to help them carry out projects which create jobs, help the business to grow and which benefit the rural economy.

There is no automatic right to a LEADER grant and not all applications will be successful.

What will LEADER fund?

LEADER will fund farmers, growers, foresters, other local rural businesses and rural community organisations to help:

- create jobs;
- develop rural businesses; and
- support the rural economy.

To be successful, applications must contribute to one or more of DEFRA's 6 priorities for LEADER, which are to:

- increase farm productivity;
- support micro and small businesses and farm diversification;
- boost rural tourism;
- provide rural services;
- provide cultural and heritage activities; and
- increase forestry productivity.

How much funding is available?

The grant amount will depend on:

- the type of project;
- the size of the business; and
- the costs involved (NB: not all the costs of a project may qualify for funding).

Applications must be for a grant of at least £2,500. The maximum grant amount will vary between priorities as determined by European funding rules. Grants will typically be limited to a maximum of 40% of the project's total eligible costs.

Following the terms of a grant funding agreement

Successful applicants who are offered a grant will need to follow the terms of the grant funding agreement throughout the whole period – and for 5 years after the date of the final payment. This will be explained in more detail when a grant is offered. If the terms aren't followed for the entire period, the LAG may withdraw the grant offer or recover some – or all – of the money paid.

Paying for the project

Grant payments are paid in arrears and therefore applicants need to demonstrate that they have sufficient funds to pay for the project costs until grant payments are received. It is expected that a maximum of 3 claims will be paid per project.

Grant payments can only be claimed

- in agreed stages (typically quarterly); and
- after the work being claimed for is complete and paid for.

If any equipment used in the project is bought using lease purchase or hire purchase, applicants must own the equipment outright before any grant money is paid towards it. That means that the applicant will need to have paid all instalments for the equipment and show that title to the equipment has passed to them before being paid any grant money towards it.

Who can apply?

To apply for LEADER funding the applicant, or their project or beneficiaries - must be in a LAG area.

Not all of the Rural Areas in England are covered by a LAG. A map of the LAG & LEAF areas can be found at www.drcompany.co.uk

Applications can be made by farmers, growers, foresters, other local rural businesses and rural community organisations who are in a LAG area. They can be:

- private businesses;
- public organisations;
- voluntary organisations; or
- someone who wants to start a business.

Applicants must be a 'legal entity' and able to sign a legally binding contract.

Applicants can apply for more than one grant from the South Devon Coastal LAG as long as they are for different projects. The grant amount and eligibility will depend on the size of the business. The size of the business depends on the number of full-time equivalent (FTE) employees it has and its financial performance.

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Report from Task & Finish Group – Performance Measures

Report to:	Overview & Scrutiny Panel
Date:	19 November 2015
Title:	Report from Task & Finish Group – Performance Measures Review
Portfolio Area:	Strategy & Commissioning
Author:	Specialist, Performance & Intelligence
Presented by:	Cllr Keith Baldry (Led South Hams Task & Finish Group)

Recommendations:

That the Overview & Scrutiny Panel ENDORSE the Task and Finish Group findings whereby:

- 1. Streamlined versions of the Balanced Scorecard and Background & Exception report (as shown in Appendices A & B respectively) are to be made available to Members on a quarterly basis, containing measures where a Scrutiny role is beneficial.**
- 2. Financial measures are reported elsewhere and therefore will not be included in these reports. These will be replaced with specific T18 measures.**
- 3. An in-depth quarterly analysis of an area or department is to be included within the reporting, designed to interrogate the high level performance data further and identify trends, improvements, etc. This “deep-dive” quarterly analysis will either follow a pre-determined schedule or be flexible enough to focus on issues raised by a prior quarterly report.**
- 4. Once the T18 Transformation Programme is fully operational, Members will be given easy access to a much larger range of ‘live’ performance data that they can choose to access at any time, rather than just relying on the reports presented to them.**

Report from Task & Finish Group – Performance Measures

Executive summary

- 1.1. The corporate balanced scorecard contains a number of performance indicators, which provide information on the overall service provided by the Council.
- 1.2. It was proposed by South Hams District Council and West Devon Borough Council that a joint task and finish group be set up in order to review and update this information in light of the new organisational structure and current priorities to ensure that it is fit for purpose.
- 1.3. Utilising feedback from the joint Task & Finish group, the previously used Balanced Scorecard has been modified to include only the targeted measures that should be scrutinised by the relevant Panel.
- 1.4. The background and exception report has also been modified to include information that provides context without overloading either Members or Officers in collating or interpreting the information.
- 1.5. The design of the report has been changed to ensure that it can be interpreted whether printed in colour or in black and white.
- 1.6. It is recommended that the updated reports are used in future and the choice of Performance Measures will be subject to continuous review and changed as necessary and as Members' concerns altered.
- 1.7. Financial measures are reported elsewhere and therefore will no longer be included within these reports. These are to be replaced with specific T18 measures.
- 1.8. The new report is to be supplemented by the chance to drill down into the specific performance of certain areas in response to current issues, as detailed in 3.5 – 3.6 below.

2. Background

- 2.1. A joint South Hams and West Devon Task and Finish group was set up earlier this year to review performance indicator management information.
- 2.2. The Balanced Scorecard has suffered from scope creep over the years. Some measures were reported to Panel for interest rather than to fulfil a scrutiny role and generated questions rather than helping to provide answers.
- 2.3. Each measure has now been reviewed and the report updated to reflect the group's feedback.
- 2.4. The joint task & finish group agreed the following objectives at the outset:
 - 2.4.1. Agree upon a common set of performance indicators across both South Hams and West Devon
 - 2.4.2. The frequency of reporting and method of delivery are to be agreed

Report from Task & Finish Group – Performance Measures

- 2.4.3. The indicators chosen should provide members with sufficient information to monitor high level performance and challenge officers to deliver the appropriate customer service outcomes
- 2.4.4. The Performance Indicators are not designed to be used by operational managers to manage their teams; additional management information will be utilised by operational managers for that purpose. Members will have access to that information as and when requested

3. Outcomes/outputs

- 3.1. The recommended performance measures (***See Appendix A & B***) are ones where scrutiny in a quarterly setting is useful to the Council and officers. These are common across both Councils.
- 3.2. Reports will be made available to all Members, electronically.
- 3.3. The streamlined approach will release resources to conduct more in-depth analysis and investigation of performance, concentrating on the data behind the high level performance measure.
- 3.4. Officers will interrogate the data captured to highlight trends, improvements and where required, justifications for performance issues.
- 3.5. The area chosen for in-depth analysis could be selected as part of a pre-determined schedule for each quarter or based on an area of concern highlighted in the previous quarter's meeting.
- 3.6. The Overview & Scrutiny Panel will set the timetable for these deep dives.

4. Options available and consideration of risk

- 4.1. Members could maintain the status quo but it is felt that the current reports present information which the scrutiny Panel cannot influence.
- 4.2. Whilst the updated reports restrict the amount of data given to Members in a regular format, they will have access to a much wider range of information that they can actively review if issues are raised that require more timely investigation.

5. Proposed Way Forward

- 5.1. The Balanced Scorecard and background report as shown in the Appendices are approved by the panel
- 5.2. A schedule of proposed in-depth analysis reports are selected by the Overview & Scrutiny Panel for the upcoming quarters.

Report from Task & Finish Group – Performance Measures

5.3. To note that the specific T18 measures on the Balanced Scorecard are to be flexible – these will be altered and communicated dependant on the stage in the programme delivery – Moving from delivery to performance as the programme progresses.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	
Financial	N	
Risk	Y	Poor performance has a risk to the Council’s reputation and delivery to our residents. These proposals should give the Scrutiny panel the ability to address performance issues and develop robust responses to variation in delivery
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

Appendix A – Corporate Balanced Scorecard

Appendix B – Background and Exception Report

Background Papers:

None

Approval and clearance of report

None

Corporate Balanced Scorecard

Community/Customer

Q3	Q4	
	No data	ES: Overall Recycling rate %
	No data	ES: Residual waste per household
		CS: Average Call Answer Time
		CS: % of enquiries resolved at first point of contact

Processes

Q3				
			% of Applications determined within time frame Major(Statutory):Minor:Other	

		CS: Avg End to End time (New Claims)
		CS: Avg End to End time (Change of circumstances)

T18 Programme

Q3	Q4	
		T18: Programme timescales on track
		T18: Performance vs. Budget
		T18: No. of Processes live?
		T18: Ratio call/web submissions?

Performance

Q3	Q4	
	No data	EH: % of nuisance complaints resolved at informal stage
		CS: Avg days short term sickness/FTE
		CS: Complaint response speed

Key

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

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Information Report




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

PI Code & Short Name	Managed By	Q4 13/14	2013/14	Q4 2014/15		14/15	Comment (If Applicable)	
			YTD or Total			YTD or total		
<p>PEC: Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)</p> <p>The number of enforcement cases resolved by specific action - enforcement action (EA), retrospective planning application (RPA), remedial action (RA) or no breach found (NBF).</p>	Helen Smart	1 3 0 7	E.A : 12 R.P.A : 29 R.A : 2 N.B.F : 124	E.A. - 1 R.P.A. - 6 R.A. - 0 N.B.F. - 9		16 33 0 100	Seasonal variation exists so comparing performance across previous years is appropriate and useful	
<p>All: Complaints received</p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>		Total		Total	Avg Time		Seasonal variation exists so comparing performance across previous years is appropriate and useful. Complaints data includes volumes, service area and average response speed. Current system and new W2 process could also group complaint in to type irrespective of service area as an alternatively formatted PI (e.g. Complaints grouped into: process, decision, officer action, etc).	
	Assets	0	10	Assets	1	2.4		6
	Corporate Services	2	3	Corporate Services	0	6.2		2
	Environment Services	34	55	Environment Services	27	8.3		64
	Environmental Health	2	12	Environmental Health	1	3		6
	Finance	4	6	Finance	0	-		2
	ICT & CS	5	19	ICT & CS	9	3.2		29
Planning, Economy & Community	5	46	Planning, Economy & Community	5	7.8	58		
<p>All: Compliments received</p> <p>Compliments logged against each Service per quarter. Highlights</p>	Assets	1	3	Assets	0		2	Seasonal variation exists so comparing performance across previous years is appropriate and useful.
	Corporate Services	2	3	Corporate Services	0		9	
	Environment Services	12	13	Environment Services	6		20	

PI Code & Short Name	Managed By	Q4 13/14	2013/14	Q4 2014/15		14/15	Comment (If Applicable)
			YTD or Total			YTD or total	
changes over time and the effects of initiatives.	Environmental Health	6	7	Environmental Health	0	4	
	Finance	1	1	Finance	0	4	
	ICT & CS	12	24	ICT & CS	1	26	
	Planning, Economy & Community	2	4	Planning, Economy & Community	1	52	
CS: Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson		2255	57		265	Yearly comparison is useful
CS: Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson		232.44	36		124	Yearly comparison is useful
CS: Top 5 call types	Kate Hamp		-	1. Council Tax - make a payment by phone 2. Council Tax - balance enquiry 3. Council Tax - paperless direct debit 4. Council Tax - Discount/Exemption enquiry 5. Waste - day of collection enquiry		-	Comparison not useful
CS: Top 5 website views/trend	Kate Hamp		-	1. Planning 2. Recycling and Waste 3. Contact us 4. Council Tax 5. Your Council		-	Comparison not useful
CS: % of customer contact through online interaction Demonstrating channel shift	Kate Hamp		-	16%			Yearly comparison is useful
CS: Total number of transactions	Kate Hamp		-	3960			Yearly comparison is useful
CS: Average call answer time The average time in minutes for a call to be answered. This time	Kate Hamp			1.25			Yearly comparison is useful

PI Code & Short Name	Managed By	Q4 13/14	2013/14 YTD or Total	Q4 2014/15	14/15 YTD or total	Comment (If Applicable)
shows as an average over each month						
CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Kate Hamp			72.3		Yearly comparison is useful
EH: Average time taken for Disabled Facilities Grants (Fast track) (work days) The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.	Drew Powell		-	1.33	1.29	Yearly comparison is useful

Exception Report

Code and Name	Managed by	Prev Status	Last Qtr	Jan 2015	Feb 2015	Mar 2015	Q4 2014/15		Action Response
			Q3	Value	Value	Value	Value	Target	
CS: Average Call Answer Time The average time in minutes for a call to be answered. This time shows as an average over each month.	Kate Hamp		1.36	1.31	1.28	1.31	1.25	1	Monthly detail is useful for scrutinising performance and spotting trends in the exception report so should remain for the exception report
ES: Residual waste per household	Helen Dobby		86.6	35.9	28.3	31.0	95.7	81	<i>Miscoding of street sweeping at disposal point has led to waste being classified as residual when it should have been classified as recycled. Unfortunately waste cannot be reclassified to correct the error.</i>
PEC: % of Applications determined within statutory time frame Minor	Malcolm Elliott		39.7	50	60	60	57.6	65	<p><i>The service has continued to experience the loss of permanent staff and the need to temporarily replace with agency staff whilst T18 progresses. It has not been possible to recruit on a permanent basis and as such this difficult period of transition continues to impact on performance.</i></p> <p><i>Case management measures have been put in place and whilst not all Government targets are being met officers are managing to determine a good proportion of applications on target.</i></p>

OVERVIEW AND SCRUTINY PANEL

DRAFT ANNUAL WORK PROGRAMME – 2015-16

Date of Meeting	Report	Lead Officer
14 Jan 2016	Draft Budget 2016/17	Lisa Buckle
	Leisure Review Update	Chris Brook / Neil Hawke
25 Feb 2016	Executive Forward Plan	Kathy Trant
	T18 Programme Monitoring	Steve Jordan / Sophie Hosking
	Complaints Policy and Statistics	Catherine Bowen
	Health and Wellbeing Update	
	Devon and Cornwall Housing Annual update	
	Development Management Service Update	Tracey Beeck / Drew Powell
	O+S Annual Report – First Draft	Darryl White
	Task and Finish Group Updates	
Mar 2016	Executive Forward Plan	Kathy Trant
	T18 Programme Monitoring	Steve Jordan / Sophie Hosking
	Review of Locality Model	Nadine Trout
	Task and Finish Group Updates	
	O+S Annual Report – Final Draft	Darryl White

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