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West Devon
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Council

WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 16TH OCTOBER, 2012

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Agenda Letter** (Pages 1 - 6)

2. **Reports**
 Reports to O&S:
 - a) Item 5 - Two Committee Structure (Pages 7 - 8)
 - b) Item 6 - Member Development Strategy (Pages 9 - 14)
 - c) Item 7 - Economy Delivery Plan Update (Pages 15 - 44)
 - d) Item 8 - Progress on the Connect Strategy and Delivery Plans (Pages 45 - 64)
 - e) Item 9 - Performance Indicators Quarter 1 (Pages 65 - 78)
 - f) Item 10 - Update on Broadband (Pages 79 - 82)

3. **Minutes** (Pages 83 - 88)

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Agenda Item 1

AGENDA – OVERVIEW & SCRUTINY COMMITTEE – 16th OCTOBER 2012

PART ONE - OPEN COMMITTEE

1. Apologies for absence

2. 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.

3. 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.

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4. Confirmation of Minutes Meeting held on 12 th June 2012 (previously circulated)	
5. Two Committee Structure Report of the Task & Finish Group (interim notes attached)	6
6. Member Development Strategy Report of the Head of Corporate Services	8
7. Economy Delivery Plan Update Report of the Economy Manager	14
8. Progress on the Connect Strategy and Delivery Plans Report of the Community Manager	42
9. Performance Indicators Quarter 1 Report of the Corporate Improvement Officer	61
10. Update on Broadband Report of the Task & Finish Group	74
11. Regulation of Investigatory Powers Act 2000: Report on Inspection and Authorisation Members to note that there have been no requests to use the powers under RIPA during the last quarter	

PART TWO ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED (if any)

If any, the Committee is recommended to pass the following resolution:-

“RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the under-mentioned item of business on the grounds that exempt information may be disclosed as defined in the paragraph given in brackets below from Part I of Schedule 12A to the Act”.

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813662 or email arose@westdevon.gov.uk

Overview and Scrutiny Committee

General role

Within its terms of reference, the Overview and Scrutiny Committee will:

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (ii) make reports and/or recommendations to the Council and any committee or joint committee in connection with the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iii) make reports and/or recommendations to the Council and/or its Committees and/or any joint committee on matters which affect the Council's area or the inhabitants of that area.

Specific functions

(a) Policy development and review

The Overview and Scrutiny Committee may:

- (i) review existing policy and recommend changes to such policy or the creation of new policy;
- (ii) assist the Council in the development of its **Budget and Policy Framework** by in-depth analysis of policy issues;
- (iii) conduct research, involve the community and carry out other consultation in the analysis of policy issues and possible options;
- (iv) consider and implement ways to encourage and enhance community participation in the development of policy options;
- (v) question members of committees and senior officers about their views on issues and proposals affecting the area; and
- (vi) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.
- (vii) **Regulation of Investigatory Powers** – to review the Council's RIPA Policy and its use annually
- (viii) Consider internal reports on the use of RIPA on a quarterly basis.

- (ix) Review the **Connect Strategy and Delivery Plans** with half yearly reports on progress, achievements and challenges and updates.
- (x) **Complaints:** to oversee and review the Council's Corporate Complaints Policy and to have an overview of the Ombudsman Annual Letter.
- (xi) **Member Development:** to be responsible for over view of Member Development.

(b) **Scrutiny**

The Overview and Scrutiny Committee may:

- (i) review and scrutinise the performance of committees and Council officers and decisions made both in relation to individual decisions and over time;
- (ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) question members of committees and senior officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects when necessary;
- (iv) exercise the right to call-in, for re-consideration, decisions made but not yet implemented by any committee, where appropriate;
- (v) make recommendations to the appropriate committee and/or Council arising from the outcome of the scrutiny process;
- (vi) review and scrutinise, with or without others, the performance and activities of other public bodies in the area on any relevant, general or specific issue; and
- (xii) question and gather evidence from any person (with their consent) when necessary.
- (xiii) Scrutinise the work of the Community Safety Partnership (and the partners who comprise it, insofar as their activities relate to the Partnership)
- (xiv) Scrutinise and investigate matters referred to O&S by any Member on Crime & Disorder issues of local concern raised under Councillor Call for Action

(c) **Performance Management**

The Overview & Scrutiny Committee shall be responsible for overseeing performance management of the Council, including the process of continuous improvement.

The Overview and Scrutiny Committee may:

- (i) oversee the co-ordination and conduct of the Best Value process in accordance with Section 5 of the Local Government Act 1999;
- (ii) take an overview of the performance monitoring throughout the authority and make recommendations;
- (viii) where appropriate, make recommendations to the relevant committee or to Council;

but the responsibility for service performance rests with individual committees.

Partnership arrangements

The Overview & Scrutiny Committee shall be responsible for the monitoring of partnership arrangements in accordance with the Council's Partnership Policy.

(e) Finance

The Overview and Scrutiny Committee shall exercise overall responsibility for the finances made available to it.

(f) Annual report

The Overview and Scrutiny Committee shall report annually to Council on its workings and make recommendations for future work programmes and amended working methods if appropriate.

Proceedings of Overview and Scrutiny Committees

The Overview and Scrutiny Committee will conduct its proceedings in accordance with the [Overview and Scrutiny Procedure Rules](#) set out in Part 4 of this Constitution.

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Agenda Item 2a

O&S T&F Group Meeting held on Wednesday 26th September 2012 at 2 pm

Present:- Councillor Bailey, Councillor Musgrave, Councillor Pearce, Councillor Whitcomb, Tracy Winsler, Susie Beer.

Apologies:- Councillor Cloke, Councillor Sheldon.

The purpose of this meeting was to discuss the Two Committee Option and to discuss if it was working. Comments made during this meeting were:-

GENERAL DISCUSSION:-

- Concerned about workload for individual Committees, especially Community Services and Resources.
- Meeting to be arranged with the Chairmen of Community Services and Resources.
- Link between Community Services and Resources.
- Community Services Committee was felt to be too big and things were being missed.
- Pressure on the Chair and Vice-Chair.
- Full time job for the Chairman,
- Massive commitment.
- Should the trial run for another 3 months?
- Time scale – piloted for 1 year.
- Take back recommendation, take to Council in March. O&S meeting in January to investigate conclusions/recommendations.
- Go to 1 year with trial period.
- Speak to Chair & Vice Chair of Community Services & Resources Committee.
- Speak to Committee Clerks, Tony Rose & Kathy Trant.
- Imbalance between Community Services & Resources, CS too big.
- Main concern Community Services Committee.
- Chairman of Community Services to sit on Resources.
- Chairs to be able to sit on each Cttee (CS & R).
- Lead Members of Groups – get their views.
- Survey all Members for feedback.
- Invite 2 Chairs to the October Meeting of O&S.
- Possibly 3 Committees – which would consist of Resources, Environment & Economy and Community Life.
- Need to find someone who has got the time to talk to lots of people, this is part of the job and so it needs to be someone who can manage this.
- If the right person found, would the 2 Committee Option work?
- Is the structural aspect correct?
- At the moment feels uneven.
- Feels too soon to say totally doesn't work.
- Need to be able to do a tremendous amount of talking to people.
- Community Services Committee overloaded, don't have the correct amount of time to sort out problems (eg refuse collections and problems with leisure (Meadowlands)).

- Tweak Committees, clearer communication between 2 Committees.
- No recommendation to be made today, just reviewing which way to go.
- 15 Jan recommendation to Council.
- Discuss at Informal Council?
- Purpose of 2 Committee to save Officer time. Worried this is not being achieved.
- Members are more involved now.
- Huge workload.
- Want a 2 Committee system but perhaps more frequent?

CONCLUSION:-

- Original drivers (reports to Council) to be looked at/reviewed to refresh Members as to why 2 Committee Option was made.
- Scoping document to be completed by Tracy Winsler for Members to approve.
- Wider membership to be advised so that they can get an understanding of some of the difficulties currently being faced.
- Need to look at in more detail.
- Decision cannot be made at today's meeting and will be investigated further.

(The meeting terminated at 3.05 pm)

NAME OF COMMITTEE	Overview and Scrutiny
DATE	16 October 2012
REPORT TITLE	Draft Member Development Strategy
Report of	Democratic Services Manager
WARDS AFFECTED	All

Summary of report:

To consider a report which presents the draft Member Development Strategy for approval and outlines the Council’s commitment to supporting Members in developing the necessary skills and knowledge to serve the community.

Financial implications:

There are no financial implications arising from this report.

RECOMMENDATIONS:

That the Committee **RECOMMEND** to Council that the draft Strategy (as presented at Appendix B) be adopted.

Officer contact:

Darryl White (Democratic Services Manager) Email: Darryl.white@swdevon.gov.uk

1. BACKGROUND

- 1.1 Member Development is an area of work which the Council needs to give an increased profile to and is increasingly being given added emphasis by central government. It can be defined as a *‘system which provides a structured approach to identifying and meeting the Learning and Development needs of Members supporting them to develop the skills and knowledge to perform their role, serve the community and achieve the aims of the corporate plan’*.

- 1.2 In addition to the central government emphasis, the Council has recently implemented its ‘Our Purpose’ document, which makes strong reference to the importance of having *‘skilled and involved Members.’*

- 1.3 To recognise these needs and champion the Member Development agenda, the Council has appointed a Joint West Devon and South Hams Steering Group. The agreed Terms of Reference for the Group are attached at Appendix A.

- 1.4 There are many perceived benefits to Member Development which include:-
- By fully developing and realising their potential, Members will be able to become even more involved in the corporate decision making of the Council and in the improved delivery of services;
 - Providing Members with opportunities to expand upon their existing skills, interests and knowledge;
 - Member Development enables succession planning and continuity of decision making to the benefit of both Members and the authority.

2. ISSUES FOR CONSIDERATION

- 2.1 At its first meeting on 12 July 2012, the Steering Group considered a draft Strategy to underpin the Council's commitment to the Member Development agenda.
- 2.2 The overall intention of adopting a Strategy is to outline approaches to identifying and meeting Learning and Development needs to ensure that they are meeting both individual and corporate needs.
- 2.3 At the meeting on 12 July 2012, the Group made a number of suggested amendments to the draft Strategy. These have since been incorporated and are outlined in a revised version (Appendix B refers).
- 2.4 The Overview and Scrutiny Committee is asked to consider the draft Strategy and make any further comments and/or suggested amendments prior to recommending its adoption.

3. LEGAL IMPLICATIONS

- 3.1 There are no legal implications arising from this report.

4. RISK MANAGEMENT

- 4.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

5. OTHER CONSIDERATIONS

Corporate priorities engaged:	All.
Statutory powers:	Local Government Act 2000.
Considerations of equality and human rights:	None arising from this report.
Biodiversity considerations:	None arising from this report.
Sustainability considerations:	None arising from this report.
Crime and disorder implications:	None arising from this report.
Background papers:	Agenda, reports and minutes of the Joint Member Development Steering Group meeting held on 12 July 2012.
Appendices attached:	A. Steering Group Terms of Reference B. Draft Member Development Strategy

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			
1	Input and Buy-in	For Member Development to be successful, Member input and buy-in to the concept is critical.	2	2	4	↓	Adoption of a Strategy not only raises the profile of Member Development, but also outlines the corporate commitment.	Democratic Services Manager and Shared Member Development Officer

Direction of travel symbols ↓ ↑ ⇄

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West Devon BC Member Development Strategy (Draft)

1. Foreword and Commitment

At West Devon Borough Council, we recognise the importance of providing timely and appropriate learning and development opportunities to support the organisation in achieving its goals and vision. Through Investors in People, a structured approach is in place for officer development and it is the desire of Members to be provided with the same opportunities.

Every Member of West Devon Borough Council serves the communities they represent and the Borough as a whole to the best of their ability. The Council is therefore committed to providing development opportunities for its elected Members to ensure they have the necessary skills and knowledge to help and support the communities they represent to achieve their goals and visions.

The world of local government is continually changing and it is the wish for Members to be fully equipped with the necessary knowledge, skills and attributes to enhance the quality of decision making, public services and life in West Devon.

This strategy outlines how we will develop a Council that has a learning culture and views Member Development as a key to its success.

2. Context

Member Development is a structured approach to identifying and meeting the learning and development needs of Members to build capacity and support the organisation to achieve its goals.

Through this process, we aim to ensure that:-

- Development activities support the Council in achieving its priorities while also meeting individual learning needs;
- A range of methods is used to deliver the desired outcomes;
- Members are taking the lead and that they are supported and committed to meeting their learning and development needs;
- Senior management are aware of the benefits of Member Development to the organisation; and
- There is equality of access to learning and development opportunities.

The Council will demonstrate its commitment to this process through the:-

- Engagement of Members in identifying their individual learning and development needs;
- Establishment of a Member Development Steering Group to oversee all aspects of the process;
- Allocation of adequate resources to identify and meet the learning needs of Members; and
- Signing of the declaration of commitment to achieving the standards of the South West Charter for Member Development.

3. How will we make it happen?

Member Involvement

This process will be Member led and driven through the establishment of a cross party Member Development Steering Group.

Identification of Learning Needs

- Members will be offered the opportunity to identify their individual learning needs on an annual basis or if a need arises;
- Learning gaps will be identified against Role profiles as described in the Constitution and the Devon Member Skills Framework;
- An annual Learning and Development Plan will be produced and implemented, which will contain details of costs and the priority of learning needs. This will be reviewed and updated quarterly; and
- As part of this process, the Council's Corporate Priorities will be considered and learning activities included in the training programme.

Delivery of Development Activities

- An annual budget will be agreed for Member Development and allocated based on identified needs;
- Learning activities will be offered in a range of media, at times which are convenient to Members and in locations that are accessible to all;
- Members will be encouraged to share their learning to ensure that best value is achieved from this process.

Evaluation of activities

All learning and development activities will be evaluated to ensure that objectives are being met.

Reporting process

Members and senior officers will be kept informed on Member Development issues as follows:-

- General communication to all Members will take place on a regular basis as appropriate;
- The Standards Committee will receive an update report bi-annually of learning and development undertaken, costs and impacts; and
- A six monthly report will be submitted to the Strategic Management Team.

4. Implementation and review of this strategy

The success of Member Development is the responsibility of all, however specific areas of responsibility lie with:-

- The Members of the Member Development Steering Group to agree, monitor and review all aspects of the process;
- The Members of the Standards Committee, who will receive bi-annual reports; and
- The Member Support Services team for the planning, organisation and evaluation of activities.

Once the Strategy is approved, it is intended that it will be regularly reviewed.

NAME OF COMMITTEE	Overview and Scrutiny
DATE	16 th October 2012
REPORT TITLE	Economy Delivery Plan Update
Report of	Economy Manager
WARDS AFFECTED	All

Summary of report:

This report provides Members with information on key achievements, messages from stakeholder engagement and a draft Economy Action Plan for 2012-14.

Financial implications:

The resource implications of the process outlined in this report has been incorporated within the existing revenue budget.

RECOMMENDATION:

Members consider progress on the Economy Delivery Plan and make recommendations as to whether any further action is required before Community Services Committee meets on the 30th October to consider adoption of the Plan.

Officer contact:

Nadine Trout, Economy Manager nadine.trout@swdevon.gov.uk

1. BACKGROUND

1.1 In order to ensure that it manages and targets resources where they are most needed, the Council regularly reviews local priorities. At the Council meeting in December 2010, Members approved four high level priorities for the authority and its partners and authorised the development of an overarching strategy and detailed delivery plans for each priority.

1.2 The high level priorities approved were:

- Community Life
- Economy
- Environment
- Homes

1.3 Members authorised the development of an overarching strategy (Connect Strategy) and detailed delivery plans for each priority, approved by Members in July 2011. A commitment was made to review these on an annual basis and the strategy and delivery plans for Community Life, Environment and Homes were reviewed in early 2012 and annual updates produced and approved by Community Services Committee in July 2012. The Economy Service review was completed in August 2012 and the Economy Delivery Plan is now being presented for approval.

2. ECONOMY REVIEW

2.1 In autumn 2011 a fundamental review of the 'Economy' service commenced. The review included a joint strategic economy summit in December 2011 and joint Member workshop in March 2012. Each of these events helped shape the Economy Service Plan which was adopted by Members in May 2012 and encompasses the following areas of activity:

- Premises and sites
- Engaging businesses
- Maximising funding opportunity
- Developing sectors and supply chains
- Workforce development
- Business support and advice
- Community led planning
- Strategic working
- Research and intelligence

3. ECONOMY DELIVERY PLAN UPDATE

3.1 The economy team has reviewed and revised all aspects of the Economy Delivery Plan, see appendix A:

- National, regional and local government policy
- Funding opportunities
- Key achievements
- Key challenges to delivery
- Messages from Stakeholder engagement
- Evidence for the economy priorities

3.2 This has been achieved by conducting:

- A comprehensive Business Priority Survey
- Creation of the Business Voice Forum
- Ongoing meetings with various business groups, organisations and individuals
- Monitoring and evaluation of 2011/12 economy action plan

3.3 To complete the process the economy team facilitated separate Member and stakeholder events in September 2012 to inform the 2012/14 Economy Action Plan.

3.4 Feedback from these Member and stakeholder events has been collated into a final draft version of the Economy Action Plan for 2012/14 - Appendix B.

4. LEGAL IMPLICATIONS

4.1 Overview and Scrutiny is responsible for monitoring and influencing the development of the Connect Strategy and delivery plans.

5. FINANCIAL IMPLICATIONS

5.1 The resource implications of the process detailed in this report has been incorporated within the existing revenue budget.

6. RISK MANAGEMENT

6.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

7. OTHER CONSIDERATIONS

Corporate priorities engaged:	Economy; Community Life; Environment
Statutory powers:	Overview and Scrutiny is responsible for monitoring and influencing the Connect Strategy and delivery plans.

Considerations of equality and human rights:	An impact assessment was carried out on the delivery plans in 2011 and there are no significant differences to necessitate a new assessment.
Biodiversity considerations:	As above
Sustainability considerations:	As above
Crime and disorder implications:	As above
Background papers:	None
Appendices attached:	Appendix A: <i>Economy Annual Update 2012-13</i> Appendix B: <i>Economy Action Plan for 2012-14</i>

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			
1	Strategic Direction	Provide strategic direction setting out how we will improve the local economy in South Hams by working with partners and the business community.	A plan that doesn't meet local needs. (3)	Low (2)	6	↑	<p>Priorities identified for the area. Delivery plan offer clear strategic direction to meet local needs.</p> <p>Actions define outcomes for economy stakeholders.</p>	Economy Team
2	Business Engagement	Effectively engage the business community in developing plans for their locality and to meet their needs.	A local business community unable to influence and shape the plan.(3)	Medium (3)	9	↑	<p>Bi annual stakeholder events.</p> <p>Up to date evidence used to develop plan including local consultations.</p> <p>Business Voice initiatives used to inform development of plan.</p> <p>Delivery group comprising key partners and community representatives developing plan.</p>	Economy Team
3	Economic Funding Conditions	Difficult economic conditions and reducing funding could impact on delivery.	Unable to deliver outcomes to meet local needs.(3)	Medium (3)	9	↔	<p>Resources identified in revenue budget.</p> <p>Regular monitoring and updating to identify and address emerging issues.</p>	Economy Team
4	New Government Policy	Actions need to be in conformity with Government legislation.	Actions don't deliver outcomes in line with Government policy.(3)	Low (2)	6	↔	<p>Maintain understanding of Government legislation.</p> <p>Work closely with partners and the business community to develop a plan that reflects Government policy and meets local need.</p>	Economy Team

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Direction of travel symbols ↓ ↑ ↔

APPENDIX A

ECONOMY

**Delivery plan of the South Hams and West Devon
CONNECT STRATEGY (2011-2015)**

Annual Update 2012-2013

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ABOUT THIS UPDATE

The Economy Delivery Plan (2011-2015) is one of a suite of delivery plans which underpin the South Hams and West Devon Connect Strategy. It sets out how partners will work together to enable vibrant and healthy communities.

Partners made a commitment to review and update the Connect Strategy and supporting delivery plans on an annual basis to ensure that the needs of communities continue to be met. This update revisits the local priorities, looks back over the previous year, highlights updated evidence and legislative changes and, most importantly, sets out our action plan for the next 18 months.

For many partners the past year has been challenging with reducing resources and difficult economic conditions; however there continues to be a commitment to work together on the four identified priorities, improving services in the most cost-effective and efficient way to ensure a positive impact on the local economy and job creation

SOUTH HAMS & WEST DEVON PRIORITIES

- Community Life
- Economy
- Environment
- Homes

ECONOMY PRIORITIES

- Enabling a Sustainable Local Economy
- Improving the Local Economy
- Supporting the Local Economy

This is not a standalone document. It merely updates the full delivery plan and should be read in conjunction with it.

The Connect Strategy, the four delivery plans and updates plus brief summary documents for each of the priorities are all available on our website: www.swdevon.gov.uk

If you would like to get involved in helping to shape the priorities for the local area please contact the Economy Team on 01803 861234 or 01822 813600, or email economy@swdevon.gov.uk

GOVERNMENT POLICY UPDATE

PLAN FOR GROWTH

The Plan for Growth was published in March 2011 and sets out the Government's plans for economic recovery. It aims to:

- Create the most competitive tax system in the G20
- Make the UK the best place to start, finance and grow a business
- Encourage investment and exports as a route to a balanced economy and
- Create a more educated and flexible workforce

Included in the measures are plans to reduce corporation tax, the reform of controlled foreign companies, simplification of the tax system, support for small firms through exemptions from regulations, radical changes to the Planning system, more finance for start up and business growth. It refers to the establishment of Local Enterprise Partnerships across the country and a focus on growth sectors including, health and life sciences, advanced manufacturing, construction, digital and creative industries, retail, professional and business services, space industry and tourism.

Business Rates Retention Scheme

Devon Authorities are currently looking at a pooling proposal for business rates to maximise the retention of locally generated business rates to ensure the support of the economic regeneration of the wider County of Devon. The outcome of this will be updated into the economy delivery plan when completed. Initial meetings of the pooling group to scope:

- lead authority
- governance arrangements
- investment procedures
- distribution rules
- dissolution rules

Early September 2012	<i>Lead authority develops agreement into a draft proposal</i>
Mid September 2012	<i>Feedback on draft proposals, amendment and agreement on final proposal</i>
By November 2012	<i>Authorities will decide whether to enter into pooling arrangements</i>
By January 2013	<i>Final decision on authorities to be included within pooling arrangements.</i>

RAISING THE PARTICIPATION AGE (RPA)

The government is raising the age at which young people are required to participate in education or training. From 2013 all young people will be required to continue in education or training until end of the academic year in which they turn 17 and from 2015 until they are 18. RPA will effect employers if they employ 16 or 17 year olds for more than 20 hours a week. They will need to provide training towards an accredited qualification or ensure the young people are enrolled in some part time learning which leads to accreditation.

LOCALISM ACT

The Localism Bill was enacted in November 2011 and most of the provisions set out have now been implemented. We will use the Act and supporting guidance, working with local communities, to set relevant actions that deliver the priorities for the local area.

WELFARE REFORM ACT

The Welfare Reform Bill received Royal Assent on the 8th March 2012. The Act provides for the introduction of a 'Universal Credit' to replace a range of existing means-tested benefits and tax credits for people of working age, starting from 2013. The aim is to improve work incentives, simplify the benefits system and tackle administrative complexity delivering fairness to benefit claimants and the tax payer and protecting the most vulnerable. We will be considering the implications of the Act to determine future actions.

POLICE AND CRIME COMMISSIONERS (PCCs)

On the 15 November 2012 elections will be held for Police and Crime Commissioners (PCCs). PCCs will be elected by the public to hold Chief Constables and the force to account; effectively making the police answerable to the communities they serve. The act will generate clear opportunities for local communities to become more involved in projects and services

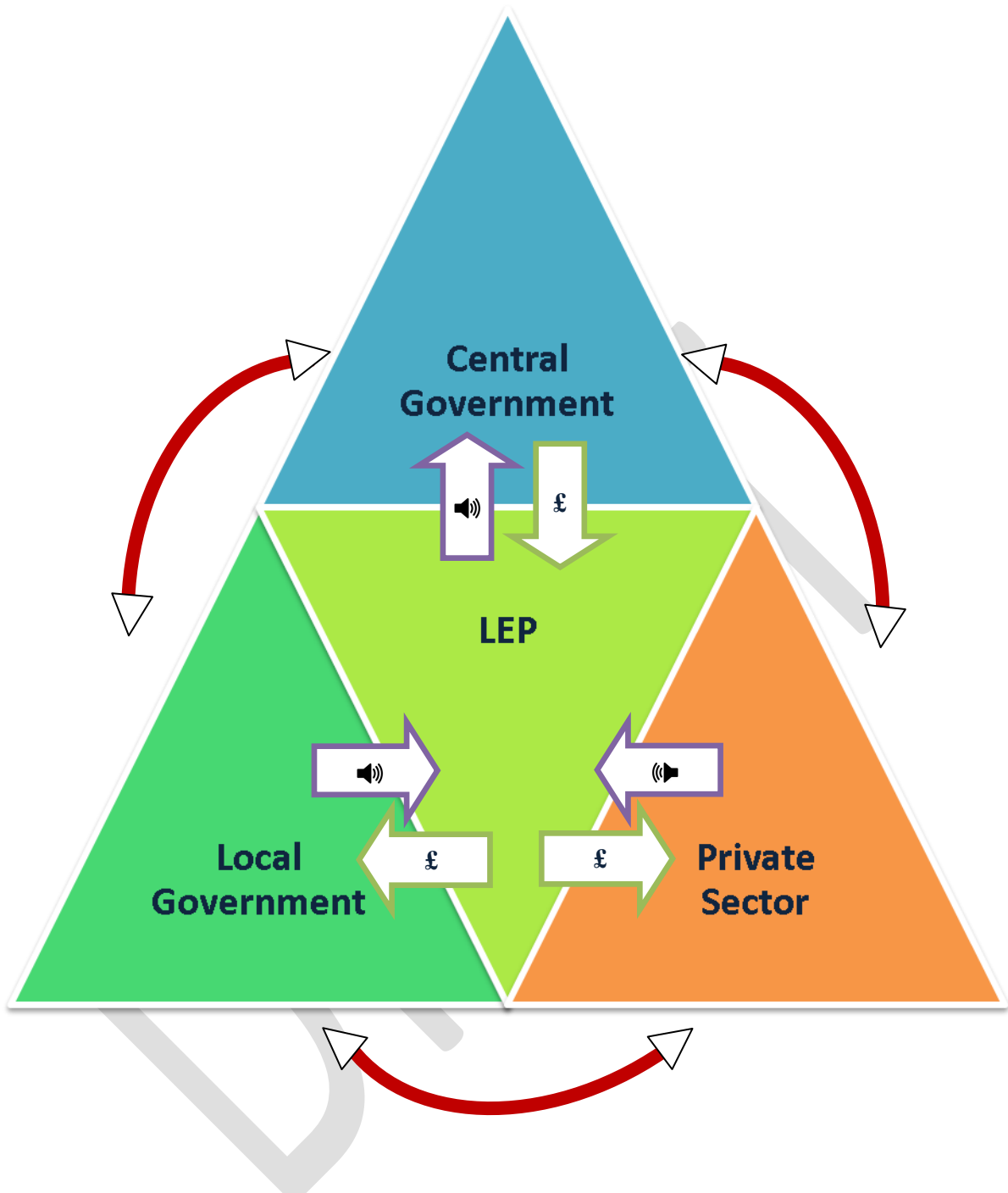
THE NEW NATIONAL PLANNING POLICY FRAMEWORK (NPPF)

This sets the framework for the planning work of both councils. The final version was issued in March 2012 and sets a benchmark against which the councils will be expected to deliver Sustainable Development and guidance on the balance to be struck between the environment, social and economic benefits. There will be a strong emphasis on building a competitive economy, ensuring the vitality of town centres and supporting a prosperous rural economy.

MARINE AND COASTAL LEGISLATION

The Marine Act (which brings in the Marine Management Organisation and Marine Plans) sits alongside new proposed Marine Special Areas of Conservation along the South Devon coast. Implications for local communities, businesses and South Hams Council will need to be assessed during 2012.

ECONOMY RELATIONSHIPS



The above diagram shows the LEP acts as a conduit for *grant funding* and *lobbying* between central government, local government and the private sector.

NATIONAL, REGIONAL & LOCAL FUNDING UPDATE

NATIONAL FUNDING

Portas Pilot

An independent review into the future of high streets was produced by Mary Portas for the Government in December 2011. Main Portas recommendations:

- Improve management of High Streets with new "town teams"
- Affordable town centre car parking
- "Town centre first" approach in planning
- Disincentives for landlords who leave shops empty
- Greater inclusion of the High Street in neighbourhood planning

There have been 27 successful bids to the Portas Pilot fund to date.

Coastal Communities Fund

The UK wide Coastal Communities Fund administered by the Big Lottery 'Big Fund' totally £23.7m, was announced in July 2011 to cover the period 2012/13. This fund is designed to support the economic development of coastal communities by promoting sustainable economic growth and jobs by drawing on their traditional assets and exploiting the potential of emerging green industries and a low carbon future.

Rural Broadband

The Rural Community Broadband Fund (RCBF) is delivered as part of the Rural Development Programme for England (RDPE). The RCBF is jointly funded by Defra and Broadband Delivery UK and provides grants to communities to establish superfast broadband in hard-to-reach areas.

REGIONAL FUNDING

The Heart of the South West Local Enterprise Partnership (LEP)

The LEP was formed under the leadership of the private sector supported by the unitary authorities of Devon, Plymouth, Somerset and Torbay. It is one of 39 partnerships created since the Government's Local Growth White Paper published in October 2010.

Key achievements include:

- Awarded £21.5 million Growing Places Fund to unlock stalled projects
- Secured £31m of funding from Broadband Delivery UK, matched by £22m from local sources to deliver improvements to Rural Broadband under the Connecting Devon and Somerset project
- Successfully applied to become one of five national rural growth network pilots to develop a programme to improve the rural economy across the LEP area. For further information please refer to the item 'Rural Growth Network Pilot' below.

Regional Growth Fund

The Regional Growth Fund (RGF) is a £2.4bn fund operating across England from 2011 to 2015. It supports projects and programmes that lever private sector investment to create economic growth and sustainable employment. It aims particularly to help those areas and communities which were dependent on the public sector to make the transition to sustainable private sector-led growth and prosperity.

Growing Places Fund

The Growing Places Fund will provide £500m to enable the development of local funds to address infrastructure constraints, promoting economic growth and the delivery of jobs and houses. There are three overriding objectives:

- to generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing
- to allow local enterprise partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies
- to establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment

Rural Growth Network Pilot

Five new public & private sector partnerships called 'Rural Growth Network Pilots' have been selected across rural England worth a total project value of £15m. These pilots will enable businesses in the selected areas to reach their potential by breaking down barriers to economic growth, such as a shortage of work premises, slow internet connection and fragmented business networks. The five pilots which includes, Devon and Somerset will run over three years.

As well as transforming business prospects in these areas, each Rural Growth Network will be a pilot to help the Government look at how best to increase the economic potential of rural areas across the country.

Up to £2 million of the Government's investment in the Rural Growth Networks will target rural enterprises led by women.

COUNTY FUNDING

Devon Work Hub Network

Devon County Council, with part-funding from the Department for Transport is working on a strategy to bring forward a network of high quality work hubs across the County, providing support to a large number of micro-enterprises. As a result, the first work hub in Devon has now been launched, with further rounds of funding becoming available to assist the development of work hubs within the County.

LOCAL FUNDING

Greater Dartmoor LEAF & South Devon Coastal LAG

Sound management performance has secured additional funding for the Greater Dartmoor Local Enterprise Fund and the South Devon Coastal Local Action Group with the possibility of further funding towards the end of 2012.

Business Improvement Districts (BID)

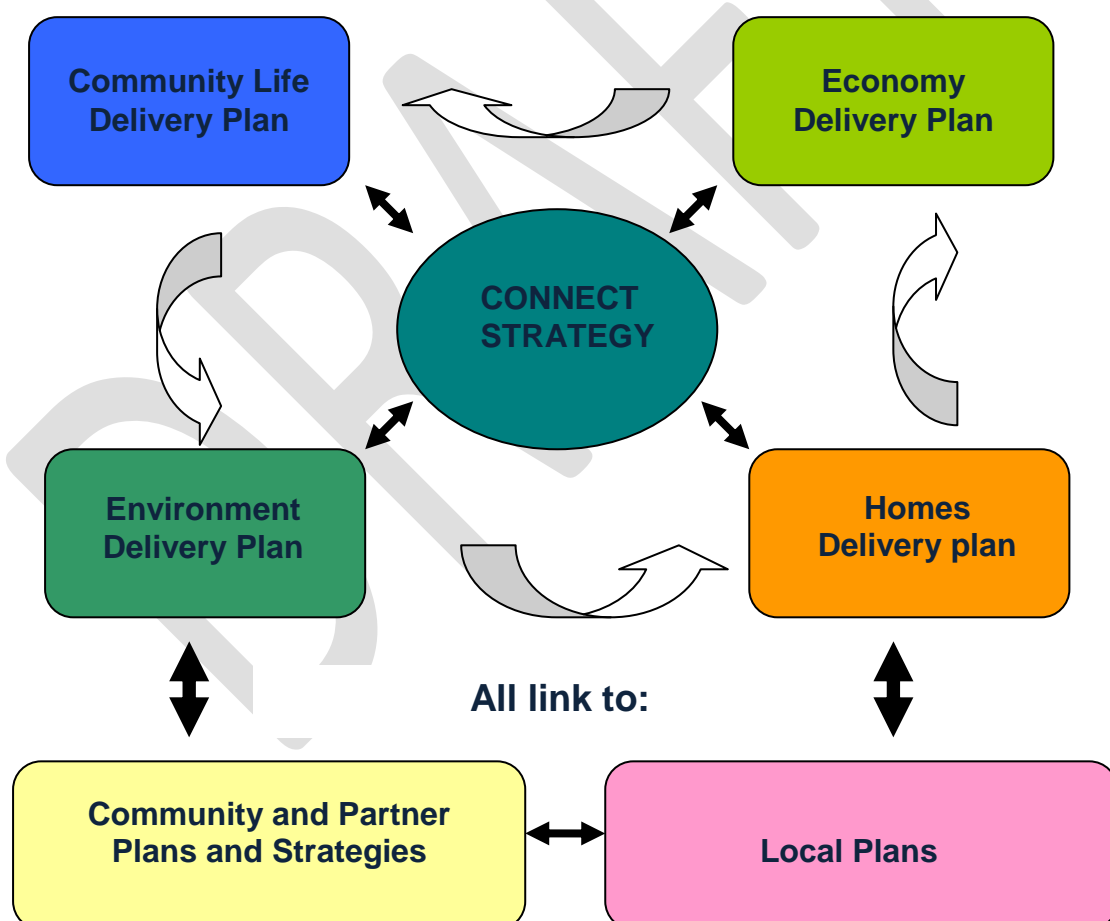
A BID is a national concept but precisely defined by local geographical area within which businesses have opted to jointly invest in local improvements, in order to enhance the trading environment. It is initiated, financed (through an additional levy on business rates for Towns which agree to support such an approach) and led by the business community.

LINKS TO OTHER DELIVERY PLANS

The delivery plans do not operate in isolation from each other. There are many links between them. For example:

- Improving energy efficiency measures in homes is within the Homes Delivery Plan as part of the priority to Secure, Good Quality Safe Homes, however it is also linked to work in all the other delivery plans as it has an impact on the environment, is linked with energy efficiency for businesses and impacts on the financial resources of local residents.
- Access to High Speed Broadband is included in the Economy Delivery Plan but has implications for residents and the environment as well as businesses, overlapping once again with all the delivery plans.

The plans also link to community and partner strategies and plans, and the spatial development plans for the area, therefore each plan should not be viewed in isolation but as part of a wider picture.



PRIORITIES FOR ACTION

1. ENABLING A SUSTAINABLE LOCAL ECONOMY

Key achievements – 2011/12

Promoting enterprise, business start up development and growth:

South Hams & West Devon

- The Councils have engaged with a range of local businesses, including tourism that rely on the quality of the local environment to ensure that key concerns are communicated to the Heart of the South West Local Enterprise Partnership
- Meetings held with the FSB to collaborate on fit for purpose regulation of businesses and other initiatives

South Hams

- Business Information Point (BIP) submitted a bid to the South Devon Coastal LAG to provide a business improvement project for a period of 18 months across the South Devon Coastal area. There are 4 elements: One to One training, Workshops, support for new business start ups and the provision of information and advice

West Devon

- Devon County Council have purchased the Opportunity Okehampton site from the South West Regional Development Agency and plan to develop it in partnership with the Borough Council. This together with the bringing forward of the Strategic sites in Okehampton and Tavistock as allocated in the core strategy, should ensure an adequate supply of land and premises over the next 5- 10 years
- BIP have assisted 238 businesses in the last year. They have established an Enterprise Club (the first of its kind in Devon) and plan to establish another club in Tavistock.
- Tavistock Town Council and WDBC have agreed to promote Tavistock as a Key Centre in the Cornwall and West Devon Mining Landscape World Heritage Site
- Grant support provided for the establishment of Food Hub in Okehampton

Enabling access to sites, premises and broadband:

South Hams & West Devon

- Provision of information and support, together with up to £50,000 of funding to support the Connecting Devon and Somerset bid to Broadband Delivery UK to facilitate the extension of high speed broadband to all rural communities. A allocation of up to £31m agreed by BDUK

South Hams

- Totnes was chosen for a Devon work hub pilot. Workshops undertaken to establish work hub locations, providers and to stimulate interest and demand for the location and establishment of a work hub.
- In Totnes, an Economy Strategy is being developed by a partnership of organisations. The objective is to change the current economic models operating in the town to minimise leakage of expenditure on goods and services to create a sustainable town economy.
- Photovoltaic cells have been placed on the roof of Follaton House.
- SHDC has served a CPO and continues to explore strategic funding opportunities at Langage.
- SHDC continues to liaise with project promoters at both Diary Crest and Noss-On-Dart
- A feasibility study was carried out to establish possible community broadband solutions for Thurlestone and Slapton

West Devon

- Proposals for a Work hub in Tavistock being promoted through the Local Chamber and Business Improvement District (BID) Company
- Continued working with Transition Tavistock
- Submitted proposals for a Portas Pilot bid for Tavistock
- Continue to lobby for the introduction of Passenger services between Okehampton and Exeter and the construction of a station at Okehampton Parkway. Provision made for the re-instatement of the Bere Alston to Tavistock rail service as part of the development of Strategic sites under the adopted Core Strategy.
- Core Strategy adopted with sites identified for additional employment sites in both Okehampton and Tavistock
- WDBC & Devon County Council are co-operating to bring forward Opportunity Okehampton

South Hams cont.

- A number of business relocation and expansion requests have been signposted and introduced to land owners and landlords in the private sector to optimise business opportunities, maintain and create jobs
- SHDC Council owned units achieved 91% occupancy
- Development Plan Documents for mixed site developments adopted in February 2011
- Engagement in a number of pre planning applications and master planning consultations to progress the delivery of employment land identified within the Councils adopted Development Plan Documents, to aid economic growth and jobs
- Committee resolution, subject to a Section 106 obligation, to approve the application for the Sherford New Community, which will include up to 67,000 sq metres of Employment floor space and 16,000 sq metres of Retail. A combination of the adopted planning policies, proposed planning conditions and the planning agreement secures business opportunities within the development

Key challenges to delivery

- Lack of available land and premises with B2 (General Industrial) and B8 (Storage and Distribution) use to support relocation and expansion enquiries in the South Hams
- Access to broadband for businesses. Many businesses are experiencing reduced broadband capacity.
- The roll out of superfast broadband will not reach all rural communities by 2015
- Lack of business finance to bring forward employment sites and premises
- Weak economy

Messages from Stakeholder Engagement

South Hams & West Devon

- Obtaining finance to invest in business is very difficult. It is one of the biggest constraints to assisting business growth and job creation. There does not appear to be additional monies to support increased activity in the economy or reduce longer term interest rates that companies and individuals borrow at, even though the Bank of England has introduced quantitative easing
- Improve Broadband speeds and connectivity
- Recognition by the planning service that economic growth and jobs can be generated through development

South Hams

- Reduction in the capital allowance scheme for the purchase of capital equipment, in particular for manufacturing businesses, does not assist business investment and growth
- Provision of flexible space for small business (e.g. Work hubs)
- Provision of a comprehensive business advice and mentoring service
- Planning policy should reflect business needs in terms of both the provision of land and the nature of employment units built, in particular to support SMEs, rather than larger scale units
- Planning policy and other Council activities should support the long term future of High Streets, including lobbying Central Government to develop a national agenda that "supports" High Streets
- The Council could provide effective support for town centres through car parking management and pricing, more robust planning policies to control non retail uses that undermine the viability of town centres and actively facilitate events that encourage visitors to town centres, e.g. markets and events. The Council should start by assessing its current approach against the Mary Portas report

West Devon

- Provide more affordable land and premises to support local market in West Devon
- Lobby for investment in rail infrastructure in West Devon

Source: South Hams & West Devon Business Voice

What are we doing?

- Effective marketing of Council owned premises – recent successes at Pitts Cleave
- Working with Devon County Council on an inward investment campaign called 'Devon Delivers' to promote business re-location and investment in South Hams and West Devon
- Contributing to the development of the Councils new business website
- Working with businesses on business development & growth opportunities in South Hams
- Business relocation and expansion requests are signposted and introduced to land owners and landlords in the private sector to optimise business opportunities, maintain and create jobs in the South Hams
- Engaging in a number of pre planning applications and master planning consultations to progress the delivery of employment land identified within the South Hams adopted Development Plan Documents, to aid economic growth and jobs
- Enabling, facilitating, contributing, supporting & writing funding applications for external funding.
- Regional Growth Fund, ERDF – Competitiveness Fund and Coastal Communities fund in the South Hams
- Working with partners to develop the Opportunity Okehampton site to enable and facilitate future economic growth and job creation
- Working with the County Council and BDUK on broadband development
- Preparing oven-ready project ideas for future funding opportunities
- Managing West Devon's EDR grant scheme totalling £21,000. All the funds available in 2011/12 have been allocated

New evidence for this priority:

The June 2012 South Hams and West Devon business survey identified the following:

- Following a period of reduced activity in the 2009 survey period, there was a refreshed attitude for the majority of businesses towards investing in their own development, in particular investing in premises, equipment and marketing
- The availability of appropriate premises was a significant concern, particularly in the South Hams.
- Businesses were prepared to invest in tailoring their premises to their needs, contingent on being able to access finance and planning policy that supports small business
- There is an interest from businesses of all sorts in developing their premises or finding new premises, and many of these businesses intend to implement their development plans soon. Of these, just under half planned on expanding their existing premises, with just over a quarter planning on refurbishment
- Costs, size and access to broadband are the most important factors in choosing and finding new premises
- There were significant issues and frustration expressed by businesses in accessing finance, which is a constraint on growth and development

2. IMPROVING THE LOCAL ECONOMY

Key achievements – 2011/12

Improving productivity through the encouragement of skills, innovation and development:

South Hams & West Devon

- Greater Dartmoor Local Enterprise Action Fund (LEAF) named best performing Local Action Group (LAG) in the country (Please note there are 64 LAGs nationally)
- Greater Dartmoor Local Enterprise Action Fund Outputs:
 - Total project value £4,586,351
 - Leverage 2.6:1
 - No of projects support 79
 - No of micro-enterprises supported /created 596
 - No of new tourism actions support 10
 - No of training days 589
 - No villages where actions took place 10
 - No of new jobs created 18
- Greater Dartmoor Local Enterprise Action Fund received a top up allocation of additional funding from Defra of £201,000 as a result of sound management performance which includes project commitment, spend and delivery to add to the existing programme value of £1.74m
- Business Information Point (BIP) continues to run the New Enterprise Allowance scheme in Devon and Cornwall creating 216 Business plans, and 191 now new firms trading
- Training, skills, apprentices and work experience promoted through the Business Voice electronic news bulletins.
- Sector relationships maintained and developed through the Business Voice

South Hams

- Two renewable energy workshops delivered to assist the establishment of a renewable energy network and assist supply chain development
- South Devon Coastal Local Action Group in top five performing Local Action Groups within the Country (Note, there are 64 LAGs nationally)
- South Devon Coastal Local Action Group received a top up allocation of an additional £168,000 from Defra as a result of sound management performance which includes project commitment, spend and delivery to add to the existing programme value of £1.64m
- South Devon Coastal LAG Outputs:
 - Leverage 2.6:1
 - Total project value £4,262,734
 - No of projects support 88
 - No of micro-enterprises supported /created 138
 - No of new tourism actions support 16
 - No of training days 589
 - No villages where actions took place 18
 - No of new jobs created 25
 - No of SHDC play projects support 10
 - Funding allocated to SHDC play space £94,098
- Judged South Devon Skills Awards
- Contributed to the successful South Devon College National Enterprise Week
- Responded to Funding consultations for the period 2014-2020 including the EU Common Strategic Framework Funds

West Devon

- Tavistock BID Company formed and delivering its first year Action Plan. BID Group formed in Okehampton. Both supported with funds from the EDRG scheme.
- Tamar Valley Mining Heritage Project nearing completion with legacy Plan being prepared
- Skills Hub (Okehampton Works) successfully implemented including an Okehampton Works week in September 2011 and follow on Job Centre Plus flexible fund project
- A renewable energy workshop was held for rural businesses

Using knowledge to understand needs of businesses and of the local area:

South Hams & West Devon

- A template for Town Visions has been designed, prepared and agreed
- Town Visioning work is now developing within Okehampton, Tavistock and Totnes led by the Town Councils working with other local groups
- Further economic visioning is being undertaken by local business communities, e.g. Tavistock Business Improvement District and the Totnes Economy project
- Business Survey brief completed, survey commissioned and completed
- South Hams Members resolved to support Cornwall Council's campaign to remove the Council Tax discount on second homes

Key challenges to delivery

- Lack of suitable applicants with the appropriate skills for business needs
- The encouragement of new business formation, growth in indigenous businesses and business relocations in sectors that can help the local economy to achieve higher levels of growth in GVA, productivity and wages

Messages from Stakeholder Engagement

South Hams & West Devon

- Focus on regeneration in the principle market towns
- Greater flexibility in parking charges to support business activity

South Hams

- VAT and in particular Business Rates are issues for South Hams businesses

West Devon

- More support for getting young people into work
- Address issues of proximity to Cornwall and issues of access to EU and other grant funds
- Make procurement of Council contracts easier for local business

Source: *South Hams & West Devon Business Voice*

What are we doing?

- Delivering sound management performance to maximise project commitment and spend on the Rural Development Programme for England – Local Action (Greater Dartmoor Local Enterprise Fund and South Devon Coastal Local Action Group) by SHDC who are the accountable body for the programme
- Effective marketing of Greater Dartmoor LEAF and South Devon Coastal LAG funding opportunities, attendance at Management team meetings (Decision making) and the completion of project appraisals
- Working with key networks, including: tourism, cultural and creative, food and drink, marine, agriculture and Renewable Energy
- Developing local supply chain initiatives
- Keeping abreast of workforce development issues and responding to specific needs when they occur. Example: Redundancies in Okehampton
- Funding achieved through the South Devon Coastal Local Action Group to support the delivery of business support in the South Devon Coastal area
- Service Level agreement with the BIP to deliver business support activities in West Devon.
- Meeting with Business Groups/organisations when appropriate.
- Members in South Hams are developing an approach for closer working with town centre groups to respond to economic pressures occurring in the High Street

New evidence for this priority:

South Hams and West Devon Business Survey June 2012

- In the South Hams, the profile of businesses surveyed was less typical of the national or regional picture, with a much higher proportion of wholesale and retail businesses and professional, scientific and technical businesses
- The largest and the smallest businesses were showing the greatest resilience to recession, retaining or increasing both their turnover and profitability, whilst the medium sized businesses had taken the greatest financial hits
- There were reports of increased staffing from 2010 to 2011 following a big drop in 2009, but the predictions for the future showed a trend towards more casual and temporary staffing
- The first evidence is found in this survey of a change in recruitment issues, with a lack of relevant experience becoming the most frequently reported issue. There is a reflection of the national trends in this survey with businesses attracting lots of unsuitable applicants for posts, but few with the right skills experience and attitude to meet their needs
- Businesses in the two districts differed in their perception of other issues, with West Devon businesses reporting that meeting wage demands was a significant issue whilst South Hams reported that unsuitable personal attributes was a common recruitment issue
- Whilst the nature of the recruitment challenges have changed, for over three quarters of the businesses the issue of staff recruitment difficulties remains a threat to the growth of their business and their ability to compete with other businesses particularly in the South Hams
- Female run businesses have been shown to be more resilient in times of recession and have been demonstrated to perform more strongly than their male counterparts, so the prospects for West Devon and South Hams with high proportions of female run businesses should be strong for the future

3. SUPPORTING THE LOCAL ECONOMY

Key achievements – 2011/12

Providing advice, information and support:

South Hams

- A work club was set up at the CVS offices, Follaton House, supported by SHDC
- Provided £40,000 core funding to Visit South Devon and assisted in the development of its long term business strategy

West Devon

- Okehampton Works has been effective in restabilising the affects of major redundancies in the town, with unemployment figures returning to levels before these closures occurred
- In January 2012 we paid £1,000 to a PR agency to work with the Dartmoor Partnership to tie in with the release of the Stephen Spielberg film War Horse which resulted in £347,000 worth of press coverage for the West Devon area
- 2011/12 economic initiative funding fully utilised supporting 5 different projects, including Business Improvement District proposals in Tavistock and Okehampton, Bank Square Arts Market in Tavistock and the Okehampton Food Hub
- Safeguarded the Tourist Information Centres in West Devon by researching alternative delivery models, reviewing staffing levels, investigating income opportunities and benchmarking service performance
- 2011/12 arts grant funding totalling £4,600 supported 15 projects, which resulted in £91,230 of additional funding and income. Young people benefitted with work experience on professional film set, learning and leading singing activities and gaining dance leadership qualifications. 4 festivals supported benefitting local economies with increased visitor spend

Engaging with all sectors of the local economy:

South Hams & West Devon

- South Hams and West Devon Business Voice Sounding Board developed and established
- Over the last 12 months meetings, workshops and consultations have been held to better understand the needs and aspirations of the business community
- Business priorities identified
- Members of the Heart of the Local Enterprise Partnership (LEP) have attended meetings of the business voice to ensure understanding of business challenges and opportunities
- Arts Newsletter produced monthly

Key challenges to delivery

- Finance for businesses to start up, develop and grow

Messages from Stakeholder Engagement

South Hams

- Provide a comprehensive business advice and mentoring service
- Encourage the LEP to support export initiatives to create manufacturing jobs
- Provision of seed corn funding, staff support, marketing and the use of council assets to support business activity
- Explore business rate relief for small and start-up business

West Devon

- Provide more support for getting young people into work
- Address issues of proximity to Cornwall and issues of access to EU and other grant funds

South Hams and West Devon

Champion the cause of small business through LEP, government, MPs, etc.

Source: *South Hams & West Devon Business Voice*

What are we doing?

- Establishing and developing the Business Voice (BV) to:
 - Enable businesses to network and share information
 - Enable businesses to influence the Councils policy and direction
 - Enable businesses to have a mechanism to influence the Heart of the South West Local Enterprise Partnership (LEP). A board member regularly attends the BV meetings.
 - Signpost businesses, through the BV newsletter to funding, skills, training and apprentice opportunities and any other relevant information.
 - Business database developed and maintained
 - Signposted creative businesses, through the arts newsletter to funding, skills, training and any other relevant information.
- Developing business website
- Engaging with market town groups to develop their visions and action plans – Hatherleigh, Okehampton and Dartmouth.
- Continue to implement major regeneration schemes e.g. Tamar Valley Mining Heritage Project
- Support for the BID process in Okehampton and Dartmouth. Delivery in Tavistock
- Review of the Economy Delivery Plan following the review of the Shared Service
- Ongoing engagement with Strategic Partners – LEP, County Council, Government Departments

New evidence for this priority:

South Hams and West Devon Business Survey June 2012

- There were significant issues and frustration expressed by businesses in accessing finance, which was more of an issue than has been found in any of the previous surveys, and which is viewed as a constraint on growth and development
- Accessing finance has been shown to be a particular issue for women, with issues sometimes being perceived as greater than they are
- Conversely, female run businesses have been shown to be more resilient in times of recession and have been demonstrated to perform more strongly than their male counterparts, so the prospects for South Hams and West Devon with high proportions of female run businesses should be strong for the future
- Businesses were keen to receive support from local authorities through a strong economic policy which supports small businesses and understands the financial pressure that they face, and encourages visitors and customers into towns/villages

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APPENDIX B - Economy Action Plan for 2012/14

1. ENABLING A SUSTAINABLE LOCAL ECONOMY

1.1 Premises and sites			
Action	How	Target Date	Responsible Partners
Match business demand with appropriate sites and or premises; and ensure Council owned sites are marketed effectively by establishing an enquiry service and improving website information and links	<ul style="list-style-type: none"> Review/audit current property portfolio Hold demand database and match with enquiries Change existing property portfolio to meet changes in demand Promote properties on the Council website 	April 2013	SHDC Assets WDBC Assets
Signpost business premises, sites and land available in the area not owned by the Council	<ul style="list-style-type: none"> Use the Council website to promote property, sites and land available from commercial agents via hyperlinks. Use Invest in Devon website to promote opportunities 	October 2013	SHDC WDBC DCC
Recognise the importance of the local environment as a driver to inward investment and for existing sectors	<ul style="list-style-type: none"> Support both the Devon and Plymouth Local Nature Partnerships which will promote the economic benefits of the natural environment to the LEP 	October 2013	SHDC Assets WDBC Assets
Strategic employment sites	<ul style="list-style-type: none"> To put in place infrastructure to bring forward employment land in Okehampton for private sector development and other key locations 	April 2013	DCC WDBC
1.2 Engaging businesses			
Action	How	Target Date	Responsible Partners
Maintain/develop the "Business Voice" forum, the business engagement database and produce a regular e-newsletter promoting business opportunities, updates and best practice	<ul style="list-style-type: none"> Hold Business Voice forums biannually in each district Produce an e-newsletter quarterly Consult with businesses re agenda and newsletter items through each of the above 	April 2014	SHDC WDBC
Regularly meet with business groups - local Chambers of Commerce, Federation of Small Businesses, etc. and regularly meet with key local businesses in an ambassadorial role	<ul style="list-style-type: none"> Map existing attendance of officers and elected Members at local business groups – ensuring adequate cover throughout the area with key groups. Ensure regular coverage and feedback from attendees to the Economy Team and elected Members. 	October 2013	WDBC
Act as a conduit from local business community to LEP	<ul style="list-style-type: none"> Ensure views raised at Business Voice events are passed to the LEP Ensure key decision made at LEP meetings are passed on to the business community 	October 2013	SHDC WDBC

1.3 Maximising funding opportunities			
Action	How	Target Date	Responsible Partners
Horizon scan for funding streams and signpost funding availability to local businesses, communities and other partners	<ul style="list-style-type: none"> Regularly check funding networks and government opportunities and distribute to local business networks via the Council website and e-newsletters 	April 2014	SHDC WDBC
Engage with funding partnerships (Dartmoor LEAF and SDCLAG) and secure future funding streams	<ul style="list-style-type: none"> Regularly attend funding meetings and take opportunities as they arise 	April 2014	SHDC WDBC DR DNPA
Manage Council run, economy related grant schemes	<ul style="list-style-type: none"> Promote Council funding opportunities via the Council website, e-newsletters Elected members to consider applications monthly 	October 2013	SHDC WDBC
Work with strategic partners to develop regional bids; write bids to access funding and develop projects which can be taken off the shelf when funding becomes available	<ul style="list-style-type: none"> Use strategic intelligence to inform and prioritise bids Agree common funding goals with partners 	April 2014	SHDC WDBC DR
Encourage take up of funding for energy efficiency, sustainable travel and sustainable communities	<ul style="list-style-type: none"> Management and delivery of the Dartmoor Sustainable Development Fund 	April 2014	DNPA
Provide long term funding solutions to micro and small businesses	<ul style="list-style-type: none"> Work with the Department for Business to create a Small Business Bank Engage with specialists in the banking sectors to provide funding other than through high street banks 	April 2013	FSB

2. IMPROVING THE LOCAL ECONOMY

2.1 Developing sectors and supply chains			
Action	How	Target Date	Responsible Partners
Support and engage with key existing sectors and networks and encourage local supply chain development projects, i.e. business fairs, etc.	<ul style="list-style-type: none"> Act as a repository for information via feedback from the Business Voice events and e-newsletters. Use the Council website to provide links online 	April 2014	SHDC WDBC
Create new networks and ensure their sustainability without ongoing support	<ul style="list-style-type: none"> Identify, map and consolidate relevant partners Provide initial support to form groupings and identify common purpose 	October 2013	WDBC
Manage and support Tourist Information Centres (Tavistock and Okehampton)	<ul style="list-style-type: none"> Provide annual funding Line manage TIC staff Encourage the promotion of tourism services including events, attraction, activities, eating out and accommodation 	April 2013	WDBC
Support local tourism businesses and promote the area as a key visitor destination	<ul style="list-style-type: none"> Grow membership Improve and develop the destination website Conduct marketing campaigns Provide member networking events Monitor performance 	October 2013	DP VSD
Develop an understanding of sectors in Devon and to pinpoint those sectors that have potential for generating high growth and productivity in the future	<ul style="list-style-type: none"> Sector research concluded and priority sectors identified Action plans developed to support priority and other sectors 	April 2013	DCC DNPA
Understand local supply chain networks to encourage greater self sufficiency through local supply chains	<ul style="list-style-type: none"> Closer collaboration between networks of Devon businesses. 	April 2013	DCC
Work with farm businesses and associated wool industry partners to develop local wool supply chain	<ul style="list-style-type: none"> Manage and delivery of the Moor Wool Project 	April 2014	DNPA

2.2 Workforce development			
Action	How	Target Date	Responsible Partners
Keep abreast of initiatives and provide a signposting service to local businesses.	<ul style="list-style-type: none"> Identify information sources and regularly provide updates on the Council website and via the e newsletter 	April 2013	SHDC WDBC
Ensure SMEs access grants to support creation of apprenticeships	<ul style="list-style-type: none"> Promote grants and case studies through various networks and National Apprenticeship Week 	April 2013	SDC DCC NAS NSA
Funding and business advice for young entrepreneurs aged between 16 and 30 years old	<ul style="list-style-type: none"> Grants between £2,000 and £10,000 for up to 40% of project costs Free business advice tailored to the individual business needs Outdoor Entrepreneurs pilot project 	October 2013	DR SHDC WDBC
Assist young people and NEETS (Not in Education, Employment or Training) with work experience	<ul style="list-style-type: none"> Encourage and promote work experience opportunities with local employers 	October 2013	SDC DEBP
Attract and retain graduates	<ul style="list-style-type: none"> Promote intern schemes via newsletters and networks 	October 2013	SDC
Identify skills gaps and requirements across the existing and future workforce, and influence delivery of provision to meet these needs. Support partner organisations to deliver skills development and address employment and skills issues. Support the career development and aspirations of Devon's young people, and encourage an entrepreneurial culture	<ul style="list-style-type: none"> Develop a workforce skills strategy Devon wide 	April 2013	DCC
Support existing farm businesses and new entrants with skills, training, apprenticeships and advice. Conduct a skills audit to identify future needs.	<ul style="list-style-type: none"> Manage and deliver the Dartmoor Hill Farm Project and Moorskills 	April 2014	DNPA
Support jobseekers including targeted assistance in areas with experiencing high levels of redundancies	<ul style="list-style-type: none"> Delivery of Jobcentre Plus programmes and services including: the Work Programme, work trials, work clubs, work experience, volunteering opportunities, etc. 	April 2013	JP

2.3 Business support and advice			
Action	How	Target Date	Responsible Partners
Procure business advice service as necessary and signpost the service to local businesses	<ul style="list-style-type: none"> Identify business support and advice services and provide relevant links on the Council website 	October 2013	SHDC WDBC
Business start up support	<ul style="list-style-type: none"> New Enterprise Allowance: business planning, mentors and loan fund Work for Yourself: enterprise training and business planning Enterprise clubs 	April 2013	BIP DWP DR
Business support for existing businesses	<ul style="list-style-type: none"> South Hams Business Improvement Project: business support and training Superfast Broadband Business Support Programme: this will offer final mile grants, specialist support to ensure businesses make the best of the technology Design and procure a business support service which is complementary to that offered by providers at a local and national level, and which can be sustained over the long term. 	October 2013	ERDF DCC SCC BIP SHDC WDBC
Devon work hubs	<ul style="list-style-type: none"> Business support to work hub applicants Implement the work hub space programme by supporting work hubs (Totnes) and exploring opportunities for new ones across West Devon and South Hams 	October 2013	BIP DCC

3. SUPPORTING THE LOCAL ECONOMY

3.1 Community led planning			
Action	How	Target Date	Responsible Partners
Engage in shaping community led plans	<ul style="list-style-type: none"> Identify community champions Give technical support develop a tool kit 	October 2013	SHDC WDBC DNPA
Engage in the delivery of mixed use development sites	<ul style="list-style-type: none"> Public consultation Research and intelligence Shape Section 106 employment contributions 	April 2013	SHDC WDBC
Support the development of an economic vision for each town and help to gain local evidence to support plans. Enable and facilitate effective community engagement as part of the process	<ul style="list-style-type: none"> Engage with whole community using existing channels and local research 	April 2013	WDBC
Assist in the preparation of Business Improvement Districts (BIDS)	<ul style="list-style-type: none"> Provide data and evidence 	April 2014	WDBC DR
Support the development of local social enterprises in the delivery of key community services	<ul style="list-style-type: none"> Officer support, funding advice and direct funding through Dartmoor Sustainable Development Fund 	April 2014	DNPA CCD
3.2 Strategic working			
Action	How	Target Date	Responsible Partners
Develop, produce and review the Economy Delivery Plan and ensure the effective engagement of businesses in influencing and shaping the strategy	<ul style="list-style-type: none"> Ensure an open process and consult fully Provide opportunities for views to be heard both face to face and on line 	October 2013	SHDC WDBC
Support sub regional, regional and national partnerships and ensure effective links with key local partners including the LEP, DCC, FSB, etc.	<ul style="list-style-type: none"> Ensure a regular dialogue with key partners to identify and realise shared goals 	October 2013	SHDC WDBC
Work alongside Member Champion to challenge the wider organisation to more effectively support the local economy and influence and lobby on behalf of the Council	<ul style="list-style-type: none"> Challenge council processes and funding priorities Ensure Member Champion is aware of local business needs through the supply of research and intelligence 	October 2013	WDBC
Ensure the effective integration of all local strategies (BID, Town Visions and Local Authority plans and Dartmoor Management Plan)	<ul style="list-style-type: none"> Act as a repository for all relevant plans Where possible ensure plans complement each other and avoid duplication to create a joined up approach 	April 2013	WDBC DNPA

3.3 Research and intelligence

Action	How	Target Date	Responsible Partners
Identify necessary research and intelligence about our local economy upon which to base Council policy and to help inform business investment (FSB monthly business survey, Devonomics – DCC economy data, etc.)	<ul style="list-style-type: none"> Map existing research sources Provide relevant links on the Council website Conduct surveys and share with elected Members and key decision makers 	April 2013	SHDC WDBC

Abbreviations

BID	Business Improvement District
BIP	Business Information Point
CCD	Community Council of Devon
DCC	Devon County Council
DEBP	Devon Education Business Partnership
DNPA	Dartmoor National Park Authority
DP	Dartmoor Partnership
DR	Devon Renaissance
DWP	Department of Work and Pensions
ERDF	European Regional Development Fund
FSB	Federation of Small Businesses
JP	Jobcentre Plus
LEP	Local Enterprise Partnership
LEAF	Local Enterprise Action Fund
NAS	National Apprenticeship Service
NSA	National Skills Academy
SDC	South Devon College
SDCLAG	South Devon Coastal Local Action Group
SCC	Somerset County Council
SHDC	South Hams District Council
SME	Small, Medium Enterprise
VSD	Visit South Devon
WDBC	West Devon Borough Council

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AGENDA ITEM 8

WEST DEVON BOROUGH COUNCIL

AGENDA ITEM 8

NAME OF COMMITTEE	Overview and Scrutiny
DATE	16th October 2012
REPORT TITLE	Progress Report Connect Strategy and Delivery Plans
Report of	Community Manager
WARDS AFFECTED	All

Summary of report:

Provides information for Members on key achievements, issues for consideration and emerging future actions for the Connect Strategy and delivery plans so that Members may consider whether specific action or intervention is required.

Financial implications:

The resource implications of the actions in the strategy and delivery plans have been incorporated into the Council's Financial Strategy.

RECOMMENDATIONS:

Members consider progress on the Connect Strategy and delivery plans and make recommendations as to whether any further action is required to address specific issues.

Officer contact:

Debbie Bird, Community Manager, debbie.bird@swdevon.gov.uk

1. BACKGROUND

1.1 In order to ensure that it manages and targets resources where they are most needed, the Council regularly reviews its corporate priorities to ensure that they are relevant to the local area. At the Council meeting in December 2010, Members approved four high level priorities for the authority and authorised the development of detailed delivery plans for each priority.

1.2 The high level priorities approved were:

- Community Life
- Economy
- Environment
- Homes

- 1.3 The Connect Strategy and full delivery plans for each of these priorities were approved by Members in July 2011.
- 1.4 A commitment was made to review the strategy and delivery plans on an annual basis. Updates for 2012/13 were approved by Members in July 2012 with the exception of the Economy delivery plan. This is now being updated, following completion of the Economy Service Review.
- 1.5 The Community Services Committee is responsible for approving the delivery plans and recommending approval of the Connect Strategy to Council.
- 1.6 It was agreed in March 2012 that Overview and Scrutiny would take responsibility for monitoring progress on the Connect Strategy and delivery plans, and influencing their further development.

2. PROGRESS REPORTS

- 2.1 A progress report on the Connect Strategy and delivery plans, with the exception of Economy, is attached at Appendix A.
- 2.2 The report highlights key achievements, issues for consideration and emerging future actions.
- 2.3 Where issues have been highlighted Members may wish to consider whether further action is required. In many cases officers and partners have already identified actions to try and address these concerns.
- 2.4 Overview and Scrutiny may wish to invite partners to a future committee where there are concerns over the delivery of any actions they are responsible for.

3. ANNUAL UPDATES

- 3.1 The next annual updates will cover the period 2013/14.
- 3.2 In order to ensure wide-ranging consultation the following events have been/are being organised:
 - Member workshop at the informal Community Services Committee – 25th September 2012
 - Stakeholder events for each delivery plan – October 2012 to January 2013
 - Connect Partnership meeting – December 2012
 - Delivery group meetings – January to February 2013In addition further consultation will be arranged as required and existing events used to consult as appropriate.
- 3.3 This consultation and any new/updated evidence will inform the annual updates. Revised draft action plans will be presented to Overview and Scrutiny in March 2013 where Members of the Committee will have the opportunity to make recommendations as to their further development before the final draft annual updates are presented to the Community Services Committee for approval.

3.4 The Economy delivery plan is being updated following the Economy review to cover the period 2012/14. This will be reported on separately by the Economy Manager.

4. LEGAL IMPLICATIONS

4.1 Overview and Scrutiny is responsible for monitoring and influencing the development of the Connect Strategy and delivery plans.

4.2 There is a legal requirement under the Homelessness Act 2002 to produce a homelessness strategy at least once every 5 years, based on a review of homelessness in the borough and setting out plans for homeless prevention and securing sufficient suitable accommodation and support services for homeless households. This is included within the Homes delivery plan.

5. FINANCIAL IMPLICATIONS

5.1 The resource implications of the actions in the Connect Strategy and delivery plans have been incorporated into the Council's Financial Strategy.

6. RISK MANAGEMENT

6.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

Corporate priorities engaged:	Homes; Economy; Community Life; Environment
Statutory powers:	Overview and Scrutiny is responsible for monitoring and influencing the Connect Strategy and delivery plans. A statutory requirement to produce a Homelessness Strategy.
Considerations of equality and human rights:	An impact assessment was carried out on the full delivery plan in 2011 and there are no significant differences to necessitate a new assessment.
Biodiversity considerations:	An impact assessment was carried out on the full delivery plan in 2011 and there are no significant differences to necessitate a new assessment.
Sustainability considerations:	An impact assessment was carried out on the full delivery plan in 2011 and there are no significant differences to necessitate a new assessment.
Crime and disorder implications:	An impact assessment was carried out on the full delivery plan in 2011 and there are no significant differences to necessitate a new assessment.
Background papers:	Connect Strategy 2011- 2015/ Connect Strategy Annual Update 2012/13 Community Life delivery plan 2011-2015/ Community Life Annual Update 2012/13 Economy delivery plan 2011-2015 Environment delivery plan 2011-2015/ Environment Annual Update 2012/13 Homes delivery plan 2011-2015/ Homes Annual Update 2012/13

Appendices attached:

Appendix A – Connect Strategy and Delivery Plan
Progress Report

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			
1	Strategic Direction	Provide strategic direction setting out how we will improve the quality of life in West Devon and South Hams working with our partners and the community.	Plans that don't meet local needs.	Low	6	↑	Local priorities identified. Delivery plans offer clear strategic direction to meet local needs in West Devon and South Hams. Actions define outcomes for local communities.	Delivery Plan Lead Officers
2	Community Engagement	Effectively engage communities in developing plans for their locality to meet local needs.	Local people unable to influence and shape plans.	Medium	9	↑	Annual stakeholder events held for each priority. Up to date evidence used to develop plans, including local consultation. Voice initiatives/surgeries used to inform development of plans. Delivery Group comprising key partners and community representatives developing plans.	Delivery Plan Lead Officers
3	Economic Conditions and Funding	Difficult economic conditions and reducing funding could impact on delivery.	Unable to deliver outcomes to meet local needs.	Medium	9	↔	Resources identified in Financial Strategies. Regular monitoring and updating to identify and address emerging issues.	Delivery Plan Lead Officers
4	New Government Policy	Actions need to be in conformity with Government legislation.	Actions don't deliver outcomes in line with Government policy	Low	6	↑	Maintaining understanding of Government legislation. Working closely with partners and communities to develop plans that reflect Government policy and meet local need.	Delivery Plan Lead Officers

Direction of travel symbols ↓ ↑ ↔

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APPENDIX A – CONNECT STRATEGY AND DELIVERY PLAN PROGRESS REPORT

CONNECT STRATEGY:

Achievements	Issues for Consideration	Emerging Future Actions/Solutions
<p>Partners have worked together to review and re-shape the role of the partnership to ensure it is working more effectively, in particular each meeting now focuses on one or two strategic issues with actions for partners. The make-up of the partnership is also being reviewed and revised to ensure that representatives have an appropriate mandate to represent their areas i.e. are either strategic lead officers or elected.</p> <p>Informative presentations to June meeting on:</p> <ul style="list-style-type: none"> • Clinical Commissioning Groups and local health priorities. • Police and Crime Commissioners to enable partners to understand issues and start to consider how we can work together strategically to meet local needs. <p>In September Partnership reviewed Homes delivery plan and made recommendations to Lead Officers.</p> <p>Initial work starting on developing protocols with partners on the delivery of Localism.</p>	<p>Need to ensure Connect Partnership remains effective and committed to joint delivery.</p> <p>Capacity to deliver on some of the actions set out in the strategy due to maternity and long-term sickness.</p> <p>The Devon Consultation Group looking at a joint satisfaction consultation but only at local government level. Partners all agreed that a joined up approach is needed involving all key partners.</p>	<p>An annual review of the Partnership by partners in June every year.</p> <p>Some temporary resource has been taken on to assist the Councils Community Team to deliver on key areas.</p> <p>Devon-wide approach to engagement and consultation being developed by County to include consultation involving Partners. Partnership agreed to defer actions on satisfaction consultation and quality of life indicators until this is complete as will be more useful for most partners to have a common approach county-wide.</p>

Annual update reviews of delivery plans commenced for 2013/14. Informal meeting with Community Services Committee in West Devon held on 25th Sept and Community life Stakeholder event booked for 23rd October.

High Speed Broadband - National Framework agreed for engagement of the private sector partner and proposals currently being assessed. It is expected that the provider for Devon and Somerset will be announced in October following which the delivery phase will be mapped out. Initial phase of rollout likely to be announced early in 2013.

COMMUNITY LIFE:

CONNECTING COMMUNITIES

Achievements	Issues for Consideration	Emerging Future Actions
<p>Continuing to maintain 9 Outreach Surgeries in West Devon.</p> <p>4 community days held in Totnes, Kingsbridge, Okehampton and Tavistock.</p> <p>Rattery outreach service 12 month pilot trial ending in November 2012; looking to reduce to twice a year from quarterly and use capacity generated to deliver a surgery in another rural location.</p>	<p>Capacity to deliver additional outreach surgeries with limited resource.</p>	<p>Use capacity generated from reduction in Rattery surgeries to deliver in an additional rural settlement.</p> <p>Considering how to facilitate wider attendance at local shows and events in 2013.</p>

Pilot mobile outreach surgery delivered to 10 communities in South Hams over a week in May with 219 enquiries received.

ENABLING VIBRANT COMMUNITY LIFE

Achievements

Presentations on the Localism Act given to Town and Parish Councils in both South Hams and West Devon, through the Super Cluster and Super Link Meetings.

TAP Fund successfully launched and first bidding round held, with 2 successful bids in West Devon and 4 in South Hams. Projects included local weed spraying and dementia friendly communities.

West Devon Community Services Committee adopted the Localisation Strategy that will result in community empowerment through local involvement/control of Borough Council services.

In West Devon Section 106 funds have been committed to projects in Tavistock, Okehampton, Bere Alston and Bridestowe.

Issues for Consideration

Uptake of Localism Act powers with local communities needs to be closely monitored for effective resource planning.

Publication of the opportunity of this Fund needs to be maintained to ensure a significant amount of the Fund is spent by April 2013.

Resources to organise Surgery Events on a Link area basis to initiate conversations with parishes to localise services.

Working with Parish/Town Councils to ensure Section 106 funds are appropriately committed/ spent on local projects for which community need and support have been properly evidenced, and where the need has arisen from the associated development.

Emerging Future Actions

Development of a process to accept nominations for the List of Assets of Community Value.

Assessment of 'success' of the TAP Fund in South Hams and West Devon, and decision on continuation from 2013.

Progression of Localisation Strategy will include the further development of an Asset Transfer Strategy, which will return to Community Services Committee in October/January.

Seek to form early and pro-active working relationships with Parish Councils whose local communities are set to benefit from Section 106 funds.

Ensure all Section 106 funds are well spent within allocated timescales.

<p>Members working with District and County Officers through a Task and Finish Group in South Hams to develop an approach to engaging with Young People and the development of a Young People's microsite.</p> <p>Almost 300 members of the public signed up to the People's Voice – on-going publicity and press releases to increase numbers.</p> <p>Draft Plan-it Guidance developed to assist communities in the preparation of Community-Led Plans.</p> <p>South Hams Masterplan and Design Brief Supplementary Planning Document published for consultation.</p> <p>Community Planning West Devon: Tavistock and Okehampton – Retail and Leisure Study completed; design work for strategic allocations completed.</p> <p>Hatherleigh consulting on draft Community Plan.</p> <p>Bere Peninsula and North Tawton in early stage of preparing a plan.</p> <p>Interest from Sourton and Bridestowe, Lifton, Buckland Monachorum, Milton Abbot and Lewdown to prepare a Community Plan.</p>	<p>Need to replicate approach in West Devon.</p> <p>Difficulty in attracting people to join the panel.</p> <p>Capacity for West Devon Borough Council as the planning authority to support the Community Planning process.</p>	<p>Children and Young People's Officer liaising with member Champion in West Devon to develop consistent approach.</p> <p>Greater attendance at events in 2013. Working with colleagues to draw up an event diary to plan resources in advance.</p> <p>Final Plan-It Guide being adapted to incorporate a Plan-it Lite approach enabling communities in West Devon to bring forward cross-subsidised housing sites to deliver affordable housing.</p> <p>Bid for front runners' money where possible to help communities with the process and buy-in support if required.</p> <p>Toolkit provides a step by step guide for communities to use, including templates and key stages.</p> <p>Council will be clear about the officer time and support it can offer communities.</p>
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<p>Community Planning South Hams: Neighbourhood front runners funding approved for Ivybridge, Totnes, Salcombe and Ugborough. South Hams District Council agreeing with communities' level of support.</p> <p>Interest from Yealmpton, South Pool and Harberton to prepare a Community Plan.</p> <p>Masterplanning South Hams: Discussions underway in respect of masterplans for Salcombe and Modbury.</p> <p>Masterplanning commenced in Kingsbridge (planning application anticipated by year end) and Townstal.</p> <p>Masterplan submitted for Ashburton Road, Totnes.</p> <p>Development Briefs South Hams: Ermington Development Brief due for approval and planning application to be determined shortly.</p>	<p>Capacity for South Hams District Council as the planning authority to support the Community Planning process.</p> <p>Masterplan not approved for Riverside Totnes – current appeal for non determination.</p> <p>Developers have identified potential issues around developing the Townstal site.</p>	<p>Bid for additional front runners' money where possible to help communities with the process.</p> <p>Council will be clear about the officer time and support it can offer communities.</p> <p>Second application to be determined shortly.</p> <p>In active discussions to find a way forward for Townstal site.</p>
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HEALTHY AND ACTIVE COMMUNITIES

Achievements	Issues for Consideration	Emerging Future Actions
<p>Drake's Trail officially opened on 5th September, marking the completion of the off-road sections of the new cycle route</p>	<p>Raising profile of the new route amongst local communities.</p>	<p>Consolidating promotional materials including website and literature.</p>

<p>between Tavistock and Plymouth, including Gem Bridge and the Grenofen Tunnel</p> <p>Junior Life events held on behalf of South Hams and West Devon; now gathering feedback from schools.</p> <p>Play directories produced and distributed in West Devon.</p> <p>One Play Day held in South Brent (South Hams) and One at Castle Drogo (West Devon)</p> <p>Devon Shadow Health and Wellbeing Board consulted with partners and groups on local health priorities.</p> <p>Active Villages; Continued support and development for identified rural villages. Project now in consultation stage of phase</p>	<p>Ensuring the route is properly promoted through established visitor publications/websites, etc to focus attention on the recreational route market in West Devon and Dartmoor to increase visits to and spend in the area.</p> <p>Logistics and capacity to deliver to all schools and communities.</p> <p>Increasing lack of partner resources to support play days and so fewer events took place over the summer than hoped.</p> <p>Almost all suggested priorities seen as important but it will not be possible to deliver everything given funding and capacity constraints.</p> <p>No figures currently for phase two in South Hams. Changeover of staff and position to be filled to continue delivery of Active Villages in South Hams.</p>	<p>Working with the Dartmoor and West Devon based hospitality sector to ensure awareness of recreational routes amongst businesses to enable them to capitalise on the potential visitor spend. A multi-agency 'Drake's Trail Management Group' will oversee the management, development and promotion of the route.</p> <p>Will be promoted predominately via website from 2013 with hardcopies printed and sent on request.</p> <p>Re-considering approach to future Play Days looking at how Children's Centres could be supported to run these going forward.</p> <p>Prioritisation exercise being undertaken by the Shadow Health and Wellbeing Board using the highest ranking priorities identified in the consultation, the Joint Strategic Needs Assessment undertaken and other evidence, and the funding and capacity to deliver.</p> <p>Active Devon meeting with Tone Leisure to discuss Active Villages delivery and support from Tone Leisure in South Hams. Participation figures need to increase.</p>
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three (Four phases to the project role-out).

South Hams Participation Figures:

Pilot- 349,

Phase one - 344

Phase two - tbc

West Devon Participation Figures:

Pilot - 445,

Phase one - 499

Phase two - 362

Delivery of 2012 Olympic Games Legacy; Both Councils demonstrated strong support and delivery of Olympic and Olympic Legacy related events, such as the Torch Relay. Events in West Devon: Devon Games to Inspire in Okehampton and a Tavistock 'Super Saturday' on 22nd Sept, a partnership event with over 25 Sports Clubs attending to showcase their activities.

Walk & Talk – Walking For Health;

West Devon April -Sept 2012:

- Number of registered walkers = 222 (39 of which are new)
- Walker attendances = 2012
- 3 schemes (Tavistock, Okehampton (including Broadwoodkelly), Horrabridge)
- 8 walks
- 42 active volunteer walk leaders

South Hams April -Sept 2012:

- No of registered walkers = 279 (67 of which are new)
- Walker attendances = 1991
- 6 schemes (Totnes, Kingsbridge, Dartmouth, South Brent, Ivybridge ,

Pressure on in house capacity and resource to support local clubs and groups.

Securing the future of the co-ordinator role and project expenses. The future of the Walking for Health project needs to be pursued as part of the emerging Devon Health and Wellbeing Strategy otherwise delivery past April 2013 may cease.

Councils working with local sports clubs and organisations to access Olympic Legacy funding, e.g. Tavistock Community Football Club, Sir Francis Drake Bowling Club, Hatherleigh Cricket Club, Keviccs – Totnes, Dartmouth Sports Association.

South Hams funding is dependant on continuation of the contract with the County. There is no secured funding for West Devon Walk and Talk after April 2013

<p>Modbury)</p> <ul style="list-style-type: none"> • 14 walks • 72 active volunteer walk leaders <p>Open Space Sport & Recreation Provision; use of planning development Section 106 funding to provide new and / or improved local sports facilities. In South Hams funds have supported projects in Salcombe, Malborough and Totnes.</p>	<p>Establishing current and robust evidence of need to demonstrate need for local facilities.</p>	<p>To enable and support local clubs and parishes towards improved audits and evidence of need.</p>
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ENVIRONMENT:

SUSTAINABLE WASTE MANAGEMENT

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 58</p> <p>Achievements</p>	<p>Issues for Consideration</p>	<p>Emerging Future Actions</p>
<p>South Hams Waste Service Review underway including Public Road shows (supported with funding from WRAP).</p> <p>Continued support to community compost and litter pick projects.</p> <p>Commercial food waste recycling scheme to be implemented in South Hams in October.</p> <p>Website information improvements Promotion and education around fly-tipping has been transferred to Environment Services.</p>	<p>West Devon position fixed in contract to 2017.</p> <p>Restricted progress on other initiatives in West Devon due to contract performance issues.</p> <p>This streamlines education and enforcement.</p>	<p>Bid into DCLG for potential support to weekly food collection service in South Hams as part of emerging Waste Review.</p> <p>Will form prominent part of overall website relaunch.</p>

ENVIRONMENTALLY SUSTAINABLE COMMUNITIES AND ORGANISATIONS

Achievements	Issues for Consideration	Emerging Future Actions
<p>South West Devon Community Energy Partnership established to work on local energy plan for South Hams & West Devon.</p> <p>Targeted work on reviewing coastal assets and required coast defence works.</p> <p>Work commenced with DCC on future roles and responsibilities over flood and drainage works.</p> <p>South Hams District Council worked closely with other agencies on flood responses in South Hams.</p>	<p>Partnership will wish to present emerging Community Energy Plan to councillors.</p> <p>Likely pressures for additional works and a need to manage community expectations (in a context of “managed retreat” for much of coast).</p> <p>Government guidance still awaited on split of responsibilities – and allocation of funding.</p> <p>Need to learn lessons for future flood events</p>	<p>Joint working between Council and communities on a range of energy actions.</p> <p>Need to move to a pro-active management programme</p> <p>This could see South Hams and West Devon Councils taking a more pro-active public role if legislation and funding slot into place.</p> <p>Joint report awaited</p>

CONSERVE AND ENHANCE THE BUILT AND NATURAL ENVIRONMENT

Achievements	Issues for Consideration	Emerging Future Actions
<p>Development Management action plan includes review of Validation and Enforcement.</p>	<p>These need to be implemented to clarify levels of environmental protection.</p>	<p>Joint South Hams District Council and West Devon Borough Council work on improved processes.</p>

<p>Review of existing Local Development Frameworks (LDF's) underway to assess compliance with new National Planning Policy Framework.</p> <p>Officer and Member groups now working on production of Renewable Energy Guidance.</p> <p>New Memorandums of agreement in place to cover Council support to South Devon and Tamar Valley Areas of Outstanding Beauty (AONBs).</p> <p>New Marine legislation emerging over Special Areas of Conservation and Marine Plans.</p> <p>Biodiversity conservation subject to review at South Hams District Council with Member scrutiny group.</p> <p>Involvement of Councils in Public Space projects to be reviewed.</p>	<p>Level of compliance with National Planning Policy Framework (NPPF) will identify need for Councils to review existing LDF environmental policies.</p> <p>Need to align with existing / new policies and consider the status of the guidance.</p> <p>Will need to consider implications, especially for South Hams District Council.</p> <p>Need for appropriate level of resources to meet obligations.</p> <p>Public Space Working Group re-established at South Hams District Council.</p>	<p>May generate new environmental policy development.</p> <p>Will need to sit within the context of NPPF requiring Councils to plan positively for renewable generation.</p> <p>Both AONBs are embarking on review of the AONB Management Plans.</p> <p>Co-ordination of Marine Plans and Local Plans to be confirmed.</p> <p>Need to consider future role of s.106 and/or CIL.</p>
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HOMES:

BALANCE THE HOUSING MARKET

The following includes projects or initiatives which require Committee or Executive approval prior to adoption.

Achievements	Issues for Consideration	Emerging Future Actions
<p>New affordable homes under construction or completed in;</p> <ul style="list-style-type: none"> • Totnes • Lee Mill • Stoke Gabriel • Kingsbridge • Chillington • Blackawton • South Brent • Avon wick <p>4 Affordable home ownership properties completed in West Devon (FirstBuy)</p> <p>Following Middle Manager review recruitment taken place to fill strategic housing vacancy in West Devon to drive forward affordable housing initiatives and delivery.</p> <p>Cross subsidy initiative for West Devon developed to increase the supply of rural affordable homes (Plan-It Lite).</p> <p>60 unit Extra Care scheme in Totnes progressed to planning application stage.</p>	<p>Economic conditions continue to create pressure on development viability which impacts on the delivery of affordable housing The Housing Team are increasingly engaged in Development Viability work which is often complex and time consuming.</p> <p>Delivery in West Devon is likely to be low over the next few years whilst a forward programme of sites is developed.</p> <p>Access to mortgage funding remains difficult and increases the demand for affordable homes.</p> <p>Funding for affordable housing has reduced considerably and is uncertain in future years.</p> <p>Housing and planning policy has undergone significant reform. The full impact and implications of recent announcements have yet to be fully understood but may include risks around developers seeking to renegotiate Section 106 agreements.</p>	<p>The lack of grant funding remains a key issue. The Council will therefore need to continue to develop and adapt alternative approaches to investment in affordable housing. This may include alternative tenure models such as ‘rent to buy’ and attracting institutional investment in new supply.</p> <p>To create greater capacity and increase delivery, the Council will need to develop and promote community led approaches to delivering affordable homes. These could include self build and Community Land Trusts etc.</p> <p>Welfare reform is likely to increase the need/demand for 1 and 2 bedroom homes and a review of our future development programmes will be required to ensure new supply accurately reflects the changing need profile.</p> <p>Affordable warmth and fuel poverty will continue to be a key issue and the Council will need to support and promote high efficiency and sustainability standards in new affordable homes.</p>

<p>Community housing events commencing in West Devon in November.</p> <p>Revised Village Housing Initiative (VHI) adopted in South Hams and several schemes VHI schemes in the pipeline.</p> <p>Committed Sums of £140k secured in West Devon and £250k in South Hams.</p> <p>Property acquired from the open market to meet the specific needs of a local family with disabled children.</p> <p>New Housing Market and Needs Assessment currently out to tender.</p> <p>Local Allocation Policies reviewed and updated to take advantage of greater flexibilities in revised national guidance.</p>		
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ENHANCE HOUSING OPTIONS AND CHOICE

Achievements	Issues for Consideration	Emerging Future Actions
<p>Sharing good practice with Jobcentre Plus with a view to supporting vulnerable customers. Establishing a partnership with the DWP National Partnership Team in order to set up a referral arrangement to help our customers get the DWP benefits and services they need.</p>	<p>Plans are underway to place staff in South Hams Job Centre to enable a smooth transition from the current benefit system to universal credit. Consideration will need to be given to finding opportunities to prevent homelessness through early intervention.</p>	<p>Continue to attend Jobcentre Plus Vulnerable Customer meetings and to monitor and assess the impact of Welfare Reform on vulnerable people.</p>

<p>Held Welfare Reform Meetings at South Hams in May 2012 and at West Devon in August 2012 attended by partners, agencies and stakeholders in order to keep them up-to-date on the Welfare Reform changes taking place</p> <p>South Hams held a joint Environmental Health/Housing Away Day in order to consider ways of discharging the main homelessness duty into the private rented sector.</p> <p>South Hams and West Devon Housing and Benefit websites currently under review with a view to improving information accessibility and increasing the first point of live contact resolution.</p> <p>In order to establish a "One Stop Shop", there are two generic housing/benefits officers in place at South Hams as 'first contact' officers - both experienced benefit assessors who have completed Parts A and B Shelter Homelessness training.</p> <p>In the first quarter of this year South Hams Housing Advice were able to prevent homelessness in 83 cases, exceeding their target by 11%, with West Devon achieving 41 preventions. The increase in approaches due to affordability issues has been resolved by means of referrals to our in-house CAB Income Maximisation Officer and close working with the Housing Benefit section in the South Hams.</p>	<p>It is essential to continue to keep partners, agencies and staff aware of the impact of Welfare Reform changes and to inform customers of how these changes will affect them.</p> <p>In order to discharge the main homelessness duty into the private rented sector, consideration will need to be given to updating guidelines and procedures</p> <p>Work has started on the new housing webpages and consideration will be given to ensuring partners, agencies and customers can access information to prevent homelessness.</p> <p>The generic officer role is vital in the establishment of the "One Stop Shop" and the role will continue to be monitored prior to establishing generic roles in West Devon.</p> <p>In view of Welfare Reform changes, it is likely that affordability issues will increase, particularly with regard to the introduction of benefit cuts for under-occupying tenants in social housing and the benefit cap.</p>	<p>It is intended to hold a Homelessness Forum in November 2012 to keep partners, agencies and stakeholders informed and able to help customers deal with the impact of the changes.</p> <p>It has been agreed that working groups will be set up with Environmental Health and another Away Day with both teams is planned.</p> <p>Completion of housing webpages targeted for November 2012.</p> <p>Service review to establish generic housing/benefit officer roles in West Devon.</p> <p>Continue to work with appropriate agencies and implement adequate training in order that front line staff can deal with both housing and benefit issues in order to ensure that customers' income is maximised and debt issues addressed to prevent loss of tenancy and mortgage repossession.</p>
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SECURE GOOD QUALITY, SAFE HOMES

Achievements

Implementation of new fast track delivery of Disabled Facilities Grant's has resulted in marked improvement in the time taken from referral (from DCC) to completion of the works. Table shows average for 2010/11 compared with first quarter 2012/13.

	2010/11	2012/13
SHDC	200	80
WDBC	180	100

A new framework for the procurement of stairlifts is now in operation and a new schedule of rates for level access showers and associated equipment is going through the procurement process. The new arrangements will support the fast track delivery of adaptations and ensure competitive prices for equipment and labour

The new Private Sector Renewal Policy has been adopted that introduces fixed fee (formally 0%) loans and removes minor works grant. Loans will allow funding to be recycled for re-use and reduce the demand on the capital programme in future years.

Issues for Consideration

Uptake of low interest loans (as opposed to grants) has been limited due to the present financial climate. The potential result will be further deterioration of the housing stock and the associated health impacts. Awareness of the support the Councils offer is being increased through various promotional channels.

Emerging Future Actions

Defining the role the Councils play in the new 'Green Deal' and Energy Companies Obligation (ECO) as information on how they will operate starts to emerge.

NAME OF COMMITTEE	Overview & Scrutiny
DATE	16 October 2012
REPORT TITLE	Committee Performance Report
Report of	Corporate Improvement Officer
WARDS AFFECTED	All Wards

Summary of report:

To provide Members with information on Key Performance Indicators where performance was 10% or more below target at the end of quarter 1 2012-13. The information is set out in the new format with the Balanced Scorecard showing broad performance levels, indicators at 'red' status providing additional information, and a standard information report giving background information and context to workload.

Financial implications:

There are no financial implications directly related to this report.

RECOMMENDATIONS:

That Scrutiny note the Key Performance Indicators for Quarter 1 and consider the action detailed to improve future performance.

Officer contact:

Jim Davis, Corporate Improvement Officer Jdavis@westdevon.gov.uk

1. BACKGROUND

- 1.1 The majority of Performance Indicators collected by the Council and reported to SMT and Scrutiny were selected from NI's (National Indicators) and old BVPI's (Best Value Performance Indicators). These indicators were designed by central government to compare and contrast council performance against a range of measures important to them.

- 1.2 The government has relaxed the data Councils are required to supply and no longer use this data to compare council performance. This gives us the opportunity to refocus our performance activity on what is important for the services locally or on improving specific issues within an area.

- 1.3 Previous indicators relied heavily on explaining the level of our performance and were collected in such a way as to make it difficult to take corrective action when

performance started to decrease. The focus of the new set of performance indicators will promote management action and reaction to failing performance.

- 1.4 The same Balanced Scorecard approach will be used for communicating the high level performance information with an updated background report focused on management responses to performance issues. The new format will include information each quarter to provide better context.

2. ISSUES FOR CONSIDERATION

- 2.1 Appendix A contains the Balanced Scorecard Report with the new Performance Indicators listed for each area. They are a combination of the internal measures developed in conjunction with the Task and Finish group and the measures that services wanted to understand and show staff were important to better manage their workloads.

- 2.2 The Performance Indicators that are being reported have included a sensible evaluation of their targets; these are achievable but stretching, following research and evaluation of how the systems currently perform and external benchmarking where appropriate.

- 2.3 Appendix B is the background report that contains the information report (Data only PI's) that sits behind the Balanced Scorecard for context, and the detail of PI's at RAG (Red-Amber-Green) status 'Red'.

- 2.4 Due to the nature of the measures being collected and length of some of our processes (2-3months+), some indicators have yet to 'come on stream' as there is an inherent lag in capturing the data. These indicators will be reported as the data and results proceed through the process.

- 2.5 To enable us to report on the new suite of performance indicators, software development work has been required in some areas and external suppliers require lead-in time to plan work. Where this is still outstanding, the performance is being measured using the existing PI.

- 2.6 There are five indicators that are 10% or more below target:

- End to end time for change of circumstances
- Car parking Income (Day tickets from machines)
- % calls answered in 20 secs (pre-existing PI)
- Income collected: Land Charges
- Avg days sickness/FTE

- 2.7 No targets have been established yet for the new planning indicators and therefore these have been included within the exception report for transparency. At the end of September (6 months after their introduction), enough information will be available to set meaningful, achievable targets for the processing of planning applications. Further statistical analysis of the planning performance measures is ongoing to better understand the optimum improvement actions.

- 2.8 All PI's at red have action responses listed to counteract the dropping performance.

3. LEGAL IMPLICATIONS

3.1 Within the Constitution, the Overview & Scrutiny Committee oversees performance management at the authority to ensure that poor and deteriorating performance is addressed.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications directly related to this report.

5. RISK MANAGEMENT

5.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

6. OTHER IMPLICATIONS







Corporate priorities engaged:	Community; Economy; Environment; Housing
Statutory powers:	Local Government Act 2000
Considerations of equality and human rights:	There are no equality implications as a result of this report.
Biodiversity considerations:	There are no biodiversity implications as a result of this report.
Sustainability considerations:	There are no sustainability implications as a result of this report
Crime and disorder implications:	There are no crime and disorder implications as a result of this report.
Background papers:	
Appendices attached:	Appendix A – Balanced Scorecard Appendix B – Background and Exception Report Appendix C – Guide to performance measures

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			
G11-05	Poor performance leading to poor service delivery and damage to Council's reputation	Failure to adequately monitor and report on Local Performance Indicators. Managers not accepting/paying lip service only to best practice and improvement initiatives or failure to engender an improvement and performance management culture will increase the risk to the Council and it's reputation.	3	2	6	↔	Performance monitored by senior management and actions taken to address poor performance and react to downward trends.	SMT
G11-06	Failure to effectively manage change	There will be a need to ensure that any change within the organisation (whether imposed internally or externally) is effectively managed.	4	2	8	↔	Review of improvements and management actions in response to failing performance should increase the effectiveness of change management within the organization. More visible responsiveness to failing performance should reduce the resistance to change making management easier.	SMT
CX1 1 - 03	Leadership & Management	Ineffective Leadership and management	2	1	2	↔	Emphasis placed on middle managers responding to operational issues and drive performance whilst Heads of Service monitor and take action when needed	CX & SMT

Corporate Balanced Scorecard

West Devon Borough Council



Community/Customer

	ES: Car parking tickets sold (Yearly comparison)
	ES: Car parking season tickets sold (Yearly comparison)
	ES: Overall Recycling rate %
	ES: Overall waste arising
	ICT & CS: % of calls answered
	ICT & CS: % of calls answered in 20 secs



PEC

-	-	-	PEC: Average time for completion (Major/Minor/Other)
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Environmental Health

	EH: Time taken to process Disabled Facilities Grant (Fast track)
	EH: Avg Time to serve notice or close complaints





ICT & CS

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

Financial

	Assets: Employment estates Income (Cumulative)
	PEC: Total income collected: Pre-Apps, Apps, appeals, etc
	ES: Car parking Income (Quarterly target: non-cumulative)
	FA: % invoices paid on time
	ICT & CS: Council Tax arrears
	PEC: Income Collected – Land Charges

Performance

	EH: % of nuisance complaints resolved at informal stage
	ICT & CS: Preventing Homelessness
	ICT & CS: Level of temporary accommodation use (Avg over the month)
	CS: Avg days sickness/FTE

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Appendix B – Overview & Scrutiny Report

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	2011/12	April 2012	May 2012	June 2012	Q1 2012/13	2012/13	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
EH: Volume of nuisance complaints	Ian Luscombe	-	57	72	71	200	200	Of the total nuisance complaints reported the council in quarter 1, 92% were nuisances under our jurisdiction (EH officers often offer guidance and signposting in the other cases to provide a better customer service). All of the remaining cases were dealt with informally, which usually delivers reduced cost and uses less resources than serving a formal notice.
EH: Average time taken for Disabled Facilities Grants (Fast track) (work days)	Drew Powell	-	123	92	95	99	99	The portion of this process under the council's full control is performing well, as is the overall process. Further work in reducing the end to end time for the customer will be achieved by working more closely with our suppliers/contractors.
PEC: Ageing profile of planning Applications (weeks) Major/Minor/Other	Malcolm Elliott	Major Minor Other	12.6 11.2 8.4	12.2 12.5 8.8	14.3 13.6 10.2	-	-	<u>The actual numbers in this indicator are not important; it is the trend over time.</u> Over the first quarter there was a general increase in the average age of outstanding applications. This, coupled with an increase number of active applications, shows the increased pressure the planning service was under during quarter 1.
PEC: Active Applications (at start of month) Major/Minor/Other	Justine Gosling	Major Minor Other	11 69 76	15 74 89	13 81 99	-	-	An average of 175 applications are in process at any time (excluding all additional work undertaken by the department, pre-apps etc) with the number increasing over the quarter. This is applications being submitted at a faster rate than there are being processed. Without any other changes
PEC: Complaints (Justified/Non-Justified split)	Malcolm Elliott	Just Non-Just	0 2	2 1	3 0	5 3	-	Total no. of complaints received over the quarter. Justified complaints can cover more than one category so could be recorded multiple times in the indicator below.
PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)	Malcolm Elliott	Ps S.P. Pn C	0 0 0 0	0 0 0 2	0 0 0 3	0 0 0 5	-	All complaints received this quarter were around our communication, lack thereof or the timing of communication with the customer. This would seem to be symptomatic of the workload within the service. This issue is being addressed through monthly

PI Code & Short Name	Managed By	2011/12	April 2012	May 2012	June 2012	Q1 2012/13	2012/13	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
								customer focus workshops that take a proactive approach to customer service improvements and reviews complaints to look for ongoing solutions to prevent reoccurrence
PEC: Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)	Malcolm Elliott	E.A. R.P.A. R.A. N.B.F.					-	A large amount of work was done to close historic cases over the quarter which skewed figures exported from the system and showed a high number of closed cases. Accurate figures on work levels will be communicated at the O&S meeting if they can be extracted from the data.
ES: PCN's: issued vs cancelled	Cathy Aubertin	-	114:15	143:16	223:8	480:39	480:39	An average of 8% of penalty charge notices were cancelled over the quarter
ICT & CS: No. of benefit applications	Paul Eells	2,516	154	220	139	513	513	New claims only
ICT & CS: Ageing profile of benefit applications (days)	Paul Eells	-	9.7	16.2	12.9	-	-	The actual numbers in this indicator are not important; it is the trend over time. The average age of application showed a spike as the number of new benefit applications rose through the quarter. This backlog needs to work through the system and seems to be doing so as the average age was coming back down in June.
All: Complaints - Compliments received	-	-	Assets: 3 - 20 Corporate Services: 0 - 2 Environment Services: 17 - 19 Environmental Health: 1 - 2 ICT & CS: 13 - 16 Planning, Economy & Community: 21 - 17			-	-	For each service, the number of complaints is shown first with the compliments shown afterwards. Total complaints: 55 Total compliments: 76
CS: Long term sickness (days)	Andy Wilson	359	Measured for Quarters			229.4		This level of sickness is from 5 members of staff
CS: Short term sickness (days)	Andy Wilson	644	Measured for Quarters			62.2		Total sickness equates to 2.61days/FTE. Short term sickness is equivalent to 0.56 days/FTE.
ICT & CS: Top 5 call types	Kate Hamp	-	1. Council Tax 2. Waste & Recycling 3. Benefits 4. Dog Waste 5. Planning Applications			-	-	Further planned development work will improve the accuracy of the trend information collected
ICT & CS: Top 5 website views/trend	Kate Hamp	-	1. Planning Application Search 2. Find my bin collection day 3. Site search 4. Planning Homepage 5. Member list			-	-	

Exception Report

Code and Name	Managed by	Last Qtr	April 2012	May 2012	June 2012	Q1 2012		Action Response
		Q4	Value	Value	Value	Value	Target	
CS: Avg days sickness/FTE	Andy Wilson	2.06	Measured for quarters			2.61	2.00	Short term sickness levels for quarter 1 is excellent at only 0.56days/FTE. The overall performance is let down by the level of long term sickness. Although this is only from 5 instances, due to the size of west Devon it has a large effect on our average levels. Of the 5 instances, 2 were planned surgeries and therefore shouldn't affect ongoing figures and 1 has been managed back to work. The % of sickness that is long term should begin to return normal levels over the following quarter.
PT & CS: Avg End to End time Change of circumstances) (Days)	Paul Eels	-	8.1	8.8	12.8	9.8	7	Performance in the first quarter of this year suffered from multiple factors including staff not being replaced, sickness and holidays all contributing to the service not operating at full strength. The ageing profile of the change of circumstances (a leading indicator) shows an increase the ages of claims being processed. This performance is to be expected as there was a higher than average no. of changes of circumstances over all three months in the quarter. Latest figures show a drop in the number to more normal levels, so once the backlog is clear performance should start to improve. Additionally, in response to the performance levels, we are currently working with organisations providing offsite processing for us and seeking additional temporary staff to cover shortages.
ES: Car parking Income (Quarterly target: non-cumulative)	Cathy Aubertin	-	Measured for quarters			£188,443	£213,930	Performance is to be expected due to the weather over the first quarter and a likely drop in tourist numbers but we are performing well compared to other areas. This performance drop could continue into the second quarter as we continue to suffer from one of the wettest summers on record
ICT & CS: % of calls answered in 20 secs	Kate Hamp	-	55%	64%	47%	55%	80%	Performance for this Indicator usually suffers at the start of the year due to a higher level of complex calls especially about Council Tax. The goal of the CST is to provide a high level of service focused on resolving issues at the first point of contact so the quick turnover of calls (essential for performance on this indicator) is counterproductive for wider customer service aims. As development work makes the new PI's available they will more closely align with the goals of the service so that providing a good service for the customer corresponds with good performance on the indicators we are measured on.
PEC: Income collected: Land charges (000's)	Justine Gosling	-	6	14	21	21	28	Limited direct control over income level for this measure as it is affected more by wider macro-economic factors. Slightly up on performance at the same period last year.

Code and Name	Managed by	Last Qtr	April 2012	May 2012	June 2012	Q1 2012		Action Response
		Q4	Value	Value	Value	Value	Target	
PEC: Average time for completion (Major)(Weeks)	Malcolm Elliot	-	12.6	12.4	15.6	14.7		<p>No target has been set for this indicator so it is being highlighted in this area of the report.</p> <p>The number of Major applications processed each month is low so that having a target becomes relatively meaningless as good or poor performance on one application can sway the measure heavily. Major applications often have factors outside our direct control so completing outside the old 13 week target isn't necessarily providing a poor performance.</p>
PEC: Average time for completion (Minor)(Weeks)	Malcolm Elliot	-	15.4	11	10	11.6		<p>No target has been set for this indicator so it is being highlighted in this area of the report.</p> <p>As more data is generated during Q2 we should be able to develop a target that is realistic, stretching and achievable. This indicator changes the incentive for planning applications, the previous PI focused on an 8 week deadline that, once missed, had no further bearing on the results creating a driver for applications having long completion times. The focus on average time for completion makes all applications important and should reduce the variety in the service level experienced by the customer.</p>
PEC: Average time for completion (Other) (Weeks)	Malcolm Elliot	-	13.2	9.3	7.9	9.8		<p>No target has been set for this indicator so it is being highlighted in this area of the report.</p> <p>The ageing profile of planning applications shows a clear increase in the 'backlog'. The long average completion time for April was skewed by an application with a very long date.</p> <p>This information viewed in conjunction with the other measures; the number of active applications and the lengthening of the average age of applications indicates that the performance of this measure will struggle to be maintained over the next few months.</p>

Appendix C – Guide to performance measures

PI	Description	Purpose
All: No. of complaints logged centrally (Service Area)	List of no. of complaints and compliments logged against each service area per month No. of complaints noted first then no. of compliments	Convey awareness of the level of complaints and compliments received by the Council and how that changes over time. Highlight effects of initiatives and issues on complaint levels
CS: Avg days sickness/FTE	Total days sickness divided by no of FTE's	Broad overview of our sickness levels; includes long term and short term sickness. Used as a comparator for national and regional sickness levels
CS: Long term sickness	Total No. of days away from work for periods longer than 4 weeks	To show the split between long term and short term sickness, number of cases included for context
CS: Short term sickness	Total No. of days away from work for periods shorter than 4 weeks	To show the split between long term and short term sickness, number of instances included to show average time off per event
EH: % of nuisance complaints resolved at informal stage	% of nuisances complaints resolved before notice is served	To show the work done in resolving complaints earlier and therefore cheaper than constantly issuing abatement notices. Higher percentages should lower the overall cost of providing the service
EH: Avg Time to serve notice or close complaints	Avg time taken, from the customers point of view, to resolve nuisance complaints.	Reduced time will result in better quality of service from the customers point of view
EH: Time taken to process Disabled Facilities Grant (Fast track)	Time taken for the portion of Disabled Facilities Grants fully under Environmental Health's control	To judge the performance officers are fully responsible and have full control over as opposed to the work carried out by external contractors.
EH: Average time taken to process Disabled Facilities Grant (Fast track)	Average time taken to process DFGs from initial contact to completion (in work days)	To show performance in delivering DFGs. The majority of the time taken for DFGs is dependent on external contractors. Improved management and coordination of the contractors should serve to reduce the overall time taken even further.
EH: Volume of nuisance complaints	Number of nuisance complaints received	To show the volume of work that has to be undertaken by the service
ES: Car parking Income (Quarterly target: non-cumulative)	Quarterly performance against expected quarterly value for day tickets only	Non-cumulative to judge quarters independently and move away from particularly good or bad early performance affecting ongoing reporting

ES: Car parking season tickets sold (Yearly comparison)	Season tickets sold in comparison to same stage last year	
ES: Car parking tickets sold (Yearly comparison)	Tickets sold in comparison to same stage last year	
ES: Overall Recycling rate %	Headline recycling rate (including recycled, re-used or sent for composting)	
ES: Overall waste arising	Residual waste per household for the quarter	
ES: PCN's: issued vs cancelled	Ratio of penalty charge notices issued vs the number cancelled	To show the number of issued tickets not valid or challenged
ICT & CS: % of calls experiencing long wait time	% of calls answered after xx minutes	This PI will come on stream after data from suppliers development work becomes available. Guide to the number of callers that receive a bad level of service from us. Intended to keep CST staff motivated to balance call wait times with service levels. Old PI (calls answered in 20 secs) gives limited motivation to staff during busy periods to manage call loads
ICT & CS: % of enquiries resolved at first point of contact	Captured from demand logger. % of calls where customer enquiry was resolved during or after the first phone call, with no further customer contact received	This PI will come on stream after data from development work becomes available. Encourage process improvement from CST and drive the capture of all relevant issues at first point of contact. Reduce the amount of repeat or follow up calls needed for the CST and reduce avoidable contact. Continued integration and optimisation with the new website will further serve to increase performance levels and reduce calls to CST
ICT & CS: Ageing profile of benefit applications (days)	Average age of 'live' applications	Absolute value is of limited importance; its usefulness is when comparing what happens to the figure varies from month to month. This is a leading indicator which gives managers an indication of workloads and possible issues over the coming months enabling proactive or corrective actions to be performed

ICT & CS: Average call answer time	Average time it takes to answer all calls	This PI will come on stream after data from development work becomes available. All calls counted (including long wait times). This measure can be captured for various time periods to really investigate the how service levels change over time and in response to new initiatives or staff levels. Removes the counter-productive driver that calls passing a certain cut-off time have no additional effect on the performance levels, makes all calls important.
ICT & CS: Council Tax arrears	Assesses % council tax paid to date and historic arrears	To highlight issues in either current or historic collection rates.
ICT & CS: Level of temporary accommodation use (Avg over the month)	Total number of nights of temporary accommodation used over the month divided by the days in the month	Previous PI was just a snapshot of the situation at the end of the month, meaning performance could be skewed by officer action without increasing overall performance levels. This measure looks at performance over the month for a more accurate view of the use of temporary accommodation and is affected by both increased numbers of people as well as longer lengths of time in temporary accommodation.
ICT & CS: No. of benefit applications	Number of new applications received each month	
PEC: Active Applications (at start of month)	Applications in progress (only applications counted for Major/minor/other reporting)	To show work levels
PEC: Ageing profile of planning Applications	Leading indicator showing average age of applications	Absolute value is of limited importance; its usefulness is when comparing what happens to the figure varies from month to month. This is a leading indicator which gives managers an indication of workloads and possible issues over the coming months enabling proactive or corrective actions to be performed
PEC: Average time for completion (Major/Minor/Other)	Average end to end time for applications not going through the pre-app process	To remove the driver that meant that applications one day past the cut-off date for the old national indicators were lowered in priority. Makes all applications important for the officers

<p>PEC: Average time for completion (Major/Minor/Other) following Pre-App</p>	<p>Average end to end time for applications going through the pre-app process</p>	<p>To help justify the pre-app process and resource given to it. Can be used to sell the process to customers if significant difference in processing time is found.</p> <p>Will be reported as the applications proceed through the pre-app and then planning process</p>
<p>PEC: Complaints (Justified/Non-Justified split)</p>	<p>Number of complaints received each month. Split into Justified (things we did wrong or could have done better) and Non-Justified (complaints about the decision or misattributed complaints)</p>	<p>To show the volume and type of complaints received. The complex planning arena is prone complaints that the council has limited responsibility for but these still take resources to manage.</p>
<p>PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)</p>	<p>Assessment of Justified complaints into type. One recorded complaint can cover multiple areas so the numbers may not tally with the measure above.</p>	<p>To show which areas need most improvement (currently being addressed in an internal customer first improvement group).</p>
<p>PEC: Enforcement action</p>	<p>To show the type and numbers of different routes employed by the enforcement team in closing cases</p>	<p>Enforcement action is only one of 4 main routes to resolve possible planning breaches. This should show the work being done to rectify issues in other, often more cost effective, ways</p>

MINUTES OF THE MEETING OF JOINT RURAL BROADBAND WORKING GROUP HELD ON WEDNESDAY 3 OCTOBER 2012

MEMBERS

- ∅ Cllr K J Baldry
- ∅ Cllr R E Baldwin
- ∅ Cllr K Ball
- * Cllr J H Baverstock
- * Cllr J I G Blackler
- * Cllr A Clish-Green
- * Cllr D W Cloke - Chairman
- ∅ Cllr J B Moody
- * Cllr J W Squire

* Denotes attendance

∅ Denotes apology for absence

Also in attendance:

Cllrs R J Carter (agenda item 5 only), P Coulson, J D Hawkins,
P W Hitchins (for Dartmoor National Park Authority - DNPA),
J Sheldon (Substituting for Cllr R E Baldwin)

Officers in attendance:

Robert Plumb (WD Economic Development Officer)
Sofie Francis (DCC Economic Research Manager)
Carol Trant (SH Economic Development Officer)
Sue Amos (Member Services Officer – minutes)

1. APPOINTMENT OF CHAIRMAN

Having been proposed by Cllr Baverstock and seconded by Cllr Clish-Green, it was agreed that Cllr Cloke be appointed as Chairman for the duration of the meeting.

2. APOLOGIES

The Chairman acknowledged the apologies forwarded to the Group.

3. TERMS OF REFERENCE FOR THE JOINT RURAL BROADBAND WORKING GROUP

The draft Terms of Reference setting out the aims, key objectives and roles and responsibilities of Group members to the Joint Rural Broadband Working Group was presented for the purpose of adoption.

It was suggested that the following amendments (in bold) be made to the Terms of Reference, to which the Group agreed to:

4. Objectives - To raise the profile of this issue **to communities** across the two districts.

3. TERMS OF REFERENCE FOR THE JOINT RURAL BROADBAND WORKING GROUP (cont'd)

10. Operation of the Group – The Group will be made up from Members of SHDC, WDBC **and the DNPA** with each authority making its appointments at its respective annual council meetings.
11. Operation of the Group – It will be informed and supported by the **WD** Economic Development Officer, **an officer from the DNPA**, as well as other officers and advisors the Group shall determine.
12. Operation of the Group – **The Group will meet bi-annually with the proviso for additional meetings if important issues were to arise.**

It was then

RESOLVED

1. That the Terms of Reference for the Group be adopted (as attached at Appendix A to these minutes).

4. UPDATE REPORT FROM DCC ON THE BDUK DEVON AND SOMERSET PROJECT

Sofie Francis, Economic Research Manager, Devon County Council (DCC), took the Group through her report (attached at Appendix B to these minutes) and following are the main points referred to:

- The Connecting Devon and Somerset programme (CD&S) was on track to complete the procurement process and to announce its preferred supplier by the end of October 2012 with roll out beginning in spring 2013.
- Broadband Delivery UK (BDUK) had worked closely with the CD&S programme team as well as with the European Commission (EC). BDUK was still waiting for State Aid clearance from the EC.
- No contracts could be signed with any supplier until the state aid notification has been issued and it was hoped that this would be received in November 2012.
- Both BT and Fujitsu were invited to tender for the Devon and Somerset contract but BT was the only responder to the invitation.
- The 'Get to Speed' survey for faster broadband gleaned 25,000 responses. The survey also showed that 19% of the 3,699 businesses that took part had no broadband connection mainly because it was not necessary to run their businesses. The survey also uncovered that 27% of residents and 25% of businesses obtain speeds of less than 2Mbps.
- There was an 80% demand for a faster service.

4. UPDATE REPORT FROM DCC ON THE BDUK DEVON AND SOMERSET PROJECT (cont'd)

A Member enquired as to what support the CD&S programme gave to local businesses. Sofie Francis responded by saying that CD&S was investing in the following programme of activities for businesses and communities:

- A business ambassador programme (using professionals who advise businesses);
- Business mentoring;
- Business grants for small scale IT projects;
- Range of events for businesses and local communities; and
- Training courses for businesses.

Sofie informed that two companies had been commissioned to undertake business support across the Programme area, these being YTKO and Cosmic. YTKO were a national company who work at creating businesses within the Torbay, Plymouth and Somerset areas and Cosmic were based in Honiton and were experienced in working with companies based in a rural environment.

Sofie informed the Group that some early business and community support work would commence over the autumn period. Some members of the Working Group raised concerns about the timing of the support events and mentoring as the first community to benefit from improved broadband speeds would be in spring 2013 whilst other communities would have to wait until 2015. It was suggested that the timing of any events would need to be relevant to when the service was delivered.

5. UPDATE REPORT ON THE THURLESTONE BROADBAND BID TO BDUK

Robert Plumb took the Group through a report received from Tim Beavon on the Thurlestone Broadband Project with the following main points:

- The project area had been extended to include South Huish parish.
- South Milton had not been included because of the telephone exchange.
- Malborough and Salcombe were seen as possible phase II areas.
- An autumn fair at Thurlestone had been arranged to engage communities.
- A Broadband survey had been produced (attached to these minutes at Appendix C and D).
- An Enterprise Investment Scheme had been developed to provide private funding.
- Information from similar projects had been obtained regarding the design of the infrastructure required.
- The aim was for a combination of fibre and wireless to homes.
- The aim was to submit an application by the end of December 2012.

The Group was informed that some funding for the Thurlestone project had come from the South Devon Local Action Group (SDLAG) as well South Hams District Council (SHDC) but only for the bidding process.

5. UPDATE REPORT ON THE THURLESTONE BROADBAND BID TO BDUK (cont'd)

Sofie informed that Thurlestone had made it through to the first round of bids and both Dartmoor and Exmoor were successful for the second round. There would also be a third round for bidding.

The Group was informed that some areas in Devon were not under the BDUK plan and therefore there would be disappointment in some communities. It was not viable for some remote rural communities to be provided with high speed broadband and it would be helpful to inform such communities of alternative forms of provision such as satellite. Sofie said that when the contract and due diligence had both been completed then they would know in head line terms which areas would be getting the high speed broadband. It was also noted that BT were providing only 66% of UK broadband, therefore, some towns would also not receive superfast broadband.

Cllr Sheldon reported that, after many months of campaigning, Tavistock (together with Okehampton) is set to receive an upgrade to Superfast Broadband in the next round of BT investment.

6. AOB

A Member asked as to how the superfast 4G network, due to be launched on 30 October 2012 by mobile firm EE, would affect the project. In response, another Member informed that 4G would be viable in some communities and would be driven by the amount of users but more masts would be required. It was queried as to whether the erection of these masts would require planning permission but no one in the Group was clear on this point. (Subsequently SHDC Planning confirmed that for new masts 15m and over in height, planning permission would need to be sought through the process of Prior Notification. There is an eight week determination period and if the local authority had not dealt with the application by the end of this period, then the mast suppliers can go ahead with erecting the mast. However, 4G would most likely upgrade their existing 3G masts, in which case, it would not be necessary for them to apply for planning permission.)

Robert handed to the Group a document entitled 'Progress Update: Connecting Devon and Somerset'. It was suggested that these updates should in future be sent to the O & S Committee at West Devon and the Economy and Environment Scrutiny Panel at South Hams.

Action: Robert Plumb to enquire who should be sent the Progress Update: connecting Devon and Somerset

7. DATE OF NEXT MEETING

The next meeting of the Joint Rural Broadband Working Group is to be held on **Tuesday 5 March 2013 at 2.00 pm at Kilworthy Park, Tavistock.**

(Meeting commenced at 11.00 pm and concluded at 12.35 pm)

Agenda Item 3

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, TAVISTOCK on **TUESDAY** the 16th day of **OCTOBER 2012** at **2.00 pm**.

Present:

Mr D W Cloke – Chairman	
Mrs S C Bailey – Vice-Chairman	
Mrs K A Clish-Green	Mrs C Hall
Mr L J G Hockridge	Mr D M Horn
Mr J B Moody	Mrs D Sellis
Mr D Whitcomb	

Substitutes: Mr J McInnes

Corporate Director (TW)
Democratic Services Manager
Economy Manager
Community Manager
Head of ICT & Customer Services
Member Services Manager
Member Services Officer

In Attendance: Mr W G Cann OBE Mr T Leech

***O&S 13 APOLOGIES FOR ABSENCE**

An apology for absence was received from Mr J Sheldon.

***O&S 14 DECLARATIONS OF INTEREST**

Councillor Mrs K A Clish-Green stated that she would declare a personal interest for Item 6 'Member Development Strategy' as she was a Member of the Member Development Working Group and Item 10 'Update on Broadband' as she was a Member of the Broad Band Working Group.

***O&S 15 CHAIRMAN'S ANNOUNCEMENT - POST OFFICE UP-DATE**

The Chairman advised Members on Post Offices, in particular to give an up-date on what was happening with up-grading local facilities. There was to be a new pilot scheme, which would hopefully lead to more open and user friendly post office counters. The style of the old Post Office secure cabinet would be replaced with more open space. Post Offices would also have to fall in line with the businesses run within the shop. There would be no stand alone Post Offices, they would be linked with the shop they run from, which may provide the customer with a more improved service as the Post Office element could mirror the opening times of the retail outlet within which it ran.

However, it was felt that some current Post Office owners would not be able to change their hours of working. Members were advised to watch out for further up-dates to see if many local Post Offices would be able to make the necessary changes or not. The Chairman advised that he would keep the Committee up-dated on this matter.

***O&S 16 CONFIRMATION OF MINUTES**

The Minutes of the Meetings held on 12th June 2012 and 10th July 2012, were confirmed and signed by the Chairman as a correct record.

***O&S 17 TWO COMMITTEE STRUCTURE**

The Vice-Chairman advised Members of the Task & Finish Group Meeting that had been held on 26th September 2012, to discuss the Two Committee Option. Members were advised that as an outcome of this meeting, the points raised had now been broken down into six headings as follows:-

- Imbalance of workload.
- Workload of Chairs.
- Committee system structure.
- Who to talk to.
- Link between two Committees.
- Other topics.

It was decided it would be useful to talk to the Committee Clerks, Mr Tony Rose and Mrs Kathy Trant for their opinions on the Committee structure. It was also agreed that the views of SMT should be sought.

A Task and Finish Group meeting would be arranged on the day of Informal Council, Monday 19 November 2012 to further discuss the Two Committee Option. The Chairs of Community Services Committee and the Resources Committee would also be invited to attend this meeting for their views/opinions.

A Member queried who should attend this Task and Finish Group and was advised that a Member joined the meeting on 26 September 2012 who was not a Member of the Task and Finish Group but they were invited to attend the meeting by other Members of the Group on the day.

It was felt that in reviewing the Two Committee Structure, the role and structure of the Overview & Scrutiny Committee should also be examined as it was important to get the workload and balance correct.

A Member suggested that the Overview and Scrutiny Committee invite speakers and hold workshops as part of the Committee Meeting, an example being, health, crime and disorder as interesting topics.

The Corporate Director went through the Scoping Document and time line in order to meet the deadline of May 2013.

After a general discussion from Members it was agreed to progress the review of the Two Committee System in line with the Scoping Document and also to review the terms of Overview and Scrutiny Committee so to add a further bullet point to the document being:-

- Include the role of Overview & Scrutiny in their deliberations.

O&S 18 DRAFT MEMBER DEVELOPMENT STRATEGY

The Democratic Services Manager presented a report (page 8 to the agenda) for Members to consider the draft Member Development Strategy for approval which outlined the Council's commitment to supporting Members in developing the necessary skills and knowledge to serve the community.

The Chairman encouraged Members to try and attend the personal development interviews which were soon to be taking place and to make an appointment if Members thought that they would find this useful.

A new Member advised that they were not happy with the level of training that they had received since becoming a new Member and felt the induction should have been more comprehensive. However it was accepted that he had been elected part way through a Municipal Year and therefore had not benefited from the formal structured induction process.

Existing Members felt the advice they had received had been invaluable and very useful.

A general discussion took place, during which it was noted that a draft strategy had been compiled which would enable comprehensive and detailed structured training, to include during the induction period.

It was **RESOLVED** to **RECOMMEND** to Council that the draft Strategy (as presented at Appendix B) be adopted.

***O&S 19 ECONOMY DELIVERY PLAN UPDATE**

The Economy Manager presented a report (page 14 to the agenda) on information on key achievements, messages from stakeholder engagement and a draft Economy Action Plan for 2012-14.

A Member asked the Economy Manager if she felt any further action should be taken. The Economy Manager explained that the report had been written for both authorities (West Devon & South Hams) and that she was happy with the outcome. Appendix A showed the position looking back and Appendix B showed the plan moving forward.

A Member commented that the report presented was hard to read as it is a massive subject and hard to take in. It was suggested that perhaps it could be presented in a different way, preferably in colour. Members also requested that future reports used bullet points in order to clarify the main points of the report.

The Economy Manager agreed and advised that the report had to fit within an existing template. Future updates would be refined, condensed and presented in an improved format.

After further discussion it was **RESOLVED** that progress on the Economy Delivery Plan had been considered and commented upon before the

Community Services Committee meets on the 30th October 2012 to consider adoption of the plan.

***O&S 20 PROGRESS ON THE CONNECT STRATEGY AND DELIVERY PLANS**

The Community Manager presented a report (page 42 to the agenda) providing Members with information on key achievements, issues for consideration and emerging future actions for the Connect Strategy and delivery plans so that Members may consider whether specific action or intervention was required.

Members were advised on the progress to date, key achievements, solutions and work yet to be done. At a meeting of the Informal Community Services Committee, items discussed were key messages, actions and whether these were achievable from partners and the need to look more closely at actions, as they need to be challenging but achievable.

After general discussion it was felt that it was necessary for the Local Authority to engage more with young people and encourage them to be motivated and involved.

Flooding problems were discussed as flooding and climate change were affecting our communities more. It was suggested to invite someone from the Environment Agency to talk to Overview and Scrutiny Committee on flooding.

A Member referred to Drake's Trail and the Grenofen Tunnel (page 51 to the agenda) and raised concerns that the tunnel was very dark, wet and it was difficult to see properly once in the tunnel. There was potential for an accident to occur with cyclists and children.

A Member referred to the Olympic Games Legacy (page 52 to the agenda) and how there were hopes of trying to attract a Common Wealth Team after the recent success of the recent team from Swaziland and of how this helps to get money in for the local community.

A Member referred to housing and affordable homes (page 57 to the agenda) and the need for housing for young people. It was felt that there was a pressure on Parish Councils and communities to try and help.

It was **RESOLVED** that Members consider progress on the Connect Strategy and delivery plans and make recommendations as to whether any further action was required to address specific issues.

***O&S 21 PERFORMANCE INDICATORS QUARTER 1**

The Head of ICT & Customer Services presented a report (page 61 to the agenda) providing Members with information on Key Performance Indicators where performance was 10% or more below target at the end of quarter 1 2012-13.

Car parking income (page 68 to the agenda) was discussed and how this could be progressed. SMT were to look at this to make the target more realistic. There were suggestions to perhaps introduce car parking incentives, with possible free parking after 3 pm. It was also mentioned that the cleanliness of Somerfield car park needed to be addressed.

Members also discussed their concerns with regard to the number of temporary staff who were currently employed by the Council. The Corporate Director agreed to follow up and bring back to Overview and Scrutiny Committee a report on additional workload due to long term sickness and the use of temporary staff to address this.

Members also noted that the Balanced Scorecard highlighted the issue of the 'Change of Circumstances' indicator. Members were concerned as the longer it took to apply a change of circumstance could have a detrimental impact on claimants potentially leaving them in debt.

It was **RESOLVED** that the Key Performance Indicators for Quarter 1 and the action detailed to improve future performance be noted and considered.

***O&S 22 UPDATE ON BROADBAND**

The Chairman discussed the minutes of the Meeting of the Joint Rural Broadband Working Group held on 3 October 2012, which was a joint Working Group with South Hams District Council.

It was decided that there would be a programme of meetings but that there was the option of meeting in between these dates if it was deemed necessary.

***O&S 23 REGULATION OF INVESTIGATORY POWERS ACT 2000: REPORT ON INSPECTION AND AUTHORISATION**

As a standing item on the agenda, Members noted that there had been no requests to use the powers under RIPA during the last quarter.

(The Meeting terminated at 4.15 pm)

