

Public Document Pack

Mid Devon District Council

Scrutiny Committee

Monday, 28 October 2019 at 2.15 pm
Exe Room, Phoenix House, Tiverton

Next ordinary meeting
Monday, 2 December 2019 at 2.15 pm

Those attending are advised that this meeting will be recorded

Membership

Cllr F W Letch
Cllr W Burke
Cllr R J Chesterton
Cllr Mrs C P Daw
Cllr R Evans
Cllr Mrs I Hill
Cllr B Holdman
Cllr B A Moore
Cllr R L Stanley
Cllr Ms E J Wainwright
Cllr B G J Warren
Cllr A Wilce

A G E N D A

Members are reminded of the need to make declarations of interest prior to any discussion which may take place

- 1 **Apologies and Substitute Members**
To receive any apologies for absence and notices of appointment of substitute Members (if any).
- 2 **Declarations of Interest under the Code of Conduct**
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.
- 3 **Public Question Time**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.

Note: A maximum of 30 minutes is allowed for this item.

- 4 **Member Forum**
An opportunity for non-Cabinet Members to raise issues.
- 5 **Minutes of the Previous Meeting** *(Pages 5 - 10)*
Members to consider whether to approve the minutes as a correct record of the meeting held on 30th September 2019.
- The Committee is reminded that only those members of the Committee present at the previous meeting should vote and, in doing so, should be influenced only by seeking to ensure that the minutes are an accurate record.
- 6 **Decisions of the Cabinet**
To consider any decisions made by the Cabinet at its last meeting that have been called-in.
- 7 **Chairman's Announcements**
To receive any announcements that the Chairman of Scrutiny Committee may wish to make.
- 8 **Broadband Provision**
To receive an update on broadband provision in the District from Matt Barrow, Economy, Enterprise and Skills Devon County Council.
- 9 **Performance and Risk** *(Pages 11 - 48)*
To provide Members with an update on performance against the corporate plan and local service targets for 2019-2020 as well as providing an update on the key business risks.
- 10 **Cost Recovery & Commercialisation in Growth, Economy & Delivery** *(Pages 49 - 54)*
To receive a report from the Head of Planning, Economy and Regeneration presenting Members with steps to introduce cost recovery into the Growth, Economy and Delivery Service and to look at issues relating to further commercialisation within the service, previously presented to Economy PDG and Cabinet.
- 11 **Forward Plan** *(Pages 55 - 70)*
Members are asked to consider any items within the Forward Plan that they may wish to bring forward for discussion at the next meeting.
- 12 **Scrutiny Officer Update** *(Pages 71 - 80)*
To receive a presentation from the Scrutiny Officer on work planning.
- 13 **Identification of Items for Future Meetings**
Members are asked to note that the following items are already identified in the work programme for the next meeting:

S106 Governance

Statement of Community Involvement Review
Cabinet Member for Finance
Business Rates Discretionary Rates Relief
Council Tax Empty Levy Charge

Note: - this item is limited to 10 minutes. There should be no discussion on items raised.

Stephen Walford
Chief Executive
Friday, 18 October 2019

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Member Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use other forms of social media to report on proceedings at this meeting.

Members of the public are welcome to attend the meeting and listen to discussion. Lift access the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is time set aside at the beginning of the meeting to allow the public to ask questions.

An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, or

If you would like a copy of the Agenda in another format (for example in large print) please contact Carole Oliphant on:

Tel: 01884 234209

E-Mail: coliphant@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **SCRUTINY COMMITTEE** held on 30 September 2019 at 2.15 pm

Present

Councillors

F W Letch (Chairman)
W Burke, Mrs C P Daw, R Evans, Mrs I Hill,
B Holdman, B A Moore, C R Slade,
R L Stanley, B G J Warren and A Wilce

Apologies

Councillor(s)

R J Chesterton and Ms E J Wainwright

Also Present

Councillor(s)

S J Clist and R M Deed

Also Present

Officer(s):

Stephen Walford (Chief Executive), Jill May (Director of Corporate Affairs and Business Transformation), Maria De Leburne (Solicitor), Andrew Busby (Group Manager for Corporate Property and Commercial Assets), Claire Fry (Group Manager for Housing), Lisa Lewis (Group Manager for Business Transformation and Customer Engagement), Christopher Davey (Procurement Manager), Tristan Peat (Forward Planning Team Leader), Philip Langdon (Solicitor), Clare Robathan (Scrutiny Officer), Christie McCombe (Area Planning Officer), Paul Tucker (Growth and Regeneration Officer) and Carole Oliphant (Member Services Officer)

55 APOLOGIES AND SUBSTITUTE MEMBERS (00.01.14)

Cllr R J Chesterton gave apologies and was substituted by Cllr C Slade and Cllr Ms E Wainwright gave apologies.

56 DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (00.01.30)

There were no declarations

57 PUBLIC QUESTION TIME (00.01.40)

There were no members of the public present.

58 MEMBER FORUM (00.01.50)

There were no issues raised under this item.

59 MINUTES OF THE PREVIOUS MEETING (00.02.18)

Subject to amendments:

1. Minute 53 (para 3) Councillor Woollatt's response that 'no other local authority in the South West charged people to park overnight' be amended to 'the majority of council owned car parks in the South West do not charge for overnight parking' and;
2. Minute 49 (para 1) Police representatives title be change from Superintendent to Inspector

The minutes of the meeting held on 2nd September 2019 were agreed as a correct record and **SIGNED** by the Chairman.

Cllr B A Moore stated that he wanted his comments that the Cabinet Member for Finance did not attend the last meeting to be recorded but he did not want the minutes changed.

60 **DECISIONS OF THE CABINET (00.05.13)**

The Committee **NOTED** that none of the decisions made by the Cabinet on 19th September 2019 had been called in.

61 **CHAIRMAN'S ANNOUNCEMENTS (00.05.30)**

The Chairman advised the Committee that Matt Barrow, DCC, would be attending the 28th October meeting to give an update on the Broadband rollout in Mid Devon and asked Members to submit any questions they wanted to ask before 14th October 2019.

The Chairman asked for volunteers for the Customer Experience Working Group which was meeting on 1st October 2019 at 2.30pm as Cllr A Wilce had had to withdraw from the Working Group. Cllr I Hill volunteered to be a member of the Working Group.

It was therefore **AGREED** that Cllr I Hill be a member of the Customer Experience Working Group.

(Proposed by the Chairman)

The Chairman advised the Committee that he had attended a meeting with police representatives with Cllr Lloyd Knight, Mayor of Cullompton and the Leader.

The Chairman introduced Clare Robathan as the Scrutiny Officer.

62 **MEETING MANAGEMENT (00.07.20)**

The Chairman advised the Committee (with their agreement) that he would take item 14, the Scrutiny Officer update, as the next item on the agenda.

63 **SCRUTINY OFFICER UPDATE (00.07.35)**

The Scrutiny Officer gave Members some detail on her background in Central Government and that she was bringing useful skills and experience to the role. She

confirmed her working hours to Members and that a large part of her work would be to support the Scrutiny Committee but she also had a remit to support the Environment and Community PDG's with any research required.

She advised the Committee that she would be providing a presentation to Members on the forward work programme at the next meeting.

64 **CABINET MEMBER FOR HOUSING REPORT (00.10.56)**

The Cabinet Member for Housing provided the Committee with a *report on area's within his remit and gave the details of performance against targets in key areas.

He gave personal thanks to Cllr R L Stanley for all the hard work that he had done in relation to the portfolio before he had taken over.

He explained that he was surprised by the attitude of some tenants who were against gas inspections and informed Members that Tommy Walsh would be the guest speaker at this year's Landlords Event.

He expressed his thanks to officers who had made the transition process since May easy and that he had been made to feel very welcome and he explained that he had attended over 100 meetings with officers to date and found the service to be a lean, slick, cohesive and a professional outfit.

In response to Members questions the Chief Executive explained the difference in the number of affordable units which had been secured in the district as to the number of social housing units delivered by the Council itself.

Members asked for responses to the following questions:

1. The figures for affordable housing and social housing be explained in more detail
2. That the HRA figures be clarified, including the exact amount going in each year and the current total pot
3. Request for a full report on the figures currently invested with Wessex Bank, the current amount of monies available, the number of loans made in the past 12 months, how the reserves of £80k have been spent and if any money had been clawed back by the Council
4. Would the previous policy of replacing all coal fired heating systems in Council housing stock with reserves from renewable energy continue?
5. An explanation of where the DARS figures were obtained and the difference between the 18/19 budget and spend
6. Clarification of the £54k lost through non co-operation by tenants for gas inspections
7. Provide a prediction of the amount of rent arrears by the end of the financial year
8. Clarification on why there were more grants and sales for right to buy in 17/18 and 18/19 and to date
9. Clarification of why Band E figures were included on the housing list

The Cabinet Member informed the Committee that he would provide a written response to questions asked.

Members congratulated officers on the amount of successful rogue landlord prosecutions but felt that more could be done.

Note: *report previously circulated and attached to the minutes

65 STRATEGIC GRANTS AND SERVICE LEVEL AGREEMENT PROGRAMME 2020-2023 (00.50.45)

The Committee had before it and **NOTED** a *report from the Head of Planning, Economy and Regeneration presented by the Growth and Regeneration Officer outlining the process for the Strategic Grants and Service Level Agreement Programme for 2020-2023.

He explained to the Committee that a recommendation would be presented to the Community PDG to form a working group to consider recommendations on the approach and the levels of grant funding for 2020-2023. He explained that any awards agreed would have to be within the financial constraints of the Council.

Members who had been present in the previous administration of the Council endorsed the current system of Service Level Agreements and confirmed that the current beneficiaries found the system useful.

In response to a question, the Grants and Funding Officer confirmed that the grant awards to the Grand Western Canal, Tiverton Museum of Mid Devon Life and the Tourist Information Centre would be considered by the Economy PDG and was separate from the Service Level Agreement Programme.

Members urged that the award notices were made in a timely manner so that the recipients could plan for the future.

Notes:

1. *Report previously circulated and attached to the minutes
2. Cllr B A Moore declared an interest as a trustee of Involve

66 CULLOMPTON TOWN CENTRE MASTERPLAN - CONTRACT AWARD (00.56.19)

The Committee had before it and **NOTED** a *report from the Head of Planning, Economy and Regeneration, presented by the Area Planning Officer, outlining the procurement process for the Contact Award for the Cullompton Town Centre Masterplan.

She outlined the contents of the report which advised Members of the procurement process for the employment of consultants to assist in the preparation of the Cullompton Town Centre Masterplan and the Delivery Plan.

She explained the next steps of the process and that stage 1 would be a public consultation exercise to be completed by the end of the year.

Members expressed a desire that lessons learned from the public consultation exercise in Cullompton regarding the link road be implemented.

Members discussed the number of suppliers who had submitted an expression of interest and that a single supplier had actually submitted a response by the tender deadline.

The Procurement Manager explained that there were issues with the number of skilled trades willing to tender for contracts due to them being employed on the Hinkley Point project. He explained that the Council would try to pre-empt this in the future with pin notices in advance of tenders.

A Member expressed a concern that previous Town Centre Masterplans had not been implemented and that the public were questioning the amount of money spent on them and them not being taken forward. The Area Planning Officer offered to go through the stages of previous Masterplans and explain what had been implemented.

The Chief Executive explained to Members that once the Town Centre Masterplan reached implementation stage it would be down to Members to agree the details. He explained that the work being undertaken was intended to form part of the Council's development and planning framework, giving far greater strength and planning 'weight' to it than perhaps the vision or idea documents of the past.

Notes:

1. *Report previously circulated and attached to the minutes
2. Cllr R L Stanley left and returned to the meeting during the item and did not take part in the discussion

67 **ANNUAL REPORT OF COMPLAINTS, COMMENTS AND COMPLIMENTS (01.08.55)**

The Committee had before it and **NOTED** a *report from the Group Manager for Business Transformation and Customer Engagement providing details of the complaints, comments and compliments received by the Council.

Members asked if the implementation of cashless payments had increased the amount of complaints received by the Council. The Group Manager for Business Transformation and Customer Engagement explained that the Council had not received an increased amount of formal complaints but had received queries from the public on how to access and use the new payment methods.

In response to questions asked about helping customers understand the complaints process, the Chief Executive explained that at the end of every stage 1 complaint the complainant was given details on how to escalate to a stage 2 complaint if they were not satisfied with the response. Any stage 2 response highlighted how to take any further action via the Ombudsman, in order to ensure the highest standards of transparency and accountability.

Members noted that in many areas the numbers of comments outweighed the number of formal complaints received. The Group Manager for Business Transformation and Customer Engagement explained that the comments received

were analysed by the Service Area and Customer Services to see where improvement to the Service could be made.

Members expressed concerns that the highest number of complaints received were in the Waste and Housing Services. The Group Manager for Business Transformation and Customer Engagement explained that the waste services touched every household in the district and was statistically likely to incur more complaints as were Housing whose customers had multiple need for contact. She explained that they worked with these service areas to understand and reduce multiple complaints of the same nature.

Notes:

1. *Report previously circulated and attached to the minutes
2. Cllr A Wilce left the meeting and did not take part in the discussion

68 RIPA ANNUAL UPDATE (01.22.25)

The Committee had before it and **NOTED** a *report from the Group Manager for Legal Services and Monitoring Officer presented by the RIPA Coordinator who stated that the RIPA powers had not been used since 2014.

Members discussed the use of CCTV cameras and if these could be used to record instances of fly tipping and antisocial behaviour. It was explained that any such surveillance would need to be approved by a Magistrate and would be time limited and that only offences that could carry a 6 month prison term would be approved.

Note: *Report previously circulated and attached to the minutes

69 FORWARD PLAN (01.30.20)

The Forward Plan was **NOTED**.

Note: *Forward plan previously circulated and attached to the minutes

70 IDENTIFICATION OF ITEMS FOR FUTURE MEETINGS (01.30.52)

No items were identified.

(The meeting ended at 3.46 pm)

CHAIRMAN

SCRUTINY COMMITTEE
28 OCTOBER 2019:

AGENDA ITEM:

PERFORMANCE AND RISK REPORT

Cabinet Member Cllr Bob Deed
Responsible Officer Director of Corporate Affairs & Business Transformation,
Jill May

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2019-20 as well as providing an update on the key business risks.

RECOMMENDATION: That the Committee reviews the Performance Indicators and Risks that are outlined in this report and feeds back any areas of concern.

Relationship to Corporate Plan: Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

Financial Implications: None identified

Legal Implications: None

Risk Assessment: If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

Equality Impact Assessment: No equality issues identified for this report.

Impact on Climate Change: No impacts identified for this report.

1.0 Introduction

- 1.1 Appendices 1-5 provide Members with details of performance against the Corporate Plan and local service targets for the 2019-20 financial year. The Committee is invited to suggest measures they would like to see included in the future for consideration.
- 1.2 Appendix 6 shows the higher impact risks from the Corporate Risk Register. See 3.0 below.
- 1.3 Appendix 7 shows the risk matrix for the Council.
- 1.4 All appendices are produced from the Corporate Service Performance And Risk Management system (SPAR).
- 1.5 When benchmarking information is available it is included.

2.0 Performance

Environment Portfolio - Appendix 1

- 2.1 Regarding the Corporate Plan Aim: **Increase recycling and reduce the amount of waste: % of household waste reused, recycled and composted**; all the waste KPIs on Appendix 1 are better than target. These are yet to be verified by DCC however.
- 2.2 Regarding the Corporate Plan Aim: **Reduce our carbon footprint**: The proposal from Exeter University for the benchmarking of MDDC's Carbon Footprint, along with the other Devon districts, as at 2018/19 was received w/c 2 September and is being considered by management.

Homes Portfolio - Appendix 2

- 2.3 Regarding the Corporate Plan Aim: **Build more council houses**: Palmerston Park is now due for handover of all 26 units at the end of September.
- 2.4 Regarding the Corporate Plan Aim: **Facilitate the housing growth that Mid Devon needs, including affordable housing: Bringing Empty homes into use** has already exceeded the annual target. **Number of affordable homes delivered** was below target as at 30 June, this is reported quarterly.
- 2.5 Regarding the Corporate Plan Aim: **Planning and enhancing the built environment: Performance Planning Guarantee determined within 26 weeks** was just below target at 99% but all 4 speed and quality measures were well above the required target as at 30 June. These too are all reported quarterly.
- 2.6 Regarding the Corporate Plan Aim: **Other**: all measures are either on or above target except for **Average days to re-let** which was just outside the target of 14 days.
- 2.7 Housing performance remains in the top quartile compared with HouseMark.

Economy Portfolio - Appendix 3

- 2.8 An Economic Development Service Update which covers specific projects is a separate item on this agenda.
- 2.9 Regarding the Corporate Plan Aim: **Focus on business retention and growth of existing businesses**: we record **Businesses assisted**; they have to be assisted for a minimum of an hour to be included in this figure.
- 2.10 The GED team is working proactively to bring forward strategic developments and overcome obstacles to development. The team is currently in discussions with all allocated employment site land owners.

- 2.11 Regarding the Corporate Plan Aim: **Improve and regenerate our town centres with the aim of increasing footfall, dwell-time and spend in our town centres:** for **Empty Shops**, the vacancy rates in Tiverton and Cridton are better than this time last year. It should be noticed that the vacancy count is done at the start of each quarter hence the figures for “September” are populated already. The destination website is under construction at present.
- 2.12 Local Plan update: A post hearing advice note was received from the Inspector on 23rd May 2019. In response officers prepared and submitted a draft housing land supply update. The Inspector then invited hearing participants to comment upon it and the Council to make a further submission in response to those comments. We await clarification from the Inspector on how he wishes to proceed to the next stage. A report on the proposed main modifications will be considered at a future meeting of Cabinet and Council prior to a further stage of public consultation. We await guidance from the Inspector after which we will be in a clearer position over timescale going forward.

Community Portfolio - Appendix 4

- 2.13 **Regarding the Corporate Plan Aim: Promote physical activity, health and wellbeing:** The play area in Palmerston Park will be closed to allow contractors to carry out a make-over of the community space. Mid Devon District Council is investing around £25,000 to fund the improvements, with the money coming from developer contributions.
- 2.14 **Other:** MDDC has applied for £1.2 million of Government funding to support the regeneration of Cullompton’s historic town centre. The Council submitted the bid to Historic England for a share of the High Streets Heritage Action Zone, under the Government’s High Streets Programme. MDDC has successfully passed the first stage and will now need to submit a full programme design by January 2020 in discussion with Historic England
- 2.15 MDDC’s website was upgraded from 1 July we are now addressing our other websites for accessibility i.e. Culm Garden Village, NMD Building Control and Leisure. Advice is being given to Town and Parishes regarding their websites.

Corporate - Appendix 5

- 2.16 **Working days lost due to sickness** is currently slightly better than target but we are approaching the months when short-term sickness absences tend to increase. The revised sickness policy is in draft at present.
- 2.17 The **Response to FOI requests** have been 100% on time since April 2019. The new FOI information has been added as requested, with some information about the prior year for comparison. The extra FOI information did not start being published on the website until July 2018 when the new Cabinet FOI guidance was published.
- 2.18 Premier Inn is still on target for completion. Our retail units at Market Walk: The occupancy rate has now fallen back below 100% but Heads of Terms are

nearly completed for 2 shops (4 units) and Londis is working with the Council re another.

- 2.19 The **% total Council Tax collected** and **% total NNDR collected** are both well above target.

3.0 Risk

- 3.1 The Corporate risk register is regularly reviewed by Group Managers' Team (GMT) and Leadership Team (LT) and updated as required.
- 3.2 Risk reports to committees include strategic risks with a current score of 10 or more in accordance with the Risk and Opportunity Management Strategy. (Appendix 6)
- 3.3 Appendix 7 shows the risk matrix for MDDC for this quarter. If risks are not scored they are included in the matrix at their inherent score which will be higher than their current score would be.
- 3.4 Operational risk assessments are job specific and flow through to safe systems of work. These risks go to the Health and Safety Committee biannually with escalation to committees where serious concerns are raised.

4.0 Conclusion and Recommendation

- 4.1 That the Committee reviews the performance indicators and any risks that are outlined in this report and feeds back any areas of concern.

Contact for more Information: Catherine Yandle Group Manager for Performance, Governance and Data Security ext 4975

Circulation of the Report: Leadership Team and Cabinet Member

Corporate Plan PI Report Environment

Monthly report for 2019-2020
 Arranged by Aims
 Filtered by Aim: Priorities Environment
 For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below target

Below target

On target

Above target

Well above target

* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Environment

Priorities: Environment

Aims: Increase recycling and reduce the amount of waste

Performance Indicators

Title	Prev Year (Period)	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>Residual household waste per household (measured in Kilograms) (figures have to be verified by DCC)</u>	119.90 (4/12)	365.00	27.49	57.07	85.01	114.63									Stuart Noyce	
<u>% of Household Waste Reused, Recycled and Composted (figures have to be verified by DCC)</u>	56.15% (4/12)	54.00%	55.78%	56.45%	56.21%	55.71%									Stuart Noyce	
<u>Net annual cost of waste service per household</u>		£45.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Stuart Noyce	
<u>Number of Households on Chargeable Garden Waste</u>	9,953 (4/12)	10,000	9,921	10,102	10,109	10,195									Stuart Noyce	
<u>% of missed collections reported (refuse and organic waste)</u>	0.03% (4/12)	0.03%	0.01%	0.01%	0.01%	0.01%									Stuart Noyce	
<u>% of Missed Collections logged (recycling)</u>	0.01% (4/12)	0.03%	0.02%	0.02%	0.02%	0.02%									Stuart Noyce	

Aims: Protect the natural environment

Corporate Plan PI Report Environment																	
Priorities: Environment																	
Aims: Protect the natural environment																	
Performance Indicators																	
Title	Prev Year (Period)	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes	
<u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u>	8 (4/12)		2	4	6	8									Stuart Noyce		

Printed by: Catherine Yandle

SPAR.net

Print Date: 06 September 2019 13:08

Corporate Plan PI Report Homes

Monthly report for 2019-2020
 Arranged by Aims
 Filtered by Aim: Priorities Homes
 For MDDC - Services

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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* Indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Homes																			
Priorities: Homes																			
Aims: Build more council houses																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>Build Council Houses</u>	2 (5/12)		26	0	0	0	0	0								Angela Haigh	(August) Revised completion date agreed with Homes England (CY)		
Aims: Facilitate the housing growth that Mid devon needs, including affordable housing																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>Number of affordable homes delivered (gross)</u>	18 (1/4)		100	n/a	n/a	22	n/a	n/a		n/a	n/a		n/a	n/a		Angela Haigh			
<u>Deliver homes by bringing Empty Houses into use</u>	56 (5/12)		72	17	33	42	55	72								Simon Newcombe			
Aims: Other																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>% Decent Council Homes</u>	99.9% (5/12)		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%								Angela Haigh			
<u>% Properties With a Valid Gas Safety Certificate</u>	99.91% (5/12)		100.00%	99.78%	99.82%	99.91%	99.91%	99.96%								Angela Haigh			
<u>Rent Collected as a Proportion of Rent Owed</u>	99.26% (5/12)		97.00%	91.55%	99.90%	97.66%	100.93%	99.30%								Angela Haigh			
<u>Current Tenant Arrears as a Proportion of Annual Rent Debit</u>	1.32% (5/12)		2.50%	1.10%	0.87%	1.11%	1.09%	0.91%								Angela Haigh			
<u>Dwelling rent lost due to voids</u>	0.57% (5/12)		0.70%	0.50%	0.50%	0.48%	0.48%	0.52%								Angela Haigh			
<u>Average Days to Re-Let Local Authority Housing</u>	15.7days (5/12)		14.0days	14.0days	14.5days	14.6days	13.7days	14.6days								Angela Haigh			

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Corporate Plan PI Report Economy

Monthly report for 2019-2020
 Arranged by Aims
 Filtered by Aim: Priorities Economy
 For MDDC - Services

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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* Indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Economy																			
Priorities: Economy																			
Aims: Attract new businesses to the District																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>Number of business rate accounts</u>	3,049 (5/12)		3,150	3,104	3,112	3,123	3,137	3,149								Andrew Jarrett, Fiona Wilkinson			
Aims: Focus on business retention and growth of existing businesses																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>Businesses assisted</u>	122 (5/12)		250	10	28	50	61	69								Adrian Welsh	(August) 9 New Enquires & 8 Businesses Assisted (MF)		
Aims: Improve and regenerate our town centres																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>Increase in Car Parking Vends</u>	53,627 (5/12)			51,120	51,775	48,697	50,894	51,261								Andrew Jarrett			
<u>The Number of Empty Shops (TIVERTON)</u>	21 (2/4)		18	n/a	n/a	17	n/a	n/a	20	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) The number of vacant units is 7.1% equaling 17 units. (MF)		
<u>The Number of Empty Shops (CREDITON)</u>	8 (2/4)		8	n/a	n/a	6	n/a	n/a	7	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) 5.0% of units vacant. (MF)		
<u>The Number of Empty Shops (CULLOMPTON)</u>	7 (2/4)		8	n/a	n/a	12	n/a	n/a	12	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) The number of vacant units within Cullompton is 12 (MF)		
Aims: Other																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes		
<u>Funding awarded to support economic projects</u>	£0 (1/4)		£100,000	n/a	n/a	£10,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) £10,000 bid to Arts Council from Cullompton Town Council (AD) (JB)		

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Corporate Plan PI Report Community

Monthly report for 2019-2020

Arranged by Aims

Filtered by Aim: Priorities Community

Filtered by Flag: Exclude: Corporate Plan Aims 2016 to 2020

For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below
target

Below target

On target

Above target

Well above
target

* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Community

Priorities: Community

Aims: Other

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>Compliance with food safety law</u>	85% (5/12)		90%	93%	93%	92%	93%	93%								Simon Newcombe	

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Corporate Plan PI Report Corporate

Monthly report for 2019-2020

Arranged by Aims

Filtered by Aim: Priorities Delivering a Well-Managed Council
For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below
target

Below target

On target

Above target

Well above
target

* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Corporate

Priorities: Delivering a Well-Managed Council

Aims: Put customers first

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>% of complaints resolved w/in timescales (10 days - 12 weeks)</u>	90% (5/12)		90%	96%	98%	95%	87%	85%								Lisa Lewis	
<u>Number of Complaints</u>	29 (5/12)			26	31	33	34	33								Lisa Lewis	
<u>New Performance Planning</u>	100% (1/4)		100%	n/a	n/a	99%	n/a	n/a	n/a	n/a		n/a	n/a			Jenny Clifford, David	(Quarter 1) Down by 1 FTE (RP)

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Corporate Plan PI Report Corporate

Priorities: Delivering a Well-Managed Council

Aims: Put customers first

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>Guarantee determine within 26 weeks</u>																Green	
<u>Major applications determined within 13 weeks (over last 2 years)</u>	86% (1/4)		60%	n/a	n/a	72%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	(Quarter 1) 1 FTE down (RP)
<u>Minor applications determined within 8 weeks (over last 2 years)</u>	73% (1/4)		65%	n/a	n/a	77%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	
<u>Major applications overturned at appeal (over last 2 years)</u>	3% (1/4)		10%	n/a	n/a	0%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	(Quarter 1) down by 1 FTE (RP)
<u>Minor applications overturned at appeal (over last 2 years)</u>	0% (1/4)		10%	n/a	n/a	0%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	

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Corporate Plan PI Report Corporate

Priorities: Delivering a Well-Managed Council

Aims: Put customers first

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>Response to FOI Requests (within 20 working days)</u>	98% (5/12)		100%	100%	100%	100%	100%	100%								Catherine Yandle	(August) 79 replies all on time. (CY)
<u>FOI/EIR Requests where the information was granted in full</u>	n/a	n/a	2018 -19 Q 3 & 4 190 i.e. 59.4%	32	28	26	26	44								Catherine Yandle	(August) Out of 79; 55.7% (CY)
<u>ICO Decision Notices</u>	n/a	n/a	There were 4 complaints in 2018-19 2 Withdrawn 1 Upheld 1 Not Upheld			1	1	1								Catherine Yandle	(August) Withdrawn (CY)
<u>Working Days Lost Due to Sickness Absence</u>	3.49days (5/12)		7.00days	0.46days	0.96days	1.55days	2.17days	2.88days								Matthew Page	
<u>% total Council tax</u>	47.43% (5/12)		98.50%	11.16%	20.41%	29.29%	38.20%	47.15%								Andrew Jarrett	

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Corporate Plan PI Report Corporate

Priorities: Delivering a Well-Managed Council

Aims: Put customers first

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>collected - monthly</u>																	
<u>% total NNDR collected - monthly</u>	47.45% (5/12)		99.20%	12.02%	24.00%	33.07%	40.40%	48.98%								Andrew Jarrett	
<u>Number of visitors per month</u>	2,341 (5/12)		2,500	1,361	1,355	1,257	1,212	1,189								Lisa Lewis	

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Corporate Risk Management Report - Appendix 6

Report for 2019-2020

Filtered by Prefix: Exclude Risk Prefix: OP, PR, EV

Filtered by Flag: Include: * Corporate Risk Register

For MDDC - Services

Filtered by Performance Status: Exclude Risk Status: Low

Not Including Risk Child Projects records, Including Mitigating Action records

Key to Performance Status:

Mitigating Action:	Milestone Missed	Behind schedule	On / ahead of schedule	Completed and evaluated	No Data available
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Risks:	No Data (0+)	High (15+)	Medium (6+)	Low (1+)
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Corporate Risk Management Report - Appendix 6

Risk: Absence of Key Staff Loss of key staff from service (either temporary or permanent) could result in being unable to meet statutory duties and administer an election

Service: Elections and Electoral Registration

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Partnership working arrangements	may require experienced staff from other authorities if staff absent at key times	Jackie Stoneman	02/08/2013	11/03/2019	Fully effective (1)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jill May

Review Note: contingency plans - AEA and Devon Group partnership working (could borrow staff)

Risk: Building Control partnership with North Devon Partnership arrangement with North Devon fails and Building Control has to be brought back in house.

Service: Building Control

Mitigating Action records

No Mitigating Action records found.

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jenny Clifford

Review Note: Ensure marketing plan is implemented performance monitoring of surveyors.

Corporate Risk Management Report - Appendix 6

Risk: Climate Change Declaration The implications to the Council's strategic, budget and medium term financial plans are not yet fully explored and understood. This introduces an increased level of uncertainty.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
No Data available	Consideration by the Environment PDG	This PDG has been tasked with considering the Council's own policy response (s) to the Climate Change Declaration made at Full Council on 26 June 2019.	Catherine Yandle	19/07/2019	05/09/2019	No Score(0)
On / ahead of schedule	Establishing baseline and definitions	A Devon wide definition of "Carbon footprint" needs to be established so the County can work to a common formula. MDDC's own Carbon footprint will be calculated to establish a baseline for future measurement.	Catherine Yandle	19/07/2019	05/09/2019	Satisfactory (2)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		
Service Manager: Catherine Yandle						
Review Note: Proposal from Exeter University for carbon footprint work is due w/c 2/9/19						

Corporate Risk Management Report - Appendix 6

Risk: Cyber Security Inadequate Cyber Security could lead to breaches of confidential information, damaged or corrupted data and ultimately Denial of Service. If the Council fails to have an effective ICT security strategy in place.

Risk of monetary penalties and fines, and legal action by affected parties

Service: I C T

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Email and Protective DNS	ICT have applied the all levels of the government secure email policy, which ensures secure email exchange with government agencies operating at OFFICIAL. PSN DNS has been configured at the Internet gateway, which ensures the validity of websites and blocks known sites.	Alan Keates	06/06/2019	17/09/2019	Fully effective (1)
Completed and evaluated	Information Security Policy in place, with update training	Information Security Policy reviewed. LMS (online policy system) included in induction.	Catherine Yandle	22/10/2015	17/09/2019	Fully effective (1)
On / ahead of schedule	Regular user awareness training	Staff and Member updates help to reduce the risk	Alan Keates	03/01/2019	17/09/2019	Satisfactory (2)
Completed and evaluated	Technical controls in place	Required to maintain Public Sector Network certification	Alan Keates	03/01/2019	17/09/2019	Fully effective (1)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Alan Keates

Review Note: See mitigating actions.

Corporate Risk Management Report - Appendix 6

Risk: Economic Strategy Failure to deliver projects/outcomes in Economic Strategy

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Record						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Continue to seek out existing and new funding opportunities	To assist in ensuring adequate funding for delivery.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	partnership working	Continue to work closely with delivery partners to gain advance warning of difficulties so as to seek to mitigate	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	Project Management	Continue rigorous project management, monitoring and reporting	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						
Review Note: See mitigating actions						

Risk: Funding Insufficient resources (including funding) to deliver growth aspirations of Corporate Plan.

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	10/06/2019	Satisfactory (2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		
Service Manager: Adrian Welsh						
Review Note: Uncertainty as to whether funding will continue in current political climate.						

Corporate Risk Management Report - Appendix 6

Risk: GDPR compliance That the Council cannot demonstrate that we are compliant with GDPR requirements.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	IDOX Records Handling Plan	To utilize IDOX bulk data handling tool across the Council services using Uniform	Catherine Yandle	01/03/2019	11/08/2019	Satisfactory (2)
On / ahead of schedule	Records Management Action Plan	To improve identified issues with records management	Catherine Yandle	15/06/2018	11/08/2019	Satisfactory (2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 2 - Low	
Service Manager: Catherine Yandle						
Review Note: See mitigating actions						

Risk: Health and Safety Inadequate Health and Safety Policies or Risk Assessments and decision-making could lead to Mid Devon failing to mitigate serious health and safety issues

Service: Human Resources

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Risk Assessments	Review risk assessments and procedures to ensure that we have robust arrangements in place. In progress ready for September reports.	Michael Lowe	28/05/2013	15/11/2018	Fully effective (1)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Michael Lowe						
Review Note: Whilst there is an improvement in procedures the safety reviews carried out still show further work is required in implementing these into the work place						

Corporate Risk Management Report - Appendix 6

Risk: Homelessness Insufficient resources to support an increased homeless population could result in failure to meet statutory duty to provide advice and assistance to anyone who is homeless.

Service: Housing Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Computer System	New ICT system for recording homelessness data procured.	Claire Fry	05/09/2017	13/09/2019	Fully effective (1)
Completed and evaluated	Staff Support	Officers are trained and knowledgeable and the structure of Housing Options team to be reviewed to build resilience. Homelessness strategy to be reviewed Autumn 2019.	Claire Fry	22/06/2017	13/09/2019	Fully effective (1)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Claire Fry						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Information Security Inadequate data protection could lead to breaches of confidential information and ultimately enforcement action by the ICO.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Awareness and Training	Attend team meetings and other meetings such as Tenants Together to provide training and answer questions on request. Articles in the Link on an ad hoc basis.	Catherine Yandle	09/08/2019	11/08/2019	Satisfactory (2)
On / ahead of schedule	Breach notification	Security breaches are logged via the helpdesk and monitored for developing trends. Training and advice is offered in response to items logged.	Catherine Yandle	09/08/2019	11/08/2019	Satisfactory (2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		
Service Manager: Catherine Yandle						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Infrastructure delivery Inability to deliver, or delay in delivering, key transport infrastructure to unlock planned growth

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Review						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						
Review Note: See mitigating actions						

Risk: Localism Act - Community Right to Buy / Challenge Transference of services to the community could enable the Council to identify cost savings

Service: Financial Services

Mitigating Action records

Mitigating Action Records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	This is an opportunity - Communication with third parties needed		Jo Nacey	02/08/2019	02/08/2019	Satisfactory(2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jo Nacey						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Overall Funding Availability Changes to Revenue Support Grant, Business Rates, New Homes Bonus and other funding streams in order to finance ongoing expenditure needs.

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Engaging in commercial activities		Jo Nacey	28/09/2017	13/09/2019	Satisfactory(2)
On / ahead of schedule	Medium term planning		Jo Nacey	28/09/2017	13/09/2019	Satisfactory(2)
On / ahead of schedule	We continue to work with managers to reduce costs and explore new income streams		Jo Nacey	07/02/2019	13/09/2019	Satisfactory(2)
Current Status: High (15)		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 3 - Medium	
Service Manager: Jo Nacey						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Reduced Funding - Budget Cuts We are subject to continuing budget reductions. If we concentrate on short term cost savings, it may increase long term impact of decisions

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Business Plans	Service Business Plans are reviewed each financial year with suggestions for revised performance targets based on budget to be agreed by Cabinet Member and PDG.	Jo Nacey	28/05/2013	13/09/2019	Satisfactory (2)
On / ahead of schedule	Identify Efficiencies	Taking proactive steps to increase income and reduce expenditure through efficiencies, vacancies that arise and delivering services in a different way.	Andrew Jarrett	28/05/2013	13/09/2019	Satisfactory (2)
On / ahead of schedule	Reserves	Cabinet have taken the decision to recommend a minimum general reserve balance of 25% of Net annual budget.	Andrew Jarrett	28/05/2013	13/09/2019	Satisfactory (2)
On / ahead of schedule	Set Budget	Each year as part of the budget setting process, members are consulted via PDGs in time to evaluate savings proposals, ahead of the November draft budget.	Andrew Jarrett	28/05/2013	13/09/2019	Satisfactory (2)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Jo Nacey

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Corporate Risk Management Report - Appendix 6

Review Note: See mitigating actions

Risk: Reputational damage - social media impact of reputational damage through social media is a significant risk that warrants inclusion on the Authority's risk register.

Service: Communications

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Monitoring social media	Two members of the communications team monitor the main corporate social media accounts on a rota basis. Alerts are also set up so the team receives notification of comments and can respond as appropriate. This is monitored in office hours only and the team does not provide 24 hour monitoring or a call out function. The Comms Team also works with other local authorities and takes part in social media training with other local authorities as the opportunities arise budgets permitting.	Jane Lewis	05/06/2019	05/06/2019	Satisfactory (2)

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Jane Lewis

Review Note: See mitigating actions

Corporate Risk Management Report - Appendix 6

Risk: Reputational re Council Housing Stock Failure in handling a disaster/mistake properly

Service: Housing Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Proactive Working	Dynamic system of fire risk assessment being adopted to minimise risk of a disaster. Tenancy Home Checks enable us to identify issues in homes; and communal inspections and Neighbourhood Walkabouts enable us to identify issues in communal areas which could result in a disaster.	Claire Fry	05/09/2017	13/09/2019	Fully effective(1)
Completed and evaluated	Staff Support	Trained staff who are knowledgeable and have a comprehensive suite of housing related policy and procedures in place. These include procedures in case of disaster.	Claire Fry	05/09/2017	13/09/2019	Fully effective(1)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Claire Fry						
Review Note: See mitigating actions						

Risk: S106 Agreement Inability of the legacy systems to provide a full overview of the 'trigger points' for all of the s106 agreements

Service: Planning

Mitigating Action records

No Mitigating Action records found.

Current Status: No Data	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 2 - Low
Service Manager: Jenny Clifford		
Review Note: S106 requirements have been comprehensively databased and reconciled against financial system allowing for more accuracy and confidence in monitoring		

Corporate Risk Management Report - Appendix 6

Risk: Software failure loss of electoral register and election information

Service: Elections and Electoral Registration

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Data Back-up	Back-up data every night	Jackie Stoneman	05/07/2012	08/10/2018	Fully effective(1)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jill May

Review Note: See mitigating actions

Corporate Risk Management Report - Appendix 6

Risk: SPV - 3 Rivers - Failure of the Company This will depend on Economic factors and the Company's success in the marketplace commercially.

For MDDC the impacts will be:

3 Rivers are unable to service and repay the loan from MDDC

Not receiving the forecast additional income

Not supporting corporate objectives.

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Quarterly Officer Programme Board	Will receive detailed project updates and will ensure performance correlates with existing metrics, budgets, timetable and considers any specific material project risks that have been identified. Anything materially o/s of project confines would then be reported to Cabinet	Catherine Yandle	13/06/2019	13/09/2019	Satisfactory (2)
On / ahead of schedule	Regular monitoring	The Board of 3 Rivers deliver a half yearly report to the Cabinet which provides an update on their delivery against their business plan. We charge interest to them at a commercial rate in order to maintain an "arms-length" relationship and the interest provides some mitigation to the outstanding principal.	Jo Nacey	30/05/2019	13/09/2019	Satisfactory (2)

Current Status: High (20)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 4 - High

Service Manager: Jo Nacey

Review Note: See mitigating actions

Corporate Risk Management Report - Appendix 6

Risk: SPV Disclosure requirements - 3 Rivers Failing to maintain the balance between commercial sensitivity and the transparency and openness requirements of a wholly owned entity.

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Employed services of Ichabod	We can refer technical matters regarding group accounts etc. to our retained technical advisor. This is a cost effective way of receiving technical updates	Jo Nacey	02/01/2018	13/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jo Nacey						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: SPV Governance Arrangements - 3 Rivers Not being able to demonstrate robust challenge and decision-making.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Included on AGS	This issue has been included on the Annual Governance Statement Action Plan so we do not lose sight of the issue throughout the year.	Catherine Yandle	15/07/2019	06/09/2019	Satisfactory (2)
Behind schedule	Openness and Transparency	Regular reports to Cabinet in open session where possible. Need to balance commercial interests with Nolan principles.	Catherine Yandle	20/05/2019	06/09/2019	Poor - action required(3)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 2 - Low	
Service Manager: Catherine Yandle						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: ST-Reduction in Garden Waste Customers Loss of income; reduction in recycling rate

Service: Street Scene Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Reminder to renew correspondence	To maintain the existing customer base	Lorraine Durrant	06/06/2019	05/07/2019	Fully effective (1)
Completed and evaluated	Social media campaigns & publicity	To ensure that information about the garden waste service reaches as many residents as possible	Lorraine Durrant	06/06/2019	05/07/2019	Fully effective (1)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Stuart Noyce						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Tiverton Pannier Market Failure to maximise the economic potential of Tiverton Pannier Market

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Record						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Continue to retain and prioritise market budget	To ensure most efficient use of resources	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	Implement and review market strategy	Implementation of strategy will increase market's financial success and help fulfill its function as a key driver for the town.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	Masterplan Implementation	To realise benefits from the Masterplan to increase visibility of market and increase footfall.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						
Review Note: See mitigating actions						

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Risk Matrix

Report

Filtered by Prefix: Exclude Risk Prefix: OP, EV
For MDDC - Services
Current settings

Risk Likelihood	5 - Very High	No Risks	No Risks	No Risks	No Risks	1 Risk
	4 - High	No Risks	No Risks	No Risks	1 Risk	3 Risks
	3 - Medium	No Risks	No Risks	7 Risks	10 Risks	2 Risks
	2 - Low	No Risks	3 Risks	16 Risks	14 Risks	5 Risks
	1 - Very Low	No Risks	3 Risks	4 Risks	4 Risks	4 Risks
		1 - Very Low	2 - Low	3 - Medium	4 - High	5 - Very High
Risk Severity						

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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SCRUTINY
28TH OCTOBER 2019

REPORT OF THE HEAD OF PLANNING, ECONOMY AND REGENERATION

COST-RECOVERY AND COMMERCIALISATION IN GROWTH, ECONOMY AND DELIVERY

Cabinet Member(s): Cllr Graeme Barnell

Responsible Officer: Mrs Jenny Clifford, Head of Planning, Economy and Regeneration

Reason for Report: To present to members steps to introduce cost recovery into the Growth, Economy and Delivery service, and to update members with regard to potential next steps with regard to further commercialisation within the service.

RECOMMENDATION:

1. **That the report be noted**

Financial Implications: In recognition that it is increasingly difficult to find public sector funding for discretionary services, the Economic Development Team is working towards a more commercial approach to service delivery. This report sets out potential measures to introduce cost recovery fees for certain discretionary services provided by the Economic Development team within the financial year 2019-20. It also raises the potential opportunity for exploring further income generation through the creation in the future of a commercial arm either from within the service, or across the organisation.

Legal Implications: Charging fees on a cost-recovery basis is within the legal remit of the Council as set out in Part 8, Section 93 of the Local Government Act 2003. However, if the Council wishes to explore developing income generating schemes that go further than cost recovery it would need to consider setting up a commercial arm which is able to trade on its behalf.

Risk Assessment: It is difficult to predict with any accuracy the number of economic development planning advice enquiries that the team may receive in the coming years. Therefore there is a risk that returns may be lower than anticipated. There is also a risk that a fee may deter applicants from seeking pre-application advice. It should also be noted that as levels of local authority funding diminish there is a risk that discretionary services supported by the Economic Development team may have to be discontinued, if there is no cost recovery in place.

Local authorities are limited to raising money on a cost recovery basis. Should the Council wish to set up a new company to raise income such a decision would include consideration of risk as part of that decision making process. The risks associated with this would need to be subject to a detailed risk assessment as part of business planning.

Equality Impact Assessment: No equality impacts are foreseen.

Impact on Climate Change: None anticipated

Relationship to Corporate Plan: The Economic Development team helps to deliver the Council's objectives for the Economy:

- Bringing new businesses into the district
- Business development and growth
- Improving and regenerating our town centres
- Growing the tourism sector

1.0 Introduction

- 1.1 The Economy PDG at its March 2019 meeting previously considered cost recovery opportunities. These included recouping costs with regard to general economic development activities, business support and input in the planning process. It also considered commercialisation opportunities over and above costs recovery which would require the setting up of a commercial arm which is able to trade on its behalf.
- 1.2 The Group recognised the importance of looking at becoming more financially sustainable but were concerned that charging for business support services could be a disincentive, particular for fledgling companies. The Group also wished to better understand how other authorities were grappling with these financial challenges.
- 1.3 Since the Economy PDG previously considered this item officers have been undertaking more research. Of all the above opportunities relating to cost recovery, the area which officers consider could be introduced most simply and quickly and has the necessary mechanisms in place is the input of the service into the planning process. This relates to both pre-application enquiries and economic development input into Planning Performance Agreements.
- 1.4 Discussions with other local authorities have identified that there are no directly relevant nearby examples of charging for some of the areas previously considered. However other opportunities may exist than those previously considered. More work is required to better understand these opportunities and current barriers to implementation along with gaining a clearer indication on how best to introduce more commercialisation opportunities without providing a disincentive to businesses. This additional work is explained later in the report.
- 1.5 This report therefore makes proposals on elements of cost recovery that could potentially be actioned now and acknowledges the need for further consideration of other commercialisation opportunities.

2.0 Cost-recovery for Planning Advice

- 2.1 The areas that seem most appropriate for cost recovery currently are planning performance agreements and specific economic development advice related to pre-application enquiries. These are explored in more detail in the following paragraphs.

Planning Performance Agreements (PPAs)

- 2.2 A PPA is an agreement between the local authority and the applicant that lays out agreed timescales, actions and the required resources for processing their application. They give greater certainty to both the applicant and the local authority that technical issues will be addressed in a timely manner and the application will be processed to an agreed timetable. PPAs give a much firmer basis for charging the appropriate fees for the work undertaken in processing and assessing major applications, and are therefore more likely to approach full cost-recovery for the services provided. The Development Management Service is already using a PPA approach for applications on major development sites. The Development Management Service currently has a target of £20,000 per year from PPAs. Although it is difficult to know in advance how many major applications will require Economic Development input as this fluctuates from year to year we envisage that additional income from this could be around £4,000 per annum.
- 2.3 In line with planning fees, there is an exemption for charging pre-application advice for commercial developments less than 200m², which would exclude all minor applications. The proposed fee structure is laid out below. Fees for pre-application advice are aligned with those already levied by the Planning, Regeneration and Economy Service for heritage / conservation advice.

Pre-application Advice

- 2.4 The Economic Development team currently gives advice in connection with pre-application enquiries. It is proposed that this time could be charged in a similar manner to those levied in the Development Management service for Listed Building / Heritage advice. This would include pre-application advice on employment, and commercial site applications, meetings and site visits with clients, and production of a summative report. Fees would be levied as part of pre-application fees administered by the planning service to reflect officer time involved.

Proposed Fee Structure

		Proposed Fee Structure	
Planning pre-application advice	Pre-application advice on planning applications concerning employment / commercial property by the Economic Development team.	(in addition to normal planning services fees)	
		In principle advice no visit	£90
		Detailed advice and visit	£180
		Additional advice /	£60

		visit	
Planning Performance Agreements	PPA advice on planning applications concerning employment / commercial property by the Economic Development Team	Relevant hourly rate for the member of staff (on a cost recovery basis)	

3.0 Further Commercialisation Opportunities

Benchmarking

- 3.1 The GED team recently carried out a benchmarking exercise by emailing out a short questionnaire to all authorities involved in the 'Better Business for All' commercialisation project nationally, backed up with additional desktop research. Many authorities now charge for non-statutory advice on regulatory services (Environmental Health and Trading Standards).¹ However due largely to government funding for business support activities, business advice is still offered free of charge.² However some authorities have externalised some or all of their economic development function through stand-alone development agencies which can take a more commercialised approach to business support or manage grant-funded business support programmes (Torbay Development Agency, North Devon +).
- 3.2 A Local Government Association survey in 2017 showed the huge variety of commercial activities being undertaken by local councils up and down the country. These ranged from commercialisation of conventional council services to totally unrelated commercial activities including running film studios and airports. The most common commercial activities related to economic development and regeneration involve investment in or development of commercial property, and the subsequent rental of the commercial space created. Linked to this and with more of an economic development focus is creating managed workspace, as a business hub, innovation centre or incubation space.
- 3.3 Such commercial activity is often conducted through specially created trading arms set up as commercial companies or not-for-profit social enterprises. Local examples include the Torbay Development Agency (TDA) and Cornwall Development Company (CDC), where business support services are linked to more extensive property and asset management services. There are also independent Business Support Agencies such as West Devon Business Information Point (BIP) (Okehampton) and Somerset Business Agency CIC (Langport) who create income by:
- Applying for Government and EU funding to deliver business support programmes

¹ see Hampshire County Council

<https://www.hants.gov.uk/business/tradingstandards/businessadvice/chargingbusinessadvice>

² see Crannock Chase District Council

<https://www.cannockchasedc.gov.uk/business/economic-development/open-business-business-support>

- Tendering for Government and EU-funded business support service contracts
- Business consultancy

3.4 As an example, the Torbay Development Agency (TDA), was set up in 2007 by Torbay Council to externalise its property and economic development services. It was established as a social enterprise wholly owned and controlled by the Council so that any net surpluses are reinvested to assist economic regeneration in Torbay. Building on its strong relationships with the public sector, it now works across the south west and has a turnover of over £7 million, mainly through its asset management and property services. It offers a range of services including:

- Business Support Services – runs the Growth Hub contracts and manages a number of business centres
- Property development and asset management
 - Regeneration projects, housing and commercial property development
 - Lease of commercial space
- Property Services
 - Property management (Torbay housing stock and schools)
 - Cleaning services under the name 'Complete Facilities Management Services Ltd.'
- Civil Engineering Works
- Investment Fund Management

3.5 The Economic Development team is already looking at a project to develop incubation space. It has identified a number of potential sites, and is discussing with partners options for applying for last round of ERDF funding. Careful consideration would need to be given to the investment potential of these projects, with clear business cases and robust analysis of return on investment.

3.6 It is considered that there is potential for commercial land and property investments to benefit economic development within the district and provide a financial return for the Council. This is not entered into more detail in this report as this is unlikely to provide any returns in the immediate term; however the team are actively working on proposals for consideration.

3.7 To explore commercialisation further, the Economic Development team will be applying under **the LGA's Productivity Expert Programme** for support from a Local Economic Growth Advisor to advise on opportunities for commercialisation within the service. There may be potential to develop a wider commercial trading arm for the Council which could incorporate a number of different service areas throughout the authority. Further analysis would be needed across the Council to better understand the scope for such a corporate trading arm as opposed to the benefits of setting up individual trading companies for discrete services areas.

Contact for more Information: John Bodley Scott; Economic Development Team Leader
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Adrian Welsh, Group Manager
awelsh@middevon.gov.uk 01884 234398

Circulation of the Report: Cllr Graeme Barnell

List of Background Papers:

Mid Devon District Council Planning Service, CIPFA 2018

MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

November 2019

The Forward Plan containing key Decisions is published 28 days prior to each Cabinet meeting

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Single Equalities Policy and Equality Objective To receive the annual review of the Single Equalities Policy and Equality Objective from the Director of Corporate Affairs and Business Transformation	Community Policy Development Group Cabinet	8 Oct 2019 21 Nov 2019	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Local Plan Examination - Main Modifications To agree main modifications to the Local Plan Review for consultation purposes and submission to the Inspector.	Cabinet Council	21 Nov 2019 8 Jan 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Tiverton Town Centre Regeneration Project - Tender Outcome To approve the outcome of the procurement exercise.	Cabinet	21 Nov 2019	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Part exempt

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Draft Design Supplementary Planning Document To consider a report seeking approval to consult on the draft Supplementary Planning Document.	Cabinet	21 Nov 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Corporate Asbestos Policy To consider a revised policy.	Cabinet	21 Nov 2019	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Cullompton Railway Station Project To consider a report on proposed governance arrangements	Cabinet	21 Nov 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Schedule of Meetings To consider the Schedule of Meetings for 2020/21	Cabinet Council	21 Nov 2019 8 Jan 2020	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
Local Development Scheme To provide an update to the timetable for the Greater	Cabinet	21 Nov 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel:	Cabinet Member for Planning and Economic Regeneration	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Exeter Strategic Plan			01884 234346	(Councillor Graeme Barnell)	
District Officer Discretionary Time For Members to receive a report from the Group Manager of Street Scene and Open Spaces on proposals for District Officer Discretionary Time.	Environment Policy Development Group Cabinet	26 Nov 2019 19 Dec 2019	Stuart Noyce, Group Manager for Street Scene and Open Spaces Tel: 01884 244635	Cabinet Member for the Environment (Councillor Luke Taylor)	Open
Environment Educational Enforcement Policy To receive a report from the Group Manager of Street Scene and Open Spaces on the updates to the Environment Education and Enforcement Policy	Environment Policy Development Group Cabinet	26 Nov 2019 19 Dec 2019	Stuart Noyce, Group Manager for Street Scene and Open Spaces Tel: 01884 244635	Cabinet Member for the Environment (Councillor Luke Taylor)	Open
Statement of Community Involvement Review 2018 Report to seek authority to consult on the draft revised text.	Scrutiny Committee Cabinet Council	2 Dec 2019 19 Dec 2019 8 Jan 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
S106 Governance To agree governance arrangements for S106 agreements	Scrutiny Committee Cabinet	2 Dec 2019 19 Dec 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Council Tax Empty Levy Charge To receive the Council Tax Empty Levy Charge	Scrutiny Committee Cabinet Council	2 Dec 2019 13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Business Rates - Discretionary Rate Relief To receive the Business Rates - Discretionary Rate Relief	Scrutiny Committee Cabinet Council	2 Dec 2019 13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Compensation Policy To consider a revised policy.	Homes Policy Development Group Cabinet	 3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Homelessness Strategy To consider a revised policy	Homes Policy Development Group	 3 Dec 2019	Andrew Pritchard, Director of Operations Tel:	Cabinet Member for Housing and Property Services	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Cabinet	19 Dec 2019	01884 234950	(Councillor Simon Clist)	
Allocations Policy and Resources To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Income Management Policy To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Tenancy Policy review and Tenancy Strategy To consider a revised policy	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Domestic Abuse Policy To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Improvements to Council Property Policy	Homes Policy Development		Andrew Pritchard, Director of	Cabinet Member for Housing and	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
To consider a revised policy.	Group Cabinet	3 Dec 2019 19 Dec 2019	Operations Tel: 01884 234950	Property Services (Councillor Simon Clist)	
ASB Policy and Procedures To consider a revised policy	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
HRA Medium Term Financial Plan To consider the HRA MTFP	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	J P McLachlan, Principal Accountant	Cabinet Member for Finance (Councillor Alex White)	Open
Leasehold Management Policy To consider a revised policy	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Community Safety Partnership To consider a report from the group Manager for Public Health and Regulatory Services outlining the Council's Community Safety Action Plan, and to seek	Community Policy Development Group Cabinet	10 Dec 2019 16 Jan 2020	Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 244615	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Members recommendation to acknowledge and accept the priorities action plan					
Council Tax Support/Extreme Hardship To receive the Council Tax Support/Extreme Hardship Policy	Community Policy Development Group Cabinet Council	10 Dec 2019 13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Use of CCTV Policy and Guidance To receive and approve the Use of CCTV Policy and Guidance	Community Policy Development Group Cabinet Council	10 Dec 2019 16 Jan 2020 26 Feb 2020	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Area B Eastern Urban Extension - Masterplan Stage II Public Consultation To request approval to go out to Stage II consultation on the masterplan	Cabinet	19 Dec 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
documents.					
Tiverton Town Centre Masterplan Stage II Consultation To request approval to go out to Stage II consultation on the masterplan documents	Cabinet	19 Dec 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Tullompton Town Centre Masterplan Stage 1 Public Consultation To request approval to go out to Stage I consultation on the masterplan documents.	Cabinet	19 Dec 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Painting and Repairs - Council Houses 2020-2025 To consider the outcome of the tender.	Cabinet	19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Town Centre and Fore Street Flat Remodelling Projects To consider the proposed projects	Cabinet	19 Dec 2019	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Replacement Roofing Contract 2020- 2023 To consider the outcome of the tender process.	Cabinet	19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Corporate Health & Safety Policy To receive the annual review of the Corporate Health & Safety Policy from the Director of Corporate Affairs and Business Transformation.	Community Policy Development Group Cabinet	10 Dec 2019 16 Jan 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Greater Exeter Strategic Plan for Consultation To consider a report of the Head of Planning, Economy and Regeneration regarding a draft strategic plan.	Scrutiny Committee Cabinet	6 Jan 2020 16 Jan 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Climate Strategy and Action Plan To receive the 4 yearly review of the Climate Strategy and Action Plan from the Group Manager for Public Health and Regulatory Services.	Environment Policy Development Group Cabinet	14 Jan 2020 13 Feb 2020	Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 244615	Cabinet Member for the Environment (Councillor Luke Taylor)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Tax Base Calculation To consider the statutory calculations necessary to determine the tax base for the Council Tax	Cabinet Council	16 Jan 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Draft Budget To consider the draft budget	Cabinet	16 Jan 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Corporate Plan To consider a revised Corporate Plan	Cabinet Council	16 Jan 2020 26 Feb 2020	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
Bereavement Services Fees & Charges To receive the annual review of Bereavement Services Fees & Charges from the Group Manager for Corporate Property and Commercial Assets	Environment Policy Development Group Cabinet	14 Jan 2020 13 Feb 2020	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for the Environment (Councillor Luke Taylor)	Open
Garage Management Policy	Homes Policy Development		Andrew Pritchard, Director of	Cabinet Member for Housing and	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Group Cabinet	28 Jan 2020 13 Feb 2020	Operations Tel: 01884 234950	Property Services (Councillor Simon Clist)	
Car Parking Management Policy (housing amenity, residential and permit holder car parks)	Homes Policy Development Group Cabinet	28 Jan 2020 13 Feb 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Replacement PVCU Double Glazed Units/Entrance Doors 2020 – 2024. To consider the outcome of the tender process	Cabinet	13 Feb 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Cleaning Contractors To approve the outcome of the procurement exercise.	Cabinet	13 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Beech Road, Tiverton - Design and Build Tender To consider the award of the tender	Cabinet	13 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Part exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
3 Rivers Development Limited - Business Plan To consider the business plan.	Cabinet	13 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Fully exempt
National Non-Domestic Rates To receive an update on the income generation and financial implications of the number of Business Rate properties and to approve the NNDR1.	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Budget To consider the budget for 2020/21	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Capital Programme To consider the Capital Programme for 2020/21	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Treasury Management Strategy and Annual Investment Strategy	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151)	Cabinet Member for Finance (Councillor Alex	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
To consider the proposed Treasury Management Strategy and Annual Investment Strategy			Tel: 01884 234242	White)	
Capital Strategy To agree the proposed Capital Strategy	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Policy Framework To consider and endorse the Policy Framework	Cabinet Council	13 Feb 2020 26 Feb 2020	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
The Establishment To consider the overall structure of the Council showing the management and deployment of officers	Cabinet Council	13 Feb 2020 26 Feb 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Pay Policy To consider a report relating to Senior Officers pay	Cabinet Council	13 Feb 2020 26 Feb 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Leader of the Council (Councillor Bob Deed)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Contaminated Land Cost Recovery Policy To receive the 5 yearly review of the Contaminated Land Cost Recovery Policy	Environment Policy Development Group Cabinet	 10 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for the Environment (Councillor Luke Taylor)	Open
Housing Revenue Account Asset Management Strategy To consider a revised strategy.	Homes Policy Development Group Cabinet	 17 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Tenancy Policy To consider a revised policy.	Homes Policy Development Group Cabinet	 17 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Tenancy Strategy To consider a revised strategy.	Homes Policy Development Group Cabinet	 17 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Grant Payments to External Organisations To receive the 4 yearly review of Grant Payments to	Community Policy Development Group	24 Mar 2020	Paul Tucker, Growth and Regeneration Officer	Cabinet Member for Community Well Being (Councillor	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
external organisations from the Group Manager for Growth, Economy & Delivery	Cabinet	16 Apr 2020		Dennis Knowles)	
Design Supplementary Planning Document - post consultation To consider the Supplementary Planning Document post consultation	Cabinet	26 Mar 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open

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Scrutiny Committee

Work Programme Planning

“Effective work programming is the bedrock of an effective scrutiny function”

Centre For Public Scrutiny, The Good Scrutiny Guide



A clear role and function

- Scrutiny works best when it has a clear role and defined impact on the ground. Be clear about what want to achieve.
- Always ask 'where does Scrutiny add value'?
- Prioritisation - trying to keep a watching brief over everything is impossible.
- ACTIVE – and proactive rather than reactive.
- Applying focus **does not mean** some things are off limits.

Impact

- Environment for Scrutiny is paramount to enable **meaningful impact**.
- Making effective, **high quality recommendations** and understanding how recommendations **make a difference to local people's** lives.

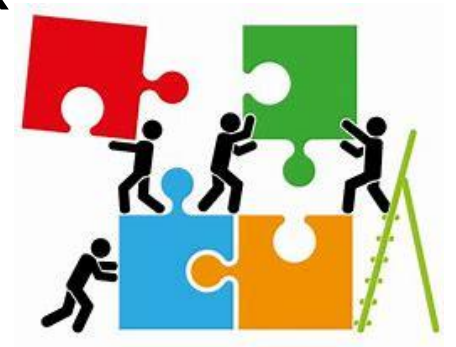
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Know what you are trying to **achieve**.

- Consider **long-term outcomes** as well as **short-term impact**.
- Consider the impact of **predictability**.
- Tackle issues where can add most value – through **unique perspective of members**.

How to – Work Programme

- **Public:** give the public a stake in the scrutiny process, with means to influence the work programme – Member conversations, public engagement
- **Partners:** consider reaching out directly
- The **executive:** cannot direct scrutiny's work, but may help us understand how to influence the wider authorities work
- Other **sources**



Shortlisting/prioritisation

Accountability – be able to justify how and why a decision has been taken to include issues

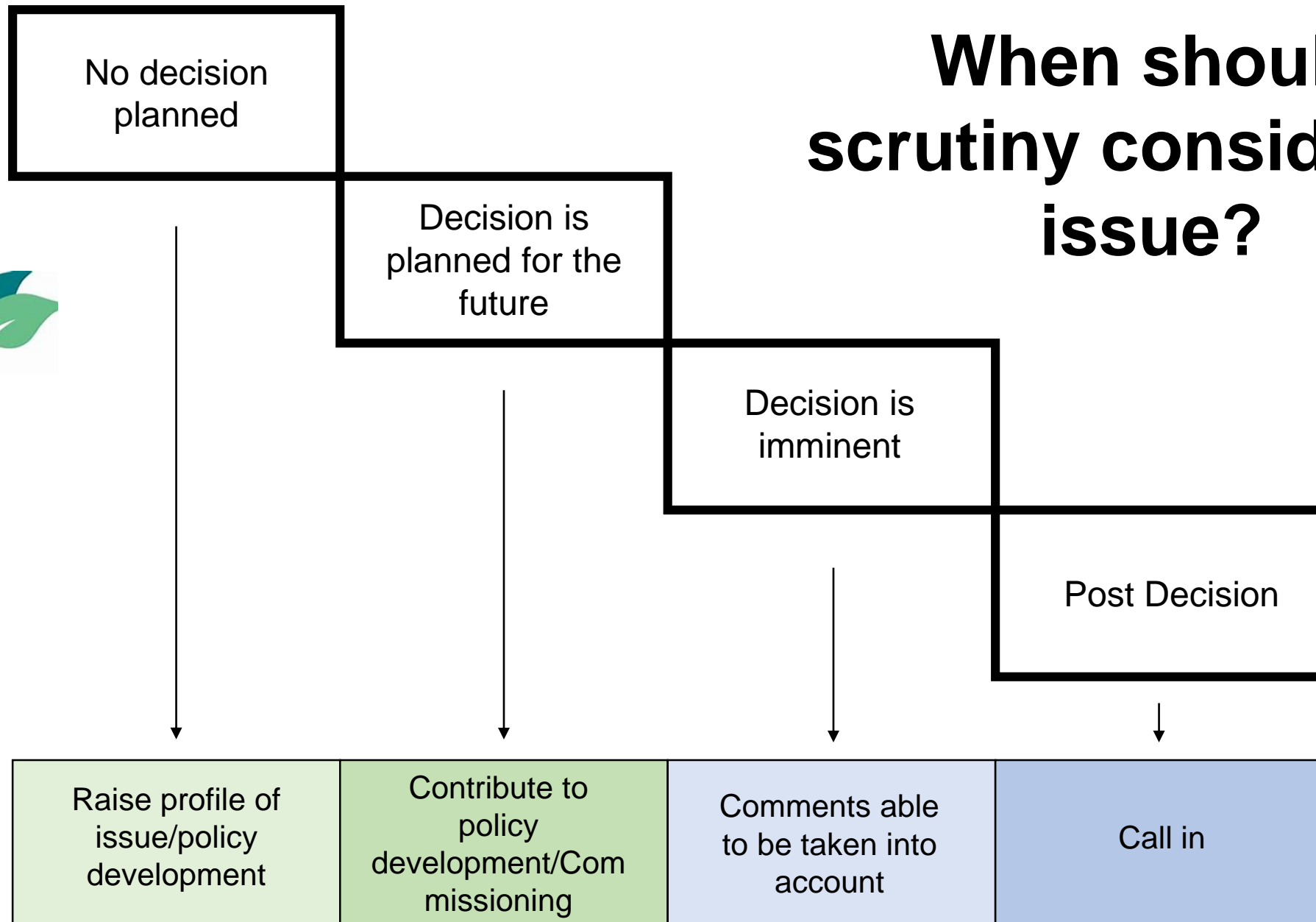
Transparency – over the way the work programme is developed - will ensure a positive culture about scrutiny

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Shortlisting should reflect scrutiny's overall role, possibly considering:

- What benefits would scrutiny bring?
- Is the issue of concern to/have potential impact for the community?
- Is the issue strategic, significant and something we are able to influence?
- Are adequate resources and time available?
- What would be the best outcome of this work?
- How would this work engage stakeholders and local community?

When should scrutiny consider an issue?



Work Programme – DCC consideration criteria

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- Whether the issue is in the public interest
- Is there a change to National Policy?
- Does it affect people across Devon?
- Are there performance or risk concerns?
- Is it a safety issue?
- Are people concerned about it?
- Can scrutiny add value by looking at it?
- Is it ACTIVE?

What are other SW Councils looking at?

Council		
Devon County Council	<ul style="list-style-type: none"> • Young carers • Children's centres • Support for Autism across Devon • Mental health and wellbeing • Urgent care 	<ul style="list-style-type: none"> • Food waste • Problem gambling • Food banks and root causes • DCC gender pay gap • Universal credit and welfare reform
East Devon District Council	<ul style="list-style-type: none"> • Fly tipping • South West Water capacity 	<ul style="list-style-type: none"> • Primary Care network
Teignbridge District Council	<ul style="list-style-type: none"> • Electric and low emission vehicle policy 	<ul style="list-style-type: none"> • Fairtrade – how Council can increase sales
South Hams District Council	<ul style="list-style-type: none"> • Food Safety Service • Waste procurement 	<ul style="list-style-type: none"> • IT resilience
West Devon Borough Council	<ul style="list-style-type: none"> • Community Housing 	<ul style="list-style-type: none"> • Transport Corridor
Torridge District Council	<ul style="list-style-type: none"> • Licencing of caravan sites • Fuel Poverty • Pharmacies 	<ul style="list-style-type: none"> • South West Water overflow issues • Water quality • CAB
Exeter City Council	<ul style="list-style-type: none"> • Skills strategy • Modern Slavery Transparency Statement 	<ul style="list-style-type: none"> • Exeter Live Better Move More physical activity strategy

Questions

- Are you happy to carry out public engagement? Over what period of time?
- What are the principles by which we want to guide selection of topics? Do you agree with the suggested ones?
- How often re-visit work programme? Annual planning session (now), revisited quarterly? But with enough flexibility to add an item at any time through proposal form?
- Agree to have a session on the 'what' to include in the Work Programme?