

West Devon Overview and Scrutiny (External) Committee



West Devon
Borough
Council

Title:	Agenda										
Date:	Tuesday, 29th September, 2015										
Time:	2.00 pm										
Venue:	Chamber - Kilworthy Park										
Full Members:	<p style="text-align: center;">Chairman Cllr Ridgers Vice Chairman Cllr Cloke</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Ball</td> <td>Cllr Roberts</td> </tr> <tr> <td>Cllr Cheadle</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Jory</td> <td>Cllr Stephens</td> </tr> <tr> <td>Cllr Leech</td> <td>Cllr Watts</td> </tr> <tr> <td>Cllr Pearce</td> <td></td> </tr> </table>	Cllr Ball	Cllr Roberts	Cllr Cheadle	Cllr Sheldon	Cllr Jory	Cllr Stephens	Cllr Leech	Cllr Watts	Cllr Pearce	
Cllr Ball	Cllr Roberts										
Cllr Cheadle	Cllr Sheldon										
Cllr Jory	Cllr Stephens										
Cllr Leech	Cllr Watts										
Cllr Pearce											
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:											

1. Apologies for Absence

2. Confirmation of Minutes

1 - 6

3. Declarations of Interest

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

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

4. Items Requiring Urgent Attention

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency

5. Public Forum

7 - 8

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

6. Hub Committee Forward Plan

9 - 12

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00 pm on Thursday, 24 September 2015** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

7. Community Safety Partnership

13 - 24

8. Partnership Review

25 - 60

9. Decisions Log

61 - 62

10. Draft Work Programme 2015/16

63 - 64

An opportunity for Members to suggest potential agenda items for the forthcoming Municipal Year

Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the 7th day of **JULY 2015** at **2.00 pm**.

Present:

Cllr P J Ridgers – Chairman
Cllr D W Cloke – Vice-Chairman
Cllr K Ball
Cllr T G Pearce
Cllr J Sheldon
Cllr L Watts

Cllr A F Leech
Cllr A Roberts
Cllr B Stephens

Head of Paid Service
Place and Strategy – Lead Specialist
Senior Specialist – Democratic Services

Also in Attendance:

Cllrs J Evans, J B Moody, C R Musgrave, R F D Sampson and J Yelland

***O&S(E) 1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs R Cheadle and N Jory.

***O&S(E) 2 DECLARATIONS OF INTEREST**

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

***O&S(E) 3 COMMITTEE TERMS OF REFERENCE**

Being the first meeting of the newly established Committee, its draft terms of reference were presented for consideration.

In consideration, the following points were raised:-

- Having sought clarification regarding the Call-in process, the Committee requested that the rules be circulated to all Members for their information;
- The Chairman informed that he was keen for the Committee to develop closer working relations with external partner agencies;
- The importance of the Committee following up on its agreed actions was emphasised. In response, officers confirmed that a Committee decisions log would be a standing agenda item for the Committee in the future;
- The Committee recognised the importance of the Council's Partnership arrangements. In so doing, Members felt it would be beneficial to consider a collated list of partnerships that the Council was involved in to enable for consideration of factors such as: performance and value for money. As a consequence, the Committee requested that this matter be considered at its next meeting on 29 September 2015;

- Officers gave assurances that Overview and Scrutiny related training would be included in the Council's Learning and Development Programme;
- A process for considering agenda items related to external agencies and partners was established. In stressing the reluctance for standardised presentations, the Committee agreed the following three stage process:
 1. Circulation to Members of background information relating to the external agency/partner;
 2. Submission of advanced questions from Members to officers; and
 3. Agenda item presentation based upon the advanced questions received.

It was then:

RESOLVED

That the terms of reference (as outlined in the presented agenda report) be noted.

***O&S(E) 4 PUBLIC FORUM**

The Chairman informed that the creation of a Public Forum was a new and exciting concept. Whilst no questions (or issues) had been raised by the public for consideration at this meeting, the Chairman commented that it was incumbent upon Members to promote this concept amongst their local communities.

In discussion, particular reference was made to:-

- (a) confirmation that the Forum would be promoted on the Council website;
- (b) the Forum procedures being amended to restrict individual speakers to a maximum of three minutes each;
- (c) the need for some guidance notes to be produced which underpin the Forum procedures. The Committee requested that delegated authority be granted to the Head of Paid Service and Senior Specialist – Democratic Services, in consultation with the Chairman of the Committee, to produce and publish the guidance notes.

It was then:

RESOLVED

1. That, subject to inclusion of the provision whereby each individual speaker should be restricted to a maximum of three minutes each, the Public Forum procedures be approved; and
2. That the Head of Paid Service and Senior Specialist – Democratic Services, in consultation with the Committee Chairman, be granted delegated authority to produce and publish a set of guidance notes to underpin the Public Forum procedures.

***O&S(E) 5 HUB COMMITTEE FORWARD PLAN**

The most recent (published 2 July 2015) Hub Committee Forward Plan was presented for consideration.

In discussion, reference was made to:-

- (a) the main purpose of this standing agenda item. It was noted that the main purpose was to enable lead Hub Committee Members to be called to Committee meetings to update Scrutiny Members on specific items which were scheduled to come forward to the Hub Committee, thereby enabling early scrutiny of proposed agenda items;
- (b) the provision for public questions to be raised at Hub Committee meetings;
- (c) differentiating between Internal and External Overview and Scrutiny matters. The Committee requested that, in the future, the Forward Plan include an additional column that illustrated whether a Hub Committee agenda item was within the remit of the Internal or External Overview and Scrutiny Committee.

(i) Leisure Services Procurement

The Lead Hub Committee Member for Commercial Services and Contracts and Place Strategy – Lead Specialist attended the meeting to provide an update on the Leisure Services Procurement agenda item that was being presented to the next Hub Committee meeting.

In discussion, reference was made to:-

- it being regrettable that the recently published Hub Committee report had not been circulated to the Committee. Nonetheless, it was agreed that a copy of the published report would be circulated to Committee Members before the Hub Committee meeting;
- the proposed award criteria. The lead Member confirmed that the proposed percentage weighting for the award criteria had been considered at great length and the following percentage allocations were being recommended:- Services (40%), Technical (10%) and Commercial (50%).

A number of Members stressed the importance of the contract being sufficiently robust in respect of responsibility for replacement(s), repair(s) and maintenance. As a result, these Members questioned whether the weighting for Technical should be increased to 15%. To reflect this increase, some Members felt that the weighting allocated for Services should be reduced to 35%, whereas other Members were of the view that the allocation for Commercial should be decreased to 45%.

In light of these strong views, officers gave an assurance that further work on the proposed weighting for Technical would be undertaken with colleagues and the joint Member board before the Hub Committee meeting on 14 July 2015.

- the starting point for letting the contract being to award to a single contractor across both councils for a minimum of 20 years and a maximum of 25 years. However, the lead Member confirmed that the process would retain complete flexibility, with there being potential for tender submissions from local interest groups and for bids to be made for a variety of different combinations of the leisure centres across the South Hams and West Devon. A Member was of the view that there was local interest in the Okehampton area. However, such was the perceived lack of Council support to assist local groups in this regard that they would be at such a disadvantage and there was little point in them expressing a formal interest in the process;
- the quality of the leisure centre staff. In recognising the importance, the lead Member commented that it was particularly evident during the recent Leisure Centres tour that the staff at each site were very impressive.

It was then:

RESOLVED

That the Hub Committee take into account the comments and views of the Overview and Scrutiny (External) Committee (as summarised above) when it considers the Leisure Services Procurement agenda item at its next meeting.

***O&S(E) 6 MEMBERS PROPOSAL FORM FOR POTENTIAL AGENDA ITEMS**

Subject to inclusion of two minor amendments, Members were supportive of the proposal form being adopted and recognised the importance of the key objectives and outcomes sections of this document.

It was also noted that nothing would be excluded from consideration and each submitted form would be reviewed by a Panel comprising of the Head of Paid Service and the Chairman and Vice-Chairman of the Committee.

It was then:

RESOLVED

That, subject to inclusion of two minor amendments, the Proposal Form be adopted as the means for submitting future agenda item requests, with submitted forms being determined within seven working days of receipt.

***O&S(E) 7 DRAFT WORK PROGRAMME 2015/16**

The Committee considered its draft 2015/16 Work Programme and made reference to the following additions and amendments:-

- (a) It was noted that consideration of the Council's list of partnerships would be scheduled on to the agenda for the next Committee meeting on 29 September 2015;
- (b) The importance of 'Our Plan' was emphasised by the Committee and a progress update on the document was requested for the Committee meeting on 17 November 2015;
- (c) Members confirmed their intention to submit proposal forms (minute O&S(E) 6 above refers) that seek approval to consider future agenda items in relation to rural broadband provision and the Chamber of Commerce;
- (d) The Committee agreed that a task and finish group should be established to undertake a review into Devon and Cornwall Housing. It was agreed that officers would support the group (comprising of Cllrs Ball, Leech and Watts) to develop some terms of reference and scope for the review, with this being reported back to the next Committee meeting. Whilst this would be formally reported to the next meeting, Members encouraged the group to commence with its work in the meantime;
- (e) Members acknowledged that a Committee Decisions Log would be a standing agenda item for future meetings.

(The meeting terminated at 4.00 pm)

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PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White (darryl.white@swdevon.gov.uk) by 5.00pm on the Thursday, prior to the relevant meeting.

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

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

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WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting 22 September 2015. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

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

Cllr Sanders – Leader

Cllr Baldwin – Deputy Leader

Cllr Sampson – Lead Member for Commercial Services and Contracts

Cllr Moody – Lead Member for Customer First

Cllr Oxborough – Lead Member for Economy

Cllr Benson – Lead Member for Environment

Cllr Samuel – Lead Member for Health and Wellbeing

Cllr Cann OBE - Lead Member for Resources and Performance

Cllr Parker – Lead Member for Planning and Strategic Housing

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

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

DECISIONS TO BE TAKEN BY THE HUB COMMITTEE

Service	Title of Report and summary	Lead Officer and Member	Relevant Scrutiny Cttee	Decision maker	Anticipated date of decision
Commercial Services	Waste Contract – proposals from Waste Contractor	JS/Cllr Sampson	External		27 October 2015
Commercial Services	Procurement of Waste Cleansing Contract 2017	JS/Cllr Sampson	External		27 October 2015
Support Services	Medium Term Financial Strategy 2016/17 onwards – to update the Medium Term Financial forecast with a view to setting a direction of travel for the next four years	LB/Cllr Sanders	Internal	Council	27 October 2015
Customer First	Council Tax Reduction Scheme – to update on the Council Tax Reduction Scheme	IB/Cllr Samuel	Internal	Council	27 October 2015
Support Services	Revenue Budget Monitoring and Capital Programme Monitoring - to update Members on the latest revenue budget position	LB/Cllr Sanders	Internal	Hub Committee	27 October 2015
Support Services	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	1 Dec 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 Samuel	Internal	Hub Committee	1 Dec 2015
Support Services	Draft Revenue Budget Proposals for 2016/17 -	LB/Cllr Sanders	Either	Council	1 Dec 2015
Support Services	Draft Capital Programme Proposals for 2016/17 -	LB/Cllr Sanders	Either	Council	1 Dec 2015
Support Services	Revenue Budget Proposals for 2016/17 -	LB/Cllr Sanders	Either	Council	26 January 2016
Support Services	Capital Programme Proposals for 2016/17 -	LB/Cllr Sanders	Either	Council	26 January 2016
Support Services	Council Tax Resolution 2016/17 –	LB/Cllr Sanders	Internal	Hub Committee	25 February 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Sanders	Internal		25 February 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Sanders	Internal	Hub Committee	25 February 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	25 February 2016
SLT	Review of Roles and Responsibilities for Hub Committee Members (as requested June 2015)	SJ/Cllr Sanders	Internal	Hub Committee	25 February 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 Samuel	Internal	Hub Committee	25 February 2016
Customer First	Homeless Strategy -	IB/Cllr Samuel	Internal	Council	22 March 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Sanders	Internal	Hub Committee	May 2016
Support Services	Capital Programme Monitoring - to update Members on the financial position of capital projects	LB/Cllr Sanders	Internal	Hub Committee	May 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	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 Samuel	Internal	Hub Committee	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

CB – Chris Brooks – COP Lead Assets

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

JS – Jane Savage – Lead Specialist Waste Strategy

CBowen – Catherine Bowen – Monitoring Officer

TB – Tracey Beeck – Group Manager Customer First

SLT – Senior Leadership Team



West Devon
Borough
Council

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Agenda Item 7

Report to: **West Devon Overview and Scrutiny Committee**

Date: **29 September 2015**

Title: **Community Safety Partnership**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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

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

Author: **Rebecca Hewitt** Role: **Senior Community Safety Officer, South Devon and Dartmoor Community Safety Partnership**

Contact: **01626 215873**
Rebecca.hewitt@teignbridge.gov.uk

Recommendations:

- 1. That Members note the report**
- 2. That Members identify any areas for further scrutiny**
- 3. That Members identify any issues to be raised at the next Community Safety Partnership meeting**

1. Executive summary

The purpose of this report is to provide Members with the opportunity to scrutinise the work of the Community Safety Partnership (CSP) as defined by Sections 19 and 20 of the Police and Justice Act 2006 and the Crime and Disorder (Overview & Scrutiny) Regulations 2009.

Community Safety Partnerships were set up as statutory bodies under Sections 5-7 of the Crime and Disorder Act 1998.

The South Devon and Dartmoor Community Safety Partnership (CSP) consists of a number of 'responsible authorities' who have a legal responsibility to work in partnership to tackle crime and disorder. The authorities are the:

- Police;
- Local Authorities (West Devon , Teignbridge, South Hams and Devon)
- Fire and Rescue Authority;
- Health Service; and
- Probation Service.

West Devon is represented on the CSP by Ian Luscombe (Community of Practice Lead – Environmental Health) and Councillor Musgrave.

The South Devon and Dartmoor CSP is a merger of the South Hams, Teignbridge and West Devon CSP's. The merger allows for the effective use of limited resources across the three authorities. It has been operating since 2007.

The responsible authorities work together to develop and implement strategies to protect their local communities from crime and disorder and to help people feel safe. They work out local approaches to deal with issues including antisocial behaviour, drug or alcohol misuse and re-offending. They also work with others who have a key role, including community groups and registered housing providers.

2. Background

Section 19 of the Police and Justice Act 2006 requires that every local authority shall ensure that it has a committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.

This report looks at the work of the CSP over the last 12 months with particular reference to activities within West Devon.

Home Office Guidance suggests that the role of the scrutiny function in relation to the work of the CSP should relate to:

- Policy development
- Contribution to the development of strategies
- Holding to account at formal hearings
- Performance management, looking at performance by exception
- Overview and Scrutiny function to scrutinise the work of the CSP and the partners who comprise it, insofar as their activities relate to the partnership itself.

- The role of the committee should be applied as a 'critical friend' of the CSP, providing constructive challenge at a strategic level, rather than fault finding at an operational level.

Across the Peninsula, the Community Safety Partnerships work together to produce a Strategic Assessment. The Strategic Assessment is a 'snapshot' of crime and community safety produced using factual data. It identifies 4 priorities which most affect communities in the peninsula

- Domestic, family and sexual abuse;
- Alcohol, violence and the night time economy;
- Anti-social behaviour;
- Reoffending.

The strategic assessment also identifies two additional risks of Hate Crime and Hidden Harm, and Preventing Violent Extremism. In his plan the Police and Crime Commissioner makes reference to the Community Safety Partnership's Peninsula Strategic Assessment stating that he supports the priorities identified and that they are built into his Crime and Policing Plan.

The South Devon and Dartmoor CSP has chosen to mirror the priorities as laid out in the Strategic Assessment:

- Domestic, family and sexual abuse;
- Alcohol, violence and the night time economy;
- Anti-social behaviour;
- Reoffending.

However, it is important to note that the CSP also responds to emerging issues.

The CSP works collaboratively across Devon to tackle issues such as drug misuse, youth crime, prejudice related crime, preventing violent extremism and domestic violence and abuse.

3. Outcomes/outputs

Partnerships achievements in the last 12 months

The Partnerships achievements in the last 12 months are outlined in the attached **appendix 1**. The CSP works with partners to help deliver statutory duties of the Local authorities for example "Prevent" and also provide multi agency support for vulnerable groups for example the Targeted Family Support programme. This type of partnership working allows improved outcomes using reduced funding.

West Devon Project Work

Louisa Daley is the Community Safety Officer for West Devon, since T18 she has taken over responsibility also for South Hams. She works with partner agencies covering the main towns of Tavistock and Okehampton and their surrounding areas in tackling the most serious community safety issues and is engaged in the following initiatives. Since 1st June 2015 Louisa Daley is the Community Safety Specialist for South Hams and West Devon Councils. A summary of this work may be found in **appendix 2**.

ANTI-SOCIAL BEHAVIOUR WITHIN WEST DEVON

Monthly ASB meetings take place to discuss information sharing and case management on high level or persistent ASB perpetrators. These multi-agency meetings are chaired by the ASB Officer, John Ward. The agencies attending the meetings include the Youth Offending Team, West Devon Borough Council, Registered Housing Providers, Police and Children and Young Peoples Services.

The information below covers the period 1st April 2014 to 31st March 2015

Referrals made to ASB Officer from WDBC, Police, Fire, Registered Social Landlords etc.	38
First stage letters & Alcohol letters	30
Second stage letters	2
Acceptable Behaviour Contracts	7
Anti-Social Behaviour Orders	0
Closure order	1
ASB Repossessions	0

Appendix 3 provides examples of case studies to demonstrate the multi-agency work the ASB Officer is engaged with on a daily basis.

4. Options available and consideration of risk

The CSP has adopted an intelligence led approach and is directed by the findings of the Peninsula Strategic Assessment. Each year a workshop is held including representatives from statutory partners to review the Strategic Assessment and agree the projects for the following year. Spend of budgets relates to those priorities agreed annually. Due to the nature of the work it is essential that responses are also made to emerging issues and threats such as child sexual exploitation or metal theft.

5. Proposed Way Forward

The main considerations for members include –

- The Police and Crime Commissioner Elections are due to take place in May 2016, the current PCC has provided funding directly to the CSPs in Devon and Cornwall and it is not known what the future funding structure will be.
- The Chief Constable of Devon and Cornwall Police has a new mission statement to detect and prevent crime; protect the vulnerable and reduce crime. This will create a clear focus on safeguarding. This approach is mirrored in the priorities of the CSP.
- The CSP will continue to engage all statutory partners in the development of the Local Delivery Plan which sets out the work of the CSP directed by the Peninsula Strategic Assessment.
- The future allocation of West Devon resource to the partnership.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address						
Legal/Governance		<p>The CSP works under several sections of legislation including –</p> <p>Crime and Disorder Act 1998 Police Reform Act 2002 Anti Social Behaviour Act 2003 Police and Justice Act 2006 Policing and Crime Act 2009 Section 9 of the Domestic Violence, Crime and Victims Act (2004). Anti Social Behaviour , Crime & Policing Act 2014</p>						
Financial		<p>2014/15 income to the CSP included a £20,000 grant of Safer Communities funding from the PCC via the Safer Devon Partnership and contributions from agencies and income to support specific projects and cover the redundancy costs of the CSP Administrator.</p> <p>West Devon Borough Council costs for 2014/15:</p> <table data-bbox="703 1765 1406 1980"> <tr> <td>Officer time</td> <td style="text-align: right;">£25,000</td> </tr> <tr> <td>Support services (includes HE, Finance etc</td> <td style="text-align: right;">£13,437</td> </tr> <tr> <td>Total contribution</td> <td style="text-align: right;">£38,437</td> </tr> </table>	Officer time	£25,000	Support services (includes HE, Finance etc	£13,437	Total contribution	£38,437
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Risk		The report is for information and as such there is no risk associated with decisions to set out.
Comprehensive Impact Assessment Implications		
Equality and Diversity		The CSP addresses issues including hate crime and specific crimes relating to vulnerable members of the community such as distraction burglary.
Safeguarding		CSP staff engage in a number of safeguarding forums and promote effective safeguarding practice in their work. This links to internal Council safeguarding.
Community Safety, Crime and Disorder		The report details the many implications on Community Safety of West Devon engagement in the CSP.
Health, Safety and Wellbeing		The CSP works closely with public health and other partners on health and wellbeing issues including alcohol and licensing.
Other implications		

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

CSP report

Appendix 1

The following projects are examples of those delivered across the South Devon & Dartmoor Community Safety Partnership.

Local Delivery Plan

This is produced by the CSP each year. This year there are more than 60 projects detailed. The delivery of the plan is monitored at each CSP meeting and supports the CSP priorities.

Police tasking – CSP staff continue to attend fortnightly tasking processes to enable effective sharing of information and targeting of resources. They are also involved in more local level sector meetings with Police to monitor crime performance and work in partnership to resolve any emerging issues.

The Honest Truth (THT) – THT started as a project in the CSP delivery plan which was allocated £750 of funding. It has now been registered as a National Charitable Incorporated Organisation (CIO). Its aim is to reduce the number of young people killed or seriously injured on our roads and also to reduce anti-social driving. The project is being delivered in 15 counties of the UK and has interest from many others. THT gets driving instructors to pass messages onto their students about safer driving and now has more than 1,500 driving instructors signed up to work for the charity. There is commercial interest in the project with requests for packages specifically for fleet. The RAF are interested in working with THT to raise awareness of road safety issues. A song has been produced to get the message across to even younger drivers. The CIO is going from strength to strength and is now seeking considerable funding.

Prevent - The CSP works with partners to help deliver the statutory duty introduced in the Counter Terrorism and Security Act 2015 to have due regard to the need to prevent people from being drawn into terrorism. Each Council in Devon has appointed a Prevent special point of contact (SPOC). Rebecca Hewitt is the Prevent SPOC for West Devon.

Targeted Families Support - TFS is a Government programme aimed at improving outcomes for families that have been identified as having complex needs.

Devon County Council is leading the programme for Devon. Phase 1 of the programme which concluded in April 2015 aimed to:

- Get children back in the classroom
- Get parents into work
- Reduce youth crime and anti-social behaviour
- Reduce public costs associated with these families

The programme was dependent on good quality multi-agency working and built around the concept of the opportunity to innovate and do something different. CSP staff were involved on the Management Groups for the localities and at an operational level.

South Hams achieved 'turnaround' status with 102 families which was 106% of their target, West Devon was 82 families with 139% of their families and Teignbridge achieved 'turnaround' status with 247 families, which equated to 118% of the cohort of families. This is a remarkable total of **431** families across South Devon and Dartmoor CSP area.

Bite size training - The CSP has focussed on raising awareness of operational staff in partner agencies on a number of key issues. 6 Bite-size Domestic Abuse awareness raising workshops were held across the CSP area, 3 Alcohol Awareness raising workshops, 6 Mental Health training sessions have been delivered and 2 ASB sessions. A total of **17** sessions were delivered.

Domestic Violence and Abuse Awareness Raising - 140 letters have been sent to holiday parks across South Devon raising awareness of Domestic violence, promoting the Devon Domestic Abuse Services and raising awareness of Child Sexual Exploitation. Over 400 letters with supporting information was sent to community halls, Doctors, Dentists, Hairdressers and vets.

CSP Report

Appendix 2

Community Safety Meetings, also known as Multi-Agency Problem Solving meetings (MAPS) are held quarterly at West Devon Borough Council, attended by representatives of the Police (Neighbourhood Policing Teams), council officers representing various departments, Registered Social Landlords, Youth Service and Fire and Rescue Service.

Tavistock Matters and Okehampton Matters meetings are also held quarterly during "out of hours." These meetings are run by the Community Safety Officer and attended by Borough Councillors representing their ward in each town, the local neighbourhood policing team, the antisocial behaviour officer, Town Councillors and Street Pastors (in Tavistock.) The meetings are operational and provide the opportunity for Councillors as public representatives, to share public concerns and unblock local issues. The meetings are well attended by all agencies.

A Phoenix project was held in West Devon in March 2015. The CSP worked closely with Okehampton and Tavistock Colleges and the Police to identify 12 young "troubled" people to take part on the course. The course was held at Tavistock Fire Station and is run by the Fire Service. It provides the opportunity to develop confidence, promote respect with uniformed officers and introduces self-discipline, amongst other skills. There is multi agency input with the Fire Service doing the bulk of the training but also input from Traffic Police Officers and attendees also gained a First Aid certificate. There is a passing out parade at the end of the week's course where parents, teachers and the Mayor of West Devon attended.

A Safety Advisory Group (SAG) is regularly held in West Devon which looks at events being held in the district and any possible crime and disorder implications, for example Chagstock and Goose Fair. Measures are put in place by partners since 2012 have resulted in a reduction in crime and anti-social behaviour.

The Community Safety Partnership continues to raise awareness of safeguarding issues amongst council staff and elected members, through the Safeguarding Guidance Card. The cards were distributed to staff following training input and display relevant contact details. The awareness also included the Prevent (Terrorism) agenda, child and adult safeguarding and Domestic Violence related safeguarding.

The CSP continues to contribute towards county-wide meetings addressing domestic violence and abuse, prejudice related crime, drug and alcohol issues, Devon's response to Novel Psychoactive Substances (Legal Highs) and the Prevent agenda.

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- A CrASBO was granted against a resident in who had a drink issue which he refused to receive help for. He had previously been issued with a Drink Banning Order. His anti-social behaviour was always drink related. The order was issued after he was convicted for an assault. In November he was convicted for breaching his order and was sentenced to a term of imprisonment.
- Since the introduction in October 2014 of the New Anti-Social Behaviour Crime & Policing Act 2014 “bitesize” training sessions were arranged to inform and advise all partner agencies on the new legislation.
- A drink Banning Order was granted against a resident in Hatherleigh. This was following an application for the order after a spate of incidents of anti-social behaviour in Okehampton. All the incidents were drink related.
- Following a series of complaints to different departments of West Devon Borough Council in relation to Wilminstone a multi-agency meeting was called. This was attended by concerned residents, Planning, Environmental Health, ASB & CSO Officers and the Police. An action plan was formulated and is currently being developed.
- A Section 30 Dispersal Order was granted in relation to anti-social behaviour in Simmons Park, Okehampton after a series of incidents of ASB & criminal damage. The order lasted for 6 months. There were no breaches of this order.

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Agenda Item 8

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

Date: **29 September 2015**

Title: **Partnership Review**

Portfolio Area: **Customer Services**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny**

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

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

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Recommendations:

- (1) That Members note the background information on Partnerships**
- (2) That a task and finish group be established in conjunction with South Hams District Council and up to four Members be nominated to the Group**
- (3) That Terms of Reference be established for the group**
- (4) That the group report back to Overview and Scrutiny**

1. Executive summary

The Council has long recognised the benefits of partnership working and, in particular, the key role that the charitable and voluntary sector can play in supporting communities and individuals. Over the years the Council has entered into a range of partnerships to deliver and enhance local services.

There is merit in undertaking a comprehensive review of the principles for partnerships – primarily to review purpose and effectiveness along with a

review of individual partnerships. The review will also consider where there may be opportunities for efficiencies between the partners and with other organisations – and whether other elements of Council work are suited to partnership working.

South Hams District Council is looking to undertake a parallel exercise and given that a number of the partnerships have direct overlap then establishing a joint Task and Finish Group is proposed.

2. Background

The Council has a long established approach to Partnerships. This includes the following

- Appendix 1. Partnership Policy
- Appendix 2. Partnership Guidance
- Appendix 3. Partnership Register (noting that this is based on previous organisation structure)

In combination these demonstrate a clear approach to partnership working and, subject to review, give a strong foundation for future working.

3. What outcomes are required?

Members are invited to agree to detailed work, through the Task and finish group, which will focus on ensuring partnerships are effective and achieving strong outcomes for communities and value for money. The onus on the review should be on what the Council requires from its partnerships.

The initial focus will need to be on reviewing the Policy and Guidance and ensuring this is well aligned to the new ways of working – and then to focus in on the partnerships themselves. SHDC Overview and Scrutiny has already agreed to the establishment of a Task and Finish Group with a view to working alongside WDBC. South Hams Members have initially identified a focus on CAB, CVS and CSP – all of which have been before the South Hams O & S in recent months.

The work needs to consider carefully budget implications and take a longer term view (e.g. the Budget 2017/18 and beyond) alongside considering short term issues for next years' Budget.

4. What are the options?

Appendix 3 shows the range of current partnerships. There is an obvious opportunity to review the policy and guidance for partnerships and then look afresh at how the Council can best deliver services and support to its local communities bearing in mind the new way of working. The new structure, in particular the Locality working, may alter the manner in which we work with local communities and allow the Task and Finish Group to explore

- What outcomes does the Council want to achieve
- What is the best way of delivering these outcomes

It may well be that partnerships continue to provide the best approach – indeed as public sector funding diminishes then partnerships with the charitable and voluntary sector may provide a more resilient long term approach. However this needs to be considered carefully both as a general principle and in relation to the specific outcomes the Council is seeking to achieve from each partnership.

There is also an opportunity to look at whether other Council work could be delivered effectively through partnership working.

5. Summary and conclusions

Partnerships are an effective way of delivering services and support to local communities. They provide direct outcomes and in many cases harness the willingness of local residents and volunteers. Strong partnerships multiply the Council's input and provide long term resilience for local communities.

The proposed review of the approach to partnership working, the effectiveness of individual partnerships and the scope for further partnership working will provide a strong basis for future working.

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). Addresses O&S Terms of Reference <ul style="list-style-type: none"> • To consider and focus on the impact the Council and partners are making on our customers and communities • 2.3. Partnership arrangements • 2.4 Establish joint T&F working with SHDC
Financial	Y	Will need to identify budget costs and opportunities and feed these into formal monitoring and budget setting
Risk	Y	A failure to review partnership principles, partnership arrangements and partnership opportunities could lead to <ul style="list-style-type: none"> • Ineffective use of WDBC funds • Poor quality service to those in need of support • Inequality of delivery across the Borough

		<ul style="list-style-type: none"> • Knock on resource pressures direct to WDBC <p>These risks are mitigated by</p> <ul style="list-style-type: none"> • Review of Partnership Policy and Guidance • Review of individual partnership arrangements • Scope of opportunities for efficiencies through joint approach with SHDC • Scope of opportunities for other work to be delivered efficiently through partnership
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	The services provided by partnerships promote equal opportunities and help prevent discrimination in our communities.
Safeguarding	Y	Partners are required to operate to adopted Child and Vulnerable Adult Safeguarding Policies where appropriate
Community Safety, Crime and Disorder	Y	Partnerships should provide advice and volunteering opportunities which reduce the potential for anti-social behaviour.
Health, Safety and Wellbeing	Y	Partnerships include consideration of health implications where appropriate
Other implications		None identified

Supporting Information - Appendices:

- Appendix 1. Partnership Policy
- Appendix 2. Partnership Guidance
- Appendix 3. Partnership Register (noting that this is based on previous organisation structure)

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



South Hams District Council and West Devon Borough Council

Partnership Policy

1. Introduction

- 1.1 In 2005 the Audit Commission's report 'Governing Partnerships: Bridging the Accountability Gap' recognised that local partnerships are essential to deliver improvements in local people's quality of life but that:
- they bring risks as well as opportunities;
 - governance can be problematic;
 - it can be difficult to ensure value for money; and
 - clear accountability is required between partners to ensure real accountability to the public.
- 1.2 Partnership working has played an important role in the public sector in the last few years and continues to do so. There are partnerships required by statute, the formation of Government backed partnerships to deliver economic growth and locally based partnerships with community and voluntary groups and stakeholders to address local issues, all of which form an integral part of policy development and service delivery. The Duty to Cooperate, set out in the Localism Act 2011, also places a legal duty on local planning authorities, county councils and other public bodies to engage constructively and on an on-going basis to maximise the effectiveness of Local Plans in addressing strategic cross-boundary issues.
- 1.3 It is however important to ensure that partnerships are appropriate, offer value for money, have correct governance arrangements in place and that any risks and implications for the Council are understood and mitigated. There must also be a mechanism in place to monitor partnerships to ensure that agreed outcomes are being delivered and under-performance can be addressed.
- 1.4 This policy provides a framework for Officers and Members on the Council's approach to the evaluation of and commitment to partnerships. The policy will:
- Assist any service wishing to review current partnership arrangements;
 - Ensure a Council wide approach to developing and entering into partnerships;
 - Provide advice and guidance for all Council staff involved in or considering a new partnership initiative.

Debbie Bird, 29 October 2013

- 1.5 Further detailed guidance will be available to complement the framework. Advice concerning the interpretation of this policy can also be provided by the Community Manager or the Chief Internal Auditor.

2. PARTNERSHIPS

What is a Partnership?

- 2.1 For the purpose of this framework a partnership is defined as:
“A relationship between two or more independent legal bodies, organisations or individuals working together to achieve a common vision with clear aims, objectives and outcomes agreed”

- 2.2 This policy is only concerned with arrangements where the Council is working with other parties towards joint objectives, sharing responsibilities, risk and sometimes resources. These partnerships are generally about benefiting the community and not making a profit. Therefore, the types of partnership arrangements covered are:

- Strategic Alliances
- Partnerships required or encouraged by law
- Not-for-Profit organisations
- Social Enterprises

A brief explanation for each type of partnership can be found in the detailed guidance.

- 2.3 The following are not covered by this policy:
- Groups where the Council has direct control over budgets or decision making;
 - Informal groups set up to discuss and consider specific topics;
 - Appointments and/or financial commitments to outside bodies where the Council has no strategic or policy function;
 - “Commercial Partnerships” with a view to make a profit, which are subject to the Partnership Act 1890;
 - Other commercial agreements;
 - Contracts and arrangements defined as legally binding which:-
 - May be oral, written, partly oral and partly written or implied from conduct between the Council and another legal body or individual;
 - Gives rise to obligations which are enforced or recognised by law;
 - Commits the Council to make payment or provide some such other consideration (e.g. the provision of a service).

Note: There may be contractual arrangements where the failure of the contract would have a significant effect on the Council. In these cases the project planning stage should identify this and a form of partnership working may be appropriate.

Entering into a Partnership

- 2.4 Before entering into a partnership it is important to fully consider the need, objectives, resource requirements, expected outcomes and risks and establish whether the partnership will assist the Council in meeting its statutory responsibilities and/or contribute to the delivery of locally identified priorities for the area. If it is identified that the partnership will not provide either of these then it should progress no further.
- 2.5 A Partnership Assessment Checklist is provided in the detailed guidance and should be completed and retained along with any supporting documentation for the life of the Partnership and for a period of six years afterwards.
- 2.6 Identifying opportunities and risks at an early stage enables the partnership to effectively manage strategic decision making, service planning and delivery to ensure that outcomes can be met and objectives achieved. Identifying opportunities helps to focus attention on maximising these and identifying risks enables them to be fully understood and managed so as to reduce and mitigate both the likelihood of occurrence and the impact should they occur.
- 2.7 Partnerships should be assessed in accordance with the Council's current Risk Management Policy. In respect of partnerships:
- All partners should be aware and understand the nature and extent of the risks they and other partners face;
 - There is an effective strategy in place to mitigate those identified risks and maximise identified opportunities;
 - All partners play their part in effectively managing risk to ensure the Partnership's objectives are achieved.
- 2.8 The Council's Code of Corporate Governance applies to its partnerships and governance arrangements relating to partnerships are also set out in the Council's Constitution.
- 2.9 The information partners will share with each other must be agreed at the outset and it may be necessary to set these out in an Information Sharing Protocol. Regard must be given to legal compliance, records management, security and other relevant Council policies.
- 2.10 Terms of Reference should be drawn up and agreed by all parties. Further information and a suggested template can be found in the detailed guidance. For significant partnerships the terms of reference should be checked by the Council's Legal Team.
- 2.11 For significant partnerships formal approval will be required to enter into the arrangement. A report should be submitted to the Executive or relevant Committee having first been discussed with the Head of Service or Corporate Director, as appropriate, and the Portfolio Holder/Committee Chair. The report should be an appraisal of the partnership and include a business case setting out

Debbie Bird, 29 October 2013

the need for the partnership, objectives, aims, opportunities, benefits, outcomes, risks and governance arrangements. A Project Initiation Document may be used for this purpose.

Significant Partnerships

2.12 Some partnerships have a higher impact than others and it is important to determine which these are. The following factors may lead to a partnership being considered significant:

- It has a high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
- It has a high impact on service delivery;
- It is required by legislation;
- It has a high impact on strategic policy development;
- It has a significant role in meeting identified local needs and priorities;
- It has the potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
- It has a high public profile and is involved in significant strategic work that affects the public.

2.13 The degree to which a partnership meets one or more of the above criteria and its impact will determine whether it is a significant partnership. All partnerships should be assessed to decide whether they fall into this category.

2.14 As per 2.11 above Significant Partnerships must be formally approved. In addition a report on these partnerships will be presented to the appropriate Scrutiny Panel or Committee annually as set out under “Evaluation and Review”.

Partnership Register

2.15 A register of partnerships will be maintained and all new partnership must be added to the register.

2.16 The register will be reviewed annually.

Evaluation and Review

2.17 Each partnership must be reviewed on an annual basis. This responsibility will rest with the Council’s lead officer for the partnership, who must as a minimum review:

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

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2.18 For each significant partnership the lead officer will need to complete a written appraisal following the end of the financial year that includes the information set out above plus the following:

- Key achievements for the year,
- Challenges that arose and how these were addressed;
- Key risks;
- Overall conclusion, which should indicate whether the partnership should continue and set out any recommended changes and the reasons these are proposed.

An appraisal template is provided in the detailed guidance. The appraisal should be completed by the 1st September; this should allow sufficient time for relevant performance and financial information to become available.

2.19 Completed annual appraisals will be presented to the appropriate Scrutiny Panel or Committee. The Panel/Committee will be asked to review these partnerships and recommend any significant changes proposed to the relevant Committee or Executive. They may also make recommendations as to further changes or invite the partnership chair/lead officer to attend a future meeting to present more detailed information on the partnership's operation and delivery giving Members an opportunity to scrutinise the partnership in greater detail.

2.20 For clarity, minor amendments that do not significantly impact or alter the partnership's arrangements or affect outcomes and resources may be agreed by the lead officer in consultation with the appropriate Head of Service or Corporate Director without reference to Committee or Executive.

Exit Strategy

2.21 To ensure that partnerships do not exist beyond their useful life it is essential that each has an exit strategy, which must be set out in the terms of reference. The exit strategy must agree the circumstances under which the partnership can be dissolved and enable partners to withdraw from the partnership when appropriate.

3. EQUALITY AND HUMAN RIGHTS

3.1 The provisions of the Human Rights Act 1998 and Equalities Act 2010 have been taken into account in developing this policy.

4. REVIEW

4.1 This policy will be reviewed annually. The Corporate Director will have delegated power to approve minor amendments and updates. Substantial changes will require the approval of the relevant Committee or Executive.

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Partnership Policy – Supplementary Guidance

The Partnership Policy is the adopted Council policy that sets out the framework for the Council's approach to partnerships and how these will be monitored and evaluated. This guidance provides further detail and templates to support the application of the policy.

Areas covered by this guidance:

1. Partnership definitions	Page 2
2. Partnership Assessment Checklist	Page 4
3. Managing risk and identifying opportunities	Page 6
4. Governance arrangements	Page 11
5. Information sharing	Page 12
6. Terms of Reference	Page 13
7. Identifying Significant Partnerships	Page 15
8. Business Case Significant Partnerships	Page 18
9. Evaluation and Review	Page 22

1. Partnership Definitions

For the purpose of this framework a partnership is defined as:

“A relationship between two or more independent legal bodies, organisations or individuals working together to achieve a common vision with clear aims, objectives and outcomes agreed”

This policy is only concerned with arrangements where the Council is working with other parties towards joint objectives sharing responsibilities, risk and sometimes resources. These partnerships are generally about benefiting the community and not making a profit. Therefore, the types of partnership arrangements covered are:

- Strategic Alliances
- Partnerships required or encouraged by law
- Not-for-Profit organisations
- Social Enterprise

Strategic Alliances:

- Formal Forums – a medium for open discussion and debate which play an important role in identifying/achieving service and strategic priorities and shaping/developing policies, strategies and services;
- Joint Committee – may be an appropriate partnership for two or more local authorities wishing to undertake joint activities e.g. to combine their resources to obtain economies of scale and greater commercial bargaining power;
- Management Committee – a steering group working together to support the management of a particular project or organisation;
- Strategic Partnership – a partnership that brings together different parts of the public sector together with the business and community and voluntary sectors working cohesively to deliver services and initiatives for the benefit of the local area.

Partnerships required or encouraged by law:

Partnerships required or encouraged by statute i.e. Crime and Disorder Act 1998, which encourages partnership working between local authorities and police forces, placing joint responsibility on these organisations to develop strategies to reduce crime.

Not-for Profit Organisations

These must be conducted for the benefit of the community. Examples include:

- Trusts – an incorporated association comprising a collection of individuals drawn together to pursue a common purpose which is often charitable in nature;
- Other unincorporated associations such as clubs, also often set up in the pursuit of a common purpose and may or may not be charitable or registered as such;
- Companies Limited by Guarantee – companies established on a not-for-profit basis with the aim of promoting a charitable, social or other non-trading purpose. Any profit made will be used to further promote the company's objectives rather than being shared amongst its directors or members;

- Co-operative or friendly societies regulated by law e.g. social partnerships or credit unions.

Social Enterprise

Social enterprises are businesses that trade to tackle social problems, improve communities, people's life chances, or the environment. They make their money from selling goods and services in the open market, but they reinvest their profits back into the business or the local community.

2. Partnership Assessment Checklist

What is the issue or service delivery improvement to be addressed through the partnership?

How does this assist the Council to achieve one or more of the priorities for the area, as identified in Council and partner plans and strategies?

Why does the Council require a partnership approach?

What is the Council's role in the partnership, e.g. lead organisation/ accountable body, major/minor partner, observer?

Does the partnership meet a statutory duty or government requirement?

	Yes	No	Don't Know
Is there a partnership already in place which has a similar remit and which could take on this work?			
Has the added value that the prospective partnership will bring been identified?			
Will the prospective partnership contribute to streamlining existing partnerships?			
Will the anticipated benefits outweigh the likely costs (direct and indirect) of a partnership?			
Could all the benefits be achieved in a simpler or more cost-effective way?			
Are all the prospective partners willing to participate and commit resources needed to make the partnership succeed?			
Does the prospective partnership have clear, realistic and measurable objectives which are accepted by all prospective partners?			
Does the prospective partnership have agreed terms of reference?			
Does the prospective partnership have a clear action plan?			
Are all partners clear about their roles and the resources they will need to commit?			
Is there a commitment to evaluating the performance of the partnership and clear identification of outcomes?			
Will the prospective partnership require a financial commitment from the Council and/or all partners?			
Are there clear procedures for making decisions and resolving conflict?			
Is the partnership time limited or set up on a task and finish basis?			
Is there a clear exit strategy?			

For an informed decision to be made as to whether it is appropriate for the Council to be involved in a partnership working arrangement, the following information should be provided in writing:

- state who the partners are;
- outline aims and objectives;
- indicate how long the partnership is expected to last;
- state the legal status of the partnership;
- detail insurance arrangements;
- describe what geographical area the partnership will cover;
- describe the role(s) of its Members/officers (including duties expected);
- detail the regularity of meetings;
- state whether the partnership covers the expenses of its Members;
- advise if the Council is expected to contribute any funding or other resources;
- set out financial accountability.
- the consultation/engagement process carried out with representatives of local persons or other evidence of need.

3. Managing Risk and Identifying Opportunities

The Council's risks template should be used to set out the risks and opportunities presented by the proposed partnership. Risk should be assessed using the Risk Scoring Matrix. Agreed actions to mitigate risks and maximise opportunities must be monitored by the Council's lead officer for the partnership.

Risk Areas to Consider - Categories of Risk:

Political	Failure to deliver Central Government policy or local identified priorities Ceding of control Conflict of other Council policies/strategies Expectations of Members Maintenance of performance Compliance with other Government targets Regional and sub-regional influences Reputational damage
Governance	Are the principles of good Corporate Governance transparent to all stakeholders e.g. Openness and Inclusivity; Integrity; Accountability Reporting framework Reporting procedures Structure Roles and responsibilities Audit protocols Confidentiality issues Dispute resolution procedures
Financial/ Economic	Those affecting the ability to meet financial commitments or liabilities and affecting financial accountability, planning, control Overall costs Maintenance costs External funding Ability to meet/upgrade costs Budget approval Members Accountable body status Pooled funds Responsibility for project funds Maintenance of financial records
Professional	Those associated with the particular nature of the skills/profession; and roles and responsibilities of the partners, including Business Continuity Planning Service delivery Developing and sharing common facilities Termination agreement HR issues Recruitment/staff secondment issues Day-to-day management responsibilities
Stakeholders	Failure to meet the current and changing needs of stakeholders Expectations Liaison/communication/engagement with stakeholders Community cohesion

Communication	Those associated with failures of the Partnership to communicate effectively either between themselves or stakeholders. This would include failure of members of the Partnership to have a common understanding of the Partnership aims and objectives
	Information sharing protocols Reporting lines Advice giving and decision making processes Records management
Technological	The capacity of the organisations to jointly deal with the technological requirements of the Partnership
	Capacity to deliver service Resource implications Future-proofing Interfacing with other systems Security/integrity Additional infrastructure requirements
Legal	Those relating to breaches of legislation
	General legal requirements Data Protection Act Freedom of Information Act Equalities Legislation Liabilities, Warranties, Health and Safety requirements
Contractual	Those associated with the ability of all to meet the conditions of the Partnership Agreement. Drawing up of effective contracts. Those associated with the failure of contractors to deliver services or products
	Partnership agreement Contract specification Procurement strategy Roles and responsibilities Indemnities Exit strategy
Physical	Those relating to fire security accident prevention, health and safety etc
	Risk assessments re building conditions, workplace regulations, fire safety regulations, water hygiene/quality, mechanical systems, electrical systems, energy management Ownership of property and responsibilities Asset management and ownership Provision of office accommodation and equipment Intellectual property rights Termination strategy and liabilities
Environmental	Those relating to the environmental consequences of progressing the partnerships objectives
	Management of environmental risks and legislative compliance Waste management Energy efficiency

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			

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Direction of travel symbols ↓ ↑ ⇄

RISK SCORING MATRIX

Impact/Severity		Target impact	Stakeholder impact	Finance impact
1	Insignificant	Low impact on outcome & target achievement & service delivery	Low stakeholder concern	Low financial risk
2	Minor	Minor impact on outcome & target achievement & service delivery	Minor stakeholder concern	Minor financial risk
3	Moderate	Moderate outcome & target achievement & service delivery	Moderate stakeholder concern	Moderate financial risk
4	Serious	High impact on outcome & target achievement & service delivery	High stakeholder concern	High financial risk
5	Very serious	Very high impact on outcome & target achievement & service delivery	Very high stakeholder concern	Very high financial risk
Likelihood/Probability		Risk	Opportunity	
1	Very low	Negligible chance of occurrence; has not occurred	Possible opportunity yet to be investigated with low likelihood of success	
2	Low	Low chance of occurrence; has occurred infrequently but within internal control	Opportunity being investigated with low likelihood of success	
3	Medium	Equal chance of occurrence or non occurrence; could occur more than once and be difficult to control due to external influences	Opportunity may be achievable with careful management	
4	High	More likely to occur than not occur; has occurred more than once and difficult to control due to external influences	Good opportunity which may be realised	
5	Very high	Very high chance of occurrence but not a certainty; has occurred recently	Clear reliable opportunity with reasonable certainty of achievement	

Risk score = $\frac{\text{Impact/Severity}}{\text{Likelihood/Probability}}$

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
Impact						

4. Governance Arrangements

Checklist of Governance Arrangements:

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

5. Information Sharing

- 5.1 Information is an asset of the Council and it is important that information sharing is appropriately controlled and monitored within partnership arrangements. Sharing information is however vital to the success of partnerships and there should be maximum information exchange subject only to legal requirements.
- 5.2 It will be expected that partners will be willing to make their information public under the Freedom of Information Act where it relates to those areas covered by the partnership regardless of whether or not they are a public body covered by the Act.
- 5.3 All information and records should be stored in accordance with the Council's current records management and retention policies.
- 5.3 The Legal Team can provide additional guidance on legal compliance with the Data Protection Act and Freedom of Information Act, and requirements relating to the storage and retention of records and information.

Information Sharing Protocols

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

6. Terms of Reference - Template

A. Introduction/Purpose

- *Who/what the partnership is*
- *Background*
- *Purpose*

B. Vision and Objectives

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

C. Membership, Governance and Operation

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

D. Resources

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

E. Evaluation and Monitoring

- *Reporting mechanisms - who, how often and on what*
- *Performance Management – how will outcomes against performance be assessed – what measures/indicators will be used (qualitative i.e. case studies, satisfaction, reputation, and quantitative i.e. numbers).*
- *How is the partnership achieving value for money for partners and the public*

F. Special Circumstances

- *Dealing with complaints*

- *Resolving disputes*
- *Dealing with media/communications issues*
- *Risk assessment*
- *Procedures for whistle-blowing/fraud*
- *Dealing with breaches of protocol*
- *Expelling a partner*

G. Dissolution/ Termination

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

H. Review

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

7. Identifying Significant Partnerships

- All significant partnerships require formal approval. A report should be submitted to the Executive or relevant Committee having first been discussed with the Head of Service or Corporate Director, as appropriate, and the Portfolio Holder/Committee Chair. The report should be an appraisal of the partnership and include a business case setting out the need for the partnership, objectives, aims, opportunities, benefits, outcomes, risks, governance arrangements and the reasons for it being deemed a significant partnership. Section 8 provides a template for this.
- Significant partnerships will be reported to the appropriate Scrutiny Committee/Panel annually as set out in the policy and section 9 of this guidance.
- Some partnerships have a higher impact than others and it is important to determine which these are. The following factors may lead to a partnership being considered significant:
 - It has a high influence on Council or Partnership spending or provides an opportunity to access a significant level of funding;
 - It has a high impact on service delivery;
 - It is required by legislation;
 - It has a high impact on strategic policy development;
 - It has a significant role in meeting identified local needs and priorities;
 - It has the potential to save considerable funds and provide a high level of “value for money” compared to partners acting independently;
 - it has a high public profile and is involved in significant strategic work that affects the public
- A scoring matrix has been developed to help officers establish whether a partnership is likely to be significant. This should be used alongside the other sections in this guidance, in particular the Partnership Checklist at Section 2.

Scoring Matrix

Assess partnership using the matrix on the following pages and calculate the overall score; this will determine if the partnership is likely to be significant, although you may determine that a partnership is still significant if it falls outside this scoring mechanism where there is a particularly high impact in one or two area. Your business case should state why you have identified it as being significant.

Overall score

0-7: Consider whether any partnership arrangement is necessary or appropriate

8-15: Standard Partnership

16-21: Significant Partnership

Category	Score			
	0	1	2	3
<p>Spending Influence <i>Whether the partnership has influence over the spending of the Council or partners. Provides an opportunity to access a significant level of external funding.</i></p>	No influence either way	Occasional influence over spending, usually within projects	The partnership has influence over Council spending / Council has influence over partner spending. Spending is largely at district level and mainly short-term. There is the potential to access a low-moderate level of external funding	The partnership has influence over Council spending / Council has influence over partner spending. Spending is strategic and may be cross district / county level and medium – long term with the ability to attract in significant funding
<p>Service Delivery <i>To what extent the partnership is concerned with delivering a service direct to the general public or what influence over that service delivery the partnership may have.</i></p>	No connection to public service delivery	The partnership has either an indirect or low influence on service delivery with a limited impact	The partnership has influence over service delivery standards and performance	The partnership is concerned largely with direct public service delivery and will have a high impact on how these services are delivered
<p>Statutory Driver <i>Whether the partnership is required by legislation or will assist the Council to deliver a statutory function</i></p>	Not required by legislation and will not assist in the delivery of a statutory function	The partnership is an entirely local initiative to help deliver a statutory function	Partnership is recognised as an effective way of delivering this statutory function but is not a legal requirement	The partnership is required by legislation

<p>Strategic Influence <i>To what extent the partnership influences / can influence the development of Council policy or partner policy</i></p>	<p>No policy influence either way</p>	<p>Any policy influence is through information sharing and best practice</p>	<p>The partnership has influence over Council and partner policy at an operational level</p>	<p>The partnership has significant influence over Council and partner strategic policies.</p>
<p>Local needs and priorities <i>To what extent the partnership can meet local needs and the locally identified priorities</i></p>	<p>Partnership has little potential to meet local needs and deliver outcomes against locally identified priorities</p>	<p>Partnership is able to influence actions/ strategies that will help meet local needs and deliver improvements for the local area</p>	<p>The partnership is proactive in developing actions and delivering outcomes that will improve the local quality of life</p>	<p>Working in this partnership enables the Council and its partners to deliver outcomes that have a significant impact in meeting local needs and priorities</p>
<p>Value for Money <i>To what extent involvement in the partnership produces savings for the Council and partners, either direct cost savings or increases in service for the same spend</i></p>	<p>Partnership has little potential to improve services or save money</p>	<p>Some savings may occur through information sharing and best practice</p>	<p>Working in this partnership improves the value / has potential to improve the value of services for Council and partners and can save the Council and partners some money or resources</p>	<p>Working in this partnership saves / has potential to save considerable funds compared to delivering the function alone</p>
<p>Public Influence <i>To what extent the public is aware of the partnership, or to what extent the strategies and policies of the partnership impact upon the public (this is related to service delivery)</i></p>	<p>No public facing strategies / no connection with delivery of services</p>	<p>Little public awareness / partnership has little influence over service delivery or strategy</p>	<p>Partnership is recognised by the public/ influences service delivery</p>	<p>Partnership has a high public profile / is involved in significant operational and /or strategic work that affects the public</p>

8. Business Case Significant Partnerships

Significant Partnership Business Case	
Partnership Name	
Council Lead Officer	
Is this partnership shared across both South Hams and West Devon	
Partnership Lead Organisation	
Governance Arrangements	
Members of the Partnership:	
<i>Organisation</i>	<i>Level of representation</i>
Purpose of Partnership	

Partnership Objectives	
-------------------------------	--

Background (including reasons for partnership formation/ arrangements i.e. what is it being formed in response to)	
---	--

What outcomes and/or outputs will the partnership deliver	
--	--

Success criteria – how will success be assessed (performance measure)

<i>Measure</i>	<i>Assessment</i>
<i>i.e. satisfaction levels</i>	<i>Surveys (% improvement on a base figure) Case studies</i>

Is the partnership required by legislation, if so what is the legislation?	
Which local priorities will the partnership meet and why?	
What evidence is there that the partnership is needed?	

Risks and Opportunities – Summarise below and attach completed risk template

Costs and income generation (£)		Confidence
<i>Estimated capital costs</i>		
<i>Estimated recurring revenue costs (per annum)</i>		
<i>Estimated income generated (per annum)</i>		
<i>Estimated funding from partners or other external funding</i>		

Staff Resources		Confidence
<i>Number of staff and time involved</i>		
Savings / Benefits		
<i>Cashable (£) per annum</i>		
<i>Non cashable benefits</i>		
Source of funding for capital costs (e.g. external grants, reserves, etc.):		
Mechanism for funding recurring costs(e.g. additional income, Council's base budget):		
<p>If the partnership is shared across both Council what is the % split for any financial commitment:</p> <p>SHDC: %</p> <p>WDBC: %</p>		

9. Evaluation and Review

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

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

For significant partnerships the monitoring proforma, set out later in this section, must be completed and sent to the Community Manager by the 1st September each year, who will then report to the appropriate scrutiny committee/panel.

Partnerships annual review template:

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

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

PARTNERSHIP MONITORING PROFORMA

Partnership name:

A review of the aims and objectives of the partnership and an evaluation of whether they align with the Council's objectives and priorities.

Key outputs/achievements over the past twelve months

Key challenges over the past twelve months and how these were addressed

An appraisal of the financial commitment/resource input on an annual basis and whether the partnership continues to provide value for money for the Council

<i>Is there a signed partnership agreement in place? Does this need amending?</i>
<i>What are the risks presented by the partnership and how are these mitigated?</i>
<i>What are the opportunities/benefits of the partnership and how have these been maximised?</i>
<i>Overall Conclusion (state if the partnership should continue and why, and whether any changes are proposed and why)</i>

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Agenda Item 9



West Devon
Borough
Council

OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE – DECISIONS LOG

Meeting Date	Report Title and Minute Ref.	Decision	Officer / Member	Officer comments
7 July 2015	Committee Terms of Reference * O&S(E) 3	That the Call-in rules be circulated to Committee Members.	Darryl White	Email sent to Members on 8 July 2015.
7 July 2015	Committee Terms of Reference * O&S(E) 3	That Overview & Scrutiny related training be included in the Council's Learning and Development Programme	Darryl White	Scrutiny Skills session held in Totnes on 11 Sept. Further bespoke sessions to be arranged with the trainer.
7 July 2015	Committee Terms of Reference * O&S(E) 3	That a three-stage process be adopted for agenda items related to external agencies and partners.	Darryl White	Implemented.
7 July 2015	Committee Terms of Reference * O&S(E) 3	That the terms of reference be noted and uploaded on to the website.	Darryl White	Implemented.
7 July 2015	Public Forum * O&S(E) 4	That the Public Forum procedures (as amended) be adopted.	Darryl White	Implemented.
7 July 2015	Public Forum * O&S(E) 4	That a set of guidance notes be created to underpin the Public Forum procedures.	Darryl White / Steve Jordan / Cllr Ridgers	Implemented.
7 July 2015	Hub Committee Forward Plan * O&S(E) 5	That an additional column be included in the Forward Plan to differentiate between matters which were within the remit of the Internal and External Committees.	Kathy Trant	Implemented for the Forward Plan published on 13 July 2015
7 July 2015	Hub Committee Forward Plan: Leisure Services Procurement * O&S(E)(i) 5	That the contract award split between Services (40%), Commercial (50%) and Technical (10%) be reviewed before the Hub Committee meeting.	Ross Kennerley	Reviewed and amended report tabled to the Hub Committee meeting on 14 July 2015.

7 July 2015	Members Proposal Form for Potential Agenda Items * O&S(E) 6	That the Proposal Form (as amended) be adopted for submitting future agenda item requests.	Darryl White	Implemented.
7 July 2015	Draft Work Programme 2015/16 * O&S(E) 7	That consideration of the Council's list of partnerships be scheduled on to the next Committee meeting agenda on 29 September 2015.	Ross Kennerley	Implemented.
7 July 2015	Draft Work Programme 2015/16 * O&S(E) 7	That a progress update on the 'Our Plan' be scheduled on to the Committee meeting agenda on 17 November 2015.	Ross Kennerley	Implemented.
7 July 2015	Draft Work Programme 2015/16 * O&S(E) 7	That proposal forms be submitted that seek approval to consider future items in relation to rural broadband provision and the Chamber of Commerce	Cllr John Sheldon	The Panel has considered Cllr Sheldon's submitted form and Darryl White to speak to Cllr Sheldon.
7 July 2015	Draft Work Programme 2015/16 * O&S(E) 7	That a task and finish group be established to undertake a review into DCH, with terms of reference and scope for the review being reported back to the next Committee meeting.	Cllrs Ball, Leech and Watts	Isabel Blake has emailed Cllrs Watts and Ridgers regarding this matter. Members to consider the merits of this proposal in light of this email.

OVERVIEW AND SCRUTINY (EXTERNAL) COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2015-16

Date of Meeting	Report	Lead Officer
17 November 2015	Hub Committee Forward Plan	Kathy Trant
	Progress Against Our Plan	Ross Kennerley
	Task and Finish Group Updates	
	Committee Decisions Log	Darryl White
12 January 2016	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle
15 March 2016	Hub Committee Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Draft O+S Annual Report	Darryl White
	Committee Decisions Log	Darryl White

(To program: Devon Building Control Partnership (Andy Carpenter))

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