

Public Document Pack

Mid Devon District Council

Scrutiny Committee

**Monday, 12 October 2020 at 2.15 pm
Virtual Meeting**

**Next ordinary meeting
Monday, 9 November 2020 at 2.15 pm**

Important - this meeting will be conducted and recorded by Zoom only. Please do not attend Phoenix House. The attached Protocol for Remote Meetings explains how this will work.

To join this meeting, please click the following link:

<https://zoom.us/j/96252939878?pwd=TnA1U0hpVjFTOHFEekZZaXUxRWE0dz09>

Meeting ID: 962 5293 9878

Passcode: 043275

One tap mobile

08002605801,,96252939878#,,,,,0#,,043275# United Kingdom Toll-free

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Dial by your location

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0 800 358 2817 United Kingdom Toll-free

0 800 031 5717 United Kingdom Toll-free

Meeting ID: 962 5293 9878

Passcode: 043275

Those attending are advised that this meeting will be recorded

Membership

Cllr F W Letch

Cllr G Barnell

Cllr W Burke

Cllr L J Cruwys

Cllr Mrs C P Daw

Cllr J M Downes

Cllr R L Stanley

Cllr B G J Warren

Cllr E J Berry

Cllr Mrs S Griggs

Cllr S J Penny

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 **REMOTE MEETINGS PROTOCOL** *(Pages 5 - 10)*
Members to note the remote meetings protocol.

3 **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.

4 **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.

5 **MEMBER FORUM**
An opportunity for non-Cabinet Members to raise issues.

6 **MINUTES OF THE PREVIOUS MEETING** *(Pages 11 - 16)*
Members to consider whether to approve the minutes as a correct record of the meeting held on 14th September 2020.

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.

7 **DECISIONS OF THE CABINET**
To consider any decisions made by the Cabinet at its last meeting that have been called-in.

8 **CHAIRMAN'S ANNOUNCEMENTS**
To receive any announcements that the Chairman of Scrutiny Committee may wish to make.

9 **CABINET MEMBER FOR HOUSING** *(Pages 17 - 56)*
Members to receive an update from the Cabinet Member for Housing.

10 **STREET SCENE ENFORCEMENT UPDATE** *(Pages 57 - 62)*
Members to receive a report on the enforcement activities completed by the Street Scene service and an update on progress of contracted out

enforcement contracts from the Group Manager for Street Scene and Open Spaces.

- 11 **PLANNING ENFORCEMENT WORKING GROUP** *(Pages 63 - 66)*
Committee to receive a Scrutiny Proposal form on Planning Enforcement and agree if a Working Group is required and the membership of that Working Group
- 12 **3RDL - ST GEORGE'S SITE (TO INCLUDE SCRUTINY OF THE UPDATE PROVIDED AT CABINET ON 1ST OCTOBER)**
To consider the information contained within cabinet reports of 3rd September and 1st October for discussion.
- 13 **PERFORMANCE AND RISK** *(Pages 67 - 104)*
To provide Members with an update on performance against the corporate plan and local service targets for 2020-2021 as well as providing an update on the key business risks.
- 14 **FORWARD PLAN** *(Pages 105 - 116)*
Members are asked to consider any items within the Forward Plan that they may wish to bring forward for discussion at the next meeting.
- 15 **SCRUTINY OFFICER UPDATE**
- 16 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**
Members are asked to note that the following items are already identified in the work programme for the next meeting:
- Cabinet Member for Community Well-Being
 - Viability of Council owned commercial property

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

Stephen Walford
Chief Executive
Friday, 2 October 2020

Covid-19 and meetings

The Council will be holding some meetings in the next few weeks, but these will not be in person at Phoenix House until the Covid-19 crisis eases. Instead, the meetings will be held remotely via Zoom and you will be able to join these meetings via the internet. Please see the instructions on each agenda and read the Protocol on Remote Meetings before you join.

If you want to ask a question or speak, email your full name to Committee@middevon.gov.uk by **no later than 4pm on the day before the meeting**. This will ensure that your name is on the list to speak and will help us ensure that you are not missed – as you can imagine, it is easier to see and manage public speaking when everyone is physically present in the same room. Notification in this way will ensure the meeting runs as smoothly as possible.

If you require any further information please contact Carole Oliphant on:
E-Mail: coliphant@middevon.gov.uk

Mid Devon District Council - Remote Meetings Protocol

1. Introduction

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations permit remote attendance in Local Authority meetings.

Remote attendance is permitted as long as certain conditions are satisfied. These include that the Member is able to hear and be heard by the other Members in attendance. Also, being able to hear and be heard by any members of the public entitled to attend the meeting (in line with the public participation scheme). A visual solution is preferred, but audio is sufficient.

This also relates to members of the public attending the meeting also being heard. The regulations are clear that a meeting is not limited to those present in the same place, but includes electronic, digital or virtual locations (internet locations, web addresses or conference call telephone numbers).

2. Zoom

Zoom is the system the Council will be using for the time-being to host remote / virtual meetings. It has functionality for audio, video, and screen sharing and you do not need to be a member of the Council or have a Zoom account to join a Zoom meeting.

3. Access to documents

Member Services will publish the agenda and reports for committee meetings on the Council's website in line with usual practice. Paper copies of agendas will only be made available to those who have previously requested this and also the Chair of a virtual meeting.

If any other Member wishes to have a paper copy, they must notify the Member Services before the agenda is published, so they can arrange to post directly – it may take longer to organise printing, so as much notice as possible is appreciated. Printed copies will not be available for inspection at the Council's offices and this requirement was removed by the Regulations.

4. Setting up the Meeting

This will be done by Member Services. They will send a meeting request via Outlook which will appear in Members' Outlook calendar. Members will receive a URL link to click on to join the meeting.

5. Public Access

Members of the public will be able to use a weblink and standard internet browser. This will be displayed on the front of the agenda.

6. Joining the Meeting

Councillors must join the meeting early (i.e. at least five minutes before the scheduled start time) in order to avoid disrupting or delaying the meeting. Councillors should remember that they may be visible and heard by others, including the public, during this time.

7. Starting the Meeting

At the start of the meeting, the Member Services Officer will check all required attendees are present (viewing the participant list) and that there is a quorum. If there is no quorum, the meeting will be adjourned. This applies if, during the meeting, it becomes inquorate for whatever reason.

The Chair will remind all Members, Officers and the Public that **all microphones will be automatically muted**, unless and until they are speaking. This prevents background noise, coughing etc. which is intrusive and disruptive during the meeting. The Hosting Officer will enforce this and will be able to turn off participant mics when they are not in use. Members would then need to turn their microphones back on when they wish to speak.

8. Public Participation

Participation by members of the public will continue in line with the Council's current arrangements as far as is practicable. However, to ensure that the meeting runs smoothly and that no member of the public is missed, all those who wish to speak must register **by 4pm on the day before the meeting**. They should email their full name to Committee@middevon.gov.uk. If they wish to circulate their question in advance, that would be helpful.

At public question time, the Chair will invite the public by name to speak at the appropriate time. At that point, all public microphones will be enabled. This means that, to avoid private conversations being overheard, no member of the public should speak until it is their turn and they should then refrain from speaking until the end of public question time, when all microphones will be muted again. In the normal way, the public should state their full name, the agenda item they wish to speak to **before** they proceed with their question.

Unless they have registered, a member of the public will not be called to speak.

If a member of the public wishes to ask a question but cannot attend the meeting for whatever reason, there is nothing to prevent them from emailing members of the Committee with their question, views or concern in advance. However, if they do so, it would be helpful if a copy could be sent to Committee@middevon.gov.uk as well.

9. Declaration of Interests

Councillors should declare their interests in the usual way. A councillor with a disclosable pecuniary interest is required to leave the room. For remote meetings, this means that they will be moved to a break-out room for the duration

of this item and will only be invited back into the meeting when discussion on the relevant item has finished.

10. The Meeting and Debate

The Council will not be using the Chat function.

The Chair will call each member of the Committee to speak - the Chair can choose to do this either by calling (i) each member in turn and continuing in this way until no member has anything more to add, or (ii) only those members who indicate a wish to speak using the 'raise hand' function within Zoom. This choice will be left entirely to the Chair's discretion depending on how they wish to manage the meeting and how comfortable they are using the one or the other approach.

Members are discouraged from physically raising their hand in the video to indicate a wish to speak – it can be distracting and easily missed/misinterpreted. No decision or outcome will be invalidated by a failure of the Chair to call a member to speak – the remote management of meetings is intensive and it is reasonable to expect that some requests will be inadvertently missed from time to time.

When referring to reports or making specific comments, Councillors should refer to the report and page number, so that all Members of the Committee have a clear understanding of what is being discussed at all times.

11. Voting

On a recommendation or motion being put to the vote, the Chair will go round the virtual room and ask each member entitled to vote to say whether they are for or against or whether they abstain. The Member Services Officer will announce the numerical result of the vote.

12. Meeting Etiquette Reminder

- Mute your microphone – you will still be able to hear what is being said.
- Only speak when invited to do so by the Chair.
- Speak clearly and please state your name each time you speak
- If you're referring to a specific page, mention the page number.

13. Part 2 Reports and Debate

There are times when council meetings are not open to the public, when confidential, or "exempt" issues – as defined in Schedule 12A of the Local Government Act 1972 – are under consideration. It is important to ensure that there are no members of the public at remote locations able to hear or see the proceedings during such meetings.

Any Councillor in remote attendance must ensure that there is no other person present – a failure to do so could be in breach of the Council's Code of Conduct.

If there are members of the public and press listening to the open part of the meeting, then the Member Services Officer will, at the appropriate time, remove them to a break-out room for the duration of that item. They can then be invited back in when the business returns to Part 1.

Please turn off smart speakers such as Amazon Echo (Alexa), Google Home or smart music devices. These could inadvertently record phone or video conversations, which would not be appropriate during the consideration of confidential items.

14. Interpretation of standing orders

Where the Chair is required to interpret the Council's Constitution and procedural rules in light of the requirements of remote participation, they may take advice from the Member Services Officer or Monitoring Officer prior to making a ruling. However, the Chair's decision shall be final.

15. Disorderly Conduct by Members

If a Member behaves in the manner as outlined in the Constitution (persistently ignoring or disobeying the ruling of the Chair or behaving irregularly, improperly or offensively or deliberately obstructs the business of the meeting), any other Member may move 'That the member named be not further heard' which, if seconded, must be put to the vote without discussion.

If the same behaviour persists and a Motion is approved 'that the member named do leave the meeting', then they will be removed as a participant by the Member Services Officer.

16. Disturbance from Members of the Public

If any member of the public interrupts a meeting the Chair will warn them accordingly. If that person continues to interrupt or disrupt proceedings the Chair will ask the Member Services Officer to remove them as a participant from the meeting.

17. After the meeting

Please ensure you leave the meeting promptly by clicking on the red phone button to hang up.

18. Technical issues – meeting management

If the Chair, the Hosting Officer or the Member Services Officer identifies a problem with the systems from the Council's side, the Chair should either declare a recess while the fault is addressed or, if the fault is minor (e.g. unable to bring up a presentation), it may be appropriate to move onto the next item of business in order to progress through the agenda. If it is not possible to address the fault and the meeting becomes inquorate through this fault, the meeting will be adjourned until such time as it can be reconvened.

If the meeting was due to determine an urgent matter or one which is time-limited and it has not been possible to continue because of technical difficulties, the Chief Executive, Leader and relevant Cabinet Member, in consultation with the Monitoring Officer, shall explore such other means of taking the decision as may be permitted by the Council's constitution.

For members of the public and press who experience problems during the course of a meeting e.g. through internet connectivity or otherwise, the meeting will not be suspended or adjourned.

19. Technical issues – Individual Responsibility (Members and Officers)

Many members and officers live in places where broadband speeds are poor, but technical issues can arise at any time for a number of reasons. The following guidelines, if followed, should help reduce disruption. Separate guidance will be issued on how to manage connectivity – this paragraph focusses on the procedural steps. Joining early will help identify problems – see paragraph 6.

- Join public Zoom meetings by telephone if there is a problem with the internet. Before all meetings, note down or take a photograph of the front page of the agenda which has the necessary telephone numbers. Annex 1 to this protocol contains a brief step-by-step guide to what to expect
- Consider an alternative location from which to join the meeting, but staying safe and keeping confidential information secure. For officers, this may mean considering whether to come into the office, subject to this being safe and practicable (childcare etc.)
- If hosting a meeting via Zoom (briefings etc.), consider creating an additional host when setting up the meeting. The additional host can step in if the main host has problems – remember that without a host, the meeting cannot close and any information on the screens will remain on view
- Have to hand the telephone number of another member or officer expected in the meeting – and contact them if necessary to explain the problem in connecting
- Officers should have an 'understudy' or deputy briefed and on standby to attend and present as needed (and their telephone numbers to hand)
- For informal meetings and as a last resort, members and officers may be able to call another member or officer in the meeting who can put the 'phone on loudspeaker for all to hear – not ideal, but it ensures some degree of participation and continuity
- Member Services will hold a list of contact details for all senior officers

Phone only access to zoom meetings

(Before you start **make sure you know the Meeting ID and the Meeting Password**) – Both of these are available on the agenda for the meeting

Call the toll free number either on the meeting agenda or on the Outlook appointment (this will start with 0800 --- ----)

(Ensure your phone is on 'speaker' if you can)

A message will sound saying *"Welcome to Zoom, enter your meeting ID followed by the hash button"*

- **Enter Meeting ID followed by #**

Wait for next message which will say *"If you are a participant, please press hash to continue"*

- **Press #**

Wait for next message which will say *"Enter Meeting Password followed by hash"*

- **Enter 6 digit Meeting Password followed by #**

Wait for the following two messages:

"You are currently being held in a waiting room, the Host will release you from 'hold' in a minute"

Wait.....

"You have now entered the meeting"

Important notes for participating in meetings

Press ***6** to toggle between **'mute' and 'unmute'** (you should always ensure you are muted until you are called upon to speak)

If you wish to speak you can **'raise your hand'** by pressing ***9**. Wait for the Chairman to call you to speak. The Host will lower your hand after you have spoken. Make sure you mute yourself afterwards.

MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **SCRUTINY COMMITTEE** held on 14 September 2020 at 2.15 pm

Present

Councillors

F W Letch (Chairman)
G Barnell, E J Berry, W Burke, L J Cruwys,
Mrs C P Daw, J M Downes, Mrs S Griggs,
S J Penny and B G J Warren

Apologies

Councillor(s)

R L Stanley

Also Present

Councillor(s)

R J Chesterton and R Evans

Also Present

Officer(s):

Stephen Walford (Chief Executive), Kathryn Tebbey (Head of Legal (Monitoring Officer)), Eileen Paterson (Group Manager for Development), Adrian Welsh (Group Manager for Growth, Economy and Delivery), Christie McCombe (Area Planning Officer), Clare Robathan (Scrutiny Officer) and Carole Oliphant (Member Services Officer)

73 APOLOGIES AND SUBSTITUTE MEMBERS (00.04.12)

Apologies were received from Cllr R L Stanley.

74 REMOTE MEETING PROTOCOL (00.04.19)

The Committee had before it, and **NOTED**, the *Virtual Meeting Protocol.

Note: *Virtual Meeting Protocol previously circulated and attached to the minutes

75 ELECTION OF VICE CHAIRMAN (00.04.24)

Cllr Mrs C P Daw was duly elected vice chairman for the remainder of the municipal year.

(Proposed by Cllr E J Berry and seconded by Cllr S J Penny)

76 DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (00.06.06)

Members were reminded to make declarations of interest when appropriate.

77 PUBLIC QUESTION TIME (00.06.18)

There were no questions from members of the public present.

78 MEMBER FORUM (00.06.33)

The Chairman reminded Members that the Local Government Act 1972 stipulated that agenda's were required to be dispatched 5 working days before a meeting and that there was no opportunity to add additional items once an agenda had been published.

Cllr G Barnell questioned the reasons why informal Cabinet meetings were held in closed session and requested that Members of Scrutiny had access to all meetings of the Cabinet and that notes from informal meetings were published.

The Monitoring Officer stated that she would provide Members with a comprehensive written response which would be published in the public domain.

Cllr G Barnell stated he had sent specific questions about 3 Rivers Developments to the Leader which had been answered and requested that further information was presented to Scrutiny about the St Georges site in Tiverton.

79 MINUTES OF THE PREVIOUS MEETING (00.13.49)

The minutes of the last meeting were approved as a correct record.

80 DECISIONS OF THE CABINET (00.14.37)

The Committee **NOTED** that none of the decisions made by the Cabinet on 3rd September had been called in.

81 CHAIRMAN'S ANNOUNCEMENTS (00.14.46)

The Chairman informed Members that he had spoken to the Monitoring Officer about the upcoming Governance Working Group.

He had enquired with the Head of Planning, Economy and Regeneration about setting up briefings with the Town and Parish Councils to explain the new S106 Governance rules when this was agreed by Cabinet in December.

The Group Manager for Business Transformation and Customer Engagement had confirmed that a business case for a new CRM system was being developed and that a customer survey was planned. She had confirmed that the customer waiting times had reduced.

Cllr L Cruwys was appointed to the Menopause Working Group following the departure of Cllr R B Evans.

82 PLANNING ENFORCEMENT UPDATE (00.18.54)

The Committee had before it a *report from the Head of Planning, Economy and Regeneration outlining the planning enforcement service.

The Group Manager for Development Management explained that planning enforcement was a statutory function of the Council but the power to take action was a discretionary service that was an important one in the eyes of the public. She explained that any enforcement action needed to be proportionate.

She informed Members that the Enforcement Plan required a refresh due to the adoption of the Local Plan. She explained that there were currently 2 enforcement officers and that the current number of outstanding cases was 222 due to the lockdown restrictions on site visits but this was comparable to neighbouring local authorities of similar size.

In response to a question asked about the Council not following up on all planning conditions imposed she explained that with over 1500 planning applications approved per year there was not the resources to check every single condition had been complied with. If a breach was reported by the public it would be investigated.

Members discussed the report and consideration was given to:

- Resources in the Planning Service was biased towards planning applications and not enforcement
- The perception of the public who saw the Planning Service as biased toward developers
- Not enough information provided to Members about planning enforcement outcomes
- The timeframes for legal action
- The requirement of Members to receive training on planning enforcement
- The desire of Members to see the Council taking quicker and firmer action
- Who determined what was proportionate or not and was this standard across all authorities
- That biannual meetings with other local authorities enforcement services would be useful

The Group Manager for Development Management explained that the authority needed to determine if legal action was the appropriate course of action and that it was not a crime to breach planning control. The legislation around planning enforcement was weighted towards protecting the environment and preventing harm, that action taken by the enforcement team was not explicitly to 'punish' any breaches but to seek to prevent harm in planning terms, and that legal action was not appropriate in all cases.

Members agreed that they wanted to look at the issue in more detail and **AGREED** to set up a Working Group to look at the Enforcement Plan and question planning officers about the current process.

The Scrutiny Officer agreed to work with Members to develop a Scrutiny Proposal Form which would determine the scope and the outcomes of the Working Group which would be presented at the next meeting. Membership of the Working Group would be determined at the next meeting.

Note: *report previously circulated and attached to the minutes.

Reason for the decision – Planning Enforcement was an issue of clear public interest and scrutiny could help to ensure that proportionate and robust processes were in place.

83 **COSTS OF PUBLIC CONSULTATIONS (01.01.37)**

The Committee had before it a *report from the Scrutiny Officer detailing the number and costs of public consultations over a two year period.

Members were concerned about the costs of consultations and that few had been acted upon.

Members discussed the Cullompton Relief Road non statutory consultation which had cost in excess of £14k and why this was necessary. They requested further information on the numbers of people who had responded.

The Chief Executive explained that the consultation had been specifically at the request of Members and that the Cabinet Member for Planning, Economy and Regeneration had given an undertaking at the time to go out for pre consultation.

Members discussed the report and consideration was given to:

- Statutory vs Non Statutory requirements
- The percentage of the public who responded to consultations

Note: *report previously circulated and attached to the minutes

84 **WORKING GROUP - QUALITY AND QUANTITY OF COUNCIL REPORTS (01.19.01)**

The Committee had before it a *Scrutiny Proposal Form which had been prepared by the Scrutiny officer and Cllr B G J Warren.

Cllr B G J Warren explained to Members that he had been concerned about the number and length of reports presented to Members and the amount of officer time in preparing them. He explained that as he was on a number of committees he was seeing the same reports numerous times and that he was concerned with the number of reports asking Members to just note.

The Chief Executive explained that the current process was for reports to go to numerous committees as not all Members were on multiple committees but that this could be amended if Members requested it.

Members then discussed the proposal to set up a task and finish group to investigate the issues and consideration was given to:

- Members wanted as much information in reports as possible and were not keen to see reports artificially shortened which might leave out detail
- Most reports provided to Members were also available to the public and it was a good way to be open and transparent
- Members were happy with the current reporting system

- Reports for noting encouraged debate and often lead to actions to be taken by officers
- Some Members were only on one committee and therefore would not have an opportunity to see reports if they were not included in all agenda's

Members **AGREED** not to form a task and finish group at this time.

Note: *Scrutiny proposal form previously circulated and attached to the minutes.

Reason for the decision – It was not felt that a task and finish group would add value to the current report process at this time.

85 **FORWARD PLAN (01.42.09)**

The Committee had before it, and **NOTED**, the *Forward Plan.

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

86 **SCRUTINY OFFICER UPDATE (01.42.36)**

The Scrutiny Officer explained that Devon County Council had produced a report on 5G and that this had been circulated to Members.

She informed Members that training was being arranged for new Members of the Committee and that existing Members were welcome to attend as a refresher if they wanted to.

She explained that she would be setting up a work planning session so that Members could raise issues that they would like to Scrutinise.

87 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING (01.43.00)**

Members requested that the following were brought to a future meeting of Scrutiny:

- An update on the recommendations on the Customer Engagement Working Group
- Rural Broadband update
- Devon County Council 5G response
- A Scrutiny Proposal for a Planning Enforcement Working Group
- An update on the projected losses for the St Georges site being developed by 3 Rivers Developments

Members heard a request that the Committee hear more about the following item on the Forward Plan before a decision is made at Cabinet:

- SPV Options Report

(The meeting ended at 4.20 pm)

CHAIRMAN

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Report from the Cabinet Member for Housing Scrutiny Committee 12.10.2020

Forward.

The following report must be read recognising the effects on all aspects of service that the current pandemic is having for our customers and client base and within the authority as a whole.

I would personally like to publicly acknowledge the tremendous work that is being undertaken by all associated staff that each and every day affects and enhances the lives of those we are here to serve. Performed under conditions that no one has a manual that gives guidance or answers to. Their efforts should be recognised and acknowledge by all Members.

The Housing and Property Services portfolio encompasses a vast array of work streams and customer facing areas that deal with many challenges. This report can only give a broad view of all the work undertaken within the services.

Moving Forward

I would like to draw Members attention to the forward planning of the service noted at the end of the report. This gives a general insight into the immediate and medium-term objectives already agreed within the first few weeks of my tenure that reflects the general ambitions of Members and our officers.

The Corporate Plan.

Deliver more affordable housing and greater numbers of social rented homes.

Work with Community Land Trusts and other organisations to deliver homes retained in perpetuity for local need.

Work with landlords to ensure the high quality of homes in the private rented sector.

Lobby to see the abolition of the 'Right-to-Buy' or the devolvement of discounting powers to individual local housing authorities

Promote the regeneration of our town centres by working with landlords and property developers to improve and increase the supply of quality housing.

Introduce zero carbon policies for new development.

Encourage retro-fitting of measures to reduce energy use in buildings

Encourage the piloting of Modern Methods of Construction (MMC) and self-build opportunities.

Use new development as opportunities to help communities to become increasingly sustainable and self-sustaining at neighbourhood level (district heating, energy use, recycling/re-use systems etc)

Work with local stakeholders to initiate delivery of the new garden village at Culm.

Support and grow active tenancy engagement.

Support the establishment of Community Land Trusts in partnership with parish councils and other local bodies.

Housing Report.

Many of the following headline reports can be found in greater detail within the homes PDG meeting reports.

	Target	Actual	Nos. August 2020
	2019/20	2020/21	
1. Repairs Performance			
Routine Repairs Completed on Time	99.8	99.6	1394
Urgent Repairs Completed on Time	99.9	100	555
Emergency Repairs Completed on Time	100	100	226
2. Responsive Repairs Ratio			
	2019/20	2020/21	
Routine	74.6	71.2	
Urgent	17.5	20.5	
Emergency	7.9	8.3	

The above ratio #2 shows the breakdown of repairs by Clarification #1 shows the success against actions against each section, I believe the figures speak for themselves.

3. Housing list

Number of households in housing need (Bands A to D) as at 1st July 2020

	Band A		Band B		Band C		Band D		Total No	Band E	
Local Authority	No	%	No	%	No	%	No	%		No	%
Mid Devon	1	0.14 %	122	17.21 %	25	35.68 %	333	46.87 %	709	848	54.46 %

Bedroom need of applicants in housing need (Bands A to D) as at 1st July 2020

	1 Bed		2 Bed		3 Bed		4 Beds +		Total
	No	%	No	%	No	%	No	%	
Mid Devon	386	54%	147	21%	119	17%	57	8%	709

Numbers on the register in Band A to D per Local Authority by quarter

	Jul 18	Oct 18	Jan 19	Apr 19	Jul 19	Oct 19	Jan 20	Apr 20	Jul 20
Mid Devon	908	960	988	875	690	602	632	617	709

As you will read from the moving forward part of my report, we have a plan of delivering increased number of affordable dwellings where we already own the land and to maximise value on our own estate.

The Council have a contract to complete on land at the new Braid Park housing site (Post Hill, Tiverton) and there is a joint Officer and Member working group set up to provide Cabinet options on delivery.

The Turner Rise development in Tiverton was a finalist for this year's LABC Excellence Awards in two categories – recognition and being on these national shortlists is an achievement- Best Social or Affordable New Housing Development and Best Small New Housing Development.

The Housing and Property Services team are also reviewing the provision of social housing as part of the review of maximising value from our estate.

4. Finance rental

Our Housing Finance and Performance team (HFPT) provide Officers with a Debt Analysis report on a monthly basis. This report provides detailed information about all housing-related debt and performance in relation to the recovery of this. The team also provides more detailed reports to Income Officers and their Manager regarding service charge and garage ground rent recovery.

Current Arrears	Actual
18/19	96292.98
19/20	116706.07

At the end of week 24 the total outstanding debts for current tenants in respect of dwellings and garages was £209,960.60 or 1.64% of the annual income. For former tenants the figure was £100,597.96

The current level of arrears is above that of previous years due to the impact of Covid and the moratorium on evictions. These figures are nonetheless the result of an excellent, new cooperative approach that is being undertaken by our housing teams to understand personal situations and work with our tenants to agree managed

plans for repayments, this approach has resulted in a far lower dept ratio than many other authority's and social landlords are experiencing – the current industry average is 3.0% for example.

5. DARS (Deposit & Rental advance)

Loans given to assist deposits for accommodation in lieu of provision for housing

	Spend	Budget
17/18	53,820	45,000
18/19	61,429	48,600
19/20	50,499	60,000
20/21 As of 21/09/2020	17,713	60,000

Spend on temporary accommodation

Year	Spend	Budget	No of applicants
17/18	102k	106,000	101
18/19	169k	156,000	137
19/20	149,500	160,000	109
20/21 As of 21/09/2020	74,690	130,000	61

Rough Sleeper Update for September 2020

MDDC has received 6 reports of [rough sleepers](#) for the current month, of which 2 have been verified by the outreach service. We have two rough sleepers accommodated in [Housing First](#) accommodation.

6. Voids

	Target	Actual
18/19	14	15
19/20	14	15
20/21		68

7. Gas Servicing

	Target	Actual
18/19	100	100
19/20	100	99.8
20/21	100	99.1

The target for properties with a valid gas certificate is 100% , the current figure sits at 98.9% representing a shortfall of around 1% year on year, however given access issues with tenants who have had to self-isolate Preventing engineers access to properties this figure represents a fantastic effort by our staff and shows we continue to prioritise certification at the earliest possible time.

Where reasonable access is denied without reasonable cause the appropriate actions are taken through the courts.

8. Right to Buy

	Applications	Granted	Sales
19/20	29	32	29
20/21	17	15	4
To Date			

Part of the portfolios corporate plan objectives is to lobby central government to secure a greater reinvestment opportunity against Right to Buy scheme.

I have written to Neil Parish MP seeking a formal meeting and will be asking that a possible meeting with ministers be arranged in order that MDDC can put our case forward, this set against known LGA lobbying against the same issue.

9. Private Sector Housing

Corporate Plan: Work with landlords to ensure the high quality of homes in the private rented sector and encourage retro-fitting of measures to reduce energy use in buildings

Update on those functions and services delivered by Public Health and Regulatory Services in relation to Private Sector Housing and the enforcement of the housing standards, empty homes, energy efficiency and fuel poverty and mandatory adaptations. Clearly the delivery of many services was significantly impacted in Q1 and Q2 of 2020/21 due to Covid, however the service has worked hard maintain essential service delivery and return to a new (Covid safe) normal.

Empty Homes

Working under a new Empty Homes plan, this has been an area of significant proactive effort and success in recent years as the following numbers of properties brought back into use shows:

17/18 – 128 properties

18/19 - 150 properties

19/20 – 138 properties

20/21 – 34 to date despite the challenging start, and on track to meet a new upper target for the year of 100

The Empty Homes Plan work by officers is recharged to the New Homes Bonus and with the cessation of that funding then proactive plan is due to end in March 2021 (subject to review – a proposal for a 12-month extension with a target of 72 homes is currently being considered through performance management work being put in place to underpin the delivery of the Corporate Plan.

Homes not fit for purpose (properties subject to the Housing Act)

We have continued to respond to the most urgent cases during lockdown where possible and have proactively risk-assessed our approach to enable our normal investigative and inspections work to come back on line. Furthermore, in the year to date, despite the Covid restrictions, 96% of Public Health services requests were responded to within 5-working days (against a target of 95%) – testament to service adaptability during testing times.

Regeneration and wider district stock condition improvements

Private Sector Housing specialists in the community team are also working proactively to support wider regeneration initiative including the future delivery of key elements of the successful High Street Heritage Action Zones bid for Cullompton.

In addition to this, the Wessex Home Improvement Loans (HILs) scheme had its most successful year in 19/20 with x families supported with a total of x loans. This is due a review of processes to streamline working and work closely with the Wessex team – informally and directly through LA board representation – to undertake new marketing and delivery work. The Wessex Resolutions Community Interest Company (CIC) are currently refocussing further during these important times, where incomes and economic concerns mean ethical, low-cost lending for essential repair and improvements to homes will be more important than ever. As part of this, Wessex are currently rebranding into ‘Lendology CIC’ – for more information see <https://www.lendology.org.uk/>

Last year (19/20) we able to use County Better Care Funding underspend (see DFGs) to provide a further capital injection into this successful HIL initiative

Houses in Multiple Occupation (HMOs)

Refer to narrative in Homes PDG report September 2020

Also, successful recent prosecution of unlicensed HMO in a dangerous condition in Cullompton with £18k fine + costs – see PR at <https://www.middevon.gov.uk/owner-fined-for-serious-safety-failings-in-hmo/>

Energy efficiency and fuel poverty

The service acts the gateway to the successful ECO Flex scheme which provides 100% funding for eligible properties (those with low income, lowest EPC ratings and/or with vulnerable occupants (young/old/disabled/specific medical conditions). More than 1000 properties have benefited from energy efficiency measure installations district wide since ECO Flex scheme started in with more than 600 in 19/20 and approaching 300 this year to date.

We also continue to support the LEAP energy and income guidance (Local Energy Assistance Project) with more information available

here <https://www.middevon.gov.uk/media/343212/project-leap-introduction.pdf>

Mandatory Disabled Facilities Grants and discretionary stair lifts etc.

Delivery of DFGs and other related work was put on hold at the start of the year due to Covid and the challenges of safely surveying and contracting work inside properties often with the most vulnerable customers. This work has recommenced and delivery is increasing.

We are currently adequately funded for all delivery requirements under the funding provided by DCC through the Better Care Fund (BCF) with some underspend in against previous years budgets. These expenditures are shown below.

17/18 - £600k

18/19 - £700k

19/20 - £562k

The BCF budget provision for 20/21 is £780k and to date expenditure/commitments total circa £200k. New enquiries received between April 1st and 20th September 2020 are 29. This compares to same period in 71 for the same period in 2019. Shows impact Covid 19 has had on cases coming through the system

We continue to deliver (sometimes complex) DFGs effectively, demonstrated by taking on average 47 days to complete application from receipt against a target of 75 days during 19/20. We are currently operating at 55 days on average in 20/21, still well within target and upper quartile benchmark performance overall but reflective of some changes on working practices as a result of Covid.

Communal Fire Risk Assessments

Our work supporting the HRA by undertaking specialist communal risk assessment in our shared buildings continued. 100% of those required were undertaken in 19/20 and we on track for 100% completion this year, with the work focussed across Q3 and Q4 this year.

Working with Landlords

The autumn 2019 Landlord Networking Event have very positive feedback from attendees. The overall message was they found it an extremely valuable and worthwhile networking opportunity which is popular and well attended. It provides current and focussed details etc. for all attendees on topical matters.

Unfortunately, due to Covid we are unable to run a face to face Landlords Event this year. Options were explored around a virtual, online event however feedback from previous customers was this wouldn't provide the sector networking opportunities so valued at previous events. Consequently, the event will (hopefully) be reconvened in 21/22. In meantime, the team have been working with partners to deliver free webinars for landlords, the first of which was a Legal Briefing on Covid compliance and new safety regulations delivered by Ashfords, attendance to which was high and feedback very positive. The informative MDDC landlord e-newsletter has also been refocussed and offers a highly effective means of engaging with private sector housing providers and agents.

“Support and grow active tenant engagement”

Analyse results of tenant census (to be completed by end of November 2020)

Identify trends

Discuss key priorities with Cabinet Member, Building Service and tenant focus group

Identify budget for any potential service improvements

Formulate action plan

Identify alternative ways in which to communicate with tenants in light of the pandemic and the difficulties associated with ensuring meetings are safe (by end of December 2020)

Undertake research with regard to the options available

Engage with tenant focus group and those who have liked our MDDC Housing Facebook page

Review different options in terms of ICT solutions and apps

Review tenant engagement strategy taking findings into account & the outcome of the tenant census

Review offer relating to opportunities for scrutiny (by end of January 2021)

Undertake research with regard to the options available

Engage with tenant focus group and those who have liked our MDDC Housing Facebook page

Review different options available to ensure safe engagement with regard to this activity

Identify a small project suitable for offering as a pilot

Advertise for engaged tenants to get involved

Understand the needs of our tenants (by end of February 2021)

Review data held on diversity of tenants

Identify cohorts to facilitate the growth of specific strategies for communicating with each

Reach out to specific tenants in each cohort to commence discussion of their needs

Work up tailored communication plans for each cohort

Assess which residents are likely to be impacted by forthcoming changes and create tailor made opportunities for meaningful consultation and feedback (by end of March 2021)

Review diversity data and identified cohorts

Review potential development plans

Agree a targeted communication and consultation strategy relating to those who will be impacted

Formulate action plan

10. Community Land Trusts (moving to Forward Planning Team)

I can confirm there are four in Mid Devon; those at Hemyock and Cheriton Bishop have already developed homes. Chawleigh is trying to get a scheme off the ground and the one at Sampford Peverill is in the early stages of trying to organise a scheme. This area of work is now led by Tristan Peat, in the Forward Planning Team, as the Housing Service is no longer responsible for enabling work.

11. Zero Carbon Declaration. Zero carbon policies

Around 80% of our emissions as an authority inevitably come through our HRA activities as a major landlord and stock owner. Work is in hand to fund (from existing budgets) a Climate Officer to take forward our HRA initiatives (and have capacity to bid into grant schemes etc). Working alongside the wider Corporate Management Team. We are already a very proactive HRA in terms of energy efficiency schemes.

In market properties/developments, the drivers will be a combination of local carbon reduction planning policy/Local Plan/Neighbourhood plans and national policy.

12. Property Services Report

The following is a VERY brief overview of our property service department which I notice hasn't been detailed in last portfolio holders' annual reports and yet is a vital part of the service we offer.

I have included the audit findings (from July 2020) that show we are operating at a high standard of direction of travel.

13 Asset Management Plan

Following an internal audit earlier this year the service was found to have a high standard of direction for asset management and that the attached asset management plan continues to provide an established framework for our Councils assets. This plan is currently under review and will be brought to Cabinet at the start of the new calendar year.

The service has been key to bringing forward the Climate Change work with a draft strategy and action plan going to Cabinet in October.

As stated above the Business plan will require updating, this is separate to the Leisure Service that is now also under the service remit.

Finally, the Capital Strategy Asset Management Plan 2016-2020 is also now under review and will be updated in the coming weeks and sent to cabinet for comments and observations.

Market Walk

I am pleased to announce that we have recently welcomed two new businesses into the Tiverton Market Walk area comprising of a homeware shop and a restaurant/professional cake baking shop. Both having received local positive social media coverage. Despite known issues we are receiving positive feedback on footfall and now only have one void property and we continue to work on all future options for this property.

Moving Forward

We are investigating utilising our in-house teams to both modernise and expand our estate within the known fiscal restraints for the service. Broadly looking at all opportunities to both modernise and expand the estate.

In reality this will be in small numbers at first recognising the need to move away from the current stagnation in a planned and realistic way.

To look at new and innovative ideas that offer the best value and opportunities applying zero carbon options as well as exceptional value for money.

It is recognised that the HRA 30-year plan and specific business plans need to be updated to reflect the needs of our clients and reflect corporate priorities ie the Zero Carbon aims of Members and the, as yet, unknown post Covid effects and the anticipation of increased demand that will be placed on the service.

The challenge is to use the best of what we have also recognising that Members ambition must be matched by available funding.

A planned approach to unite both the housing and building services in order that they share common mission and goals; policies and become a one stop shop for our tenants is being considered to present to Members in the near future.

17:08 Sun 27 Sep HRA future.pdf

Mid Devon HRA – future look?

- Principles (what)**
 - **Combined HRA** – bringing together Housing and Building Services – “One Housing”
 - **Sustainable entity** – future proof and critical housing mass
 - **Regulatory compliance** assured – 4 consumers standards (4CS) - Regulator of Social Housing requirements
 - **Single point of tenant contact** – tenancy, rents and repairs/maintenance
 - **Business transformation** – built in; digital self-serve, process reviews and efficiencies, customer experience and engagement, agile working/flexible workforce. Address SWOTs identified by 20/21 review + C-19 learning
 - **Shared policy framework** – consistency, clarity, PDG engagement - Housing Ombudsman
 - **Common mission, goals** and joined up **service standards/performance metrics**
- Delivery (how)**
 - **Combined structure** – based around tenants needs and meeting 4CS
 - **Aligned establishment** – ‘family’ or consistent job groups/grades, core competencies, team leads – combined restructure and management group.
 - **Single business plan and budget**
 - **Shared HR and Finance support** (in place)
 - **Single director/CMT oversight** (partly in place – direction of travel)
 - **Relaunch** and light touch ‘rebrand’ of service – fresh start, bringing workforce together, common purpose
- Timeline (when)**
 - **Short-term 20/21 groundwork** – immediate compliance points, essential VAFs only, informal joint working
 - **21/22** – combined project and business plan/transition year – clear direction of travel and comms with teams
 - **21/22** – develop one HRA business transformation strategy
 - **22/23** – launch “One Housing” service. Ongoing transformation. Physical location?

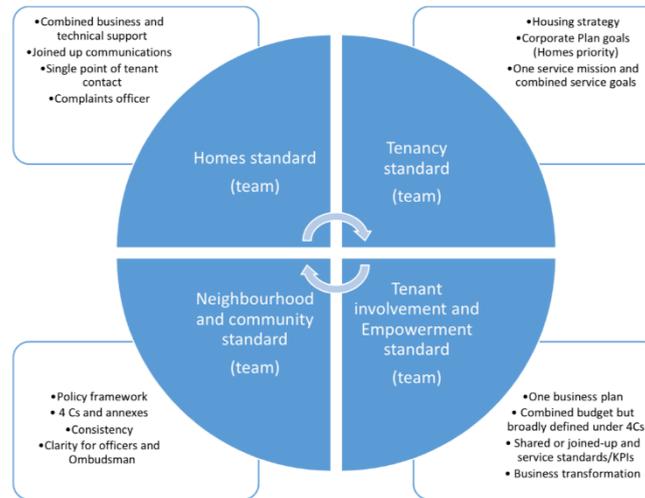
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HRA future.pdf



2 of 2

One Housing



Further points to consider:

- Continue to develop non-HRA income streams (especially in Building Services)
- Build links across new business units and existing services – less HRA v GF, especially around Corporate Plan and Housing Strategy delivery
- Housing Needs/Homelessness team (GF) combine with Private-Sector Housing Standards function in Public Health and develop working SLA with HRA
- Review positioning of HRA assets management in corporate structure/align better with HRA?

Bob Evans

Cabinet Member for Housing and Property Services

30th September 2020

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ASSET MANAGEMENT AND CAPITAL STRATEGY PLAN 2016 - 2020

Mid Devon District Council

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FOREWORD:

Property Services provide accommodation for services within the Council and its businesses, lead on construction elements of the property capital programme, ensure statutory compliance of the estate and undertake a broad range of estate and strategic management activities.

Through the delivery of repairs and maintenance, we ensure the Council meets its statutory building compliance responsibilities and duty of care under relevant health and safety legislation, in addition to maintaining pathways and roads, hard landscaping, sewage works and retaining walls. We also develop existing assets and land to create affordable homes to replace assets lost under the Right To Buy scheme.

Building on Strong Foundations: A Framework for Local Authority Asset Management document published by the Department for Communities and Local Government lists the following potential benefits of good asset management:

- Deliver exceptional services for citizens, aligned with locally agreed priorities, whilst focusing investment clearly on need.
- Empower communities and stimulate debate.
- Improve the economic well-being of an area.
- Ensure that, once built, assets are correctly maintained.
- Introduce new working practices and trigger cultural organisational changes.
- Reduce carbon emissions and improve environmental sustainability.
- Increase co-location, partnership working and sharing of knowledge.
- Improve the accessibility of services and ensure compliance with the latest version of the Disability Equality Act 2010.
- Generate efficiency gains, capital receipts or an income stream.
- Improve the quality of information available to the public.

The value of the assets we manage have a total net value of around £40 million. Property Services are responsible for an operational budget, currently £1.2 million, as well as providing services that come under other operational budgets.

Our service consists of a wide range of assets including Land, Car Parks and Property. We provide services to approximately 96 locations comprising Leisure and Sport Centres, Corporate Offices, a Multi-Storey Car Park, Industrial Units, Shops, Public Conveniences, Car Parks, Listed Buildings and Paddling Pools and undertake construction of Play Areas, Skateboard Parks and other recreational leisure facilities. Our service also manages the Market Walk shopping precinct lease maintenance (Landlord contract).

Councillor Clive Eginton

Leader, Mid Devon District Council

Councillor Ray Stanley

Portfolio Holder for Housing & Property Services

Mid Devon District Council

Nick Sanderson

Head of Housing and Property Services

Mid Devon District Council

1 Introduction

The Asset Management Plan (AMP) sets out the Council's approach to the Strategic Management of its land and building assets. It is developed in consultation with the Senior Officers and Members of the Council that form the Capital Strategy Asset Management Group (CSAG). The AMP seeks to ensure that assets are used in the most effective and efficient way to support the delivery of the Corporate Plan.

Property Services Business Plan Mission Statement

“To maximise the value derived from our property holdings for the community by delivering a sustainable and efficient corporate property service that meets our stakeholders’ needs and be recognised as a forward-thinking, proactive service.”

The main strategic document for the Council is the Corporate Plan and this document sets out the Council's vision, values and priorities. This particular document is the 'umbrella' for a number of documents which, together, support the Corporate Strategy. For further information see the Corporate Plan on our website.

The Capital Strategy Asset Management Group (CSAG) function involves key Council services and the role of the CSAG is key to ensure that there is an effective dialogue on asset management issues across the Council. The CSAG ensures there is insight into individual council services, together with a clear understanding of corporate goals and objectives. The group consists of officers and Members who follow and agreed process which ensures the estate is managed effectively and any disposals reflect value for money.

2 The Benefits of Property Asset Management Planning

Property assets should be linked to the delivery, vision and priorities of the organisation. The way that the Council manages its land and property assets has a direct impact on the quality of services delivered to the public.

While the Council's policy relating to the disposal and acquisition of public open space is under review, all land acquisition via the s106 process will be considered by the CSAG group before any legal agreement is authorised.

Community Asset Transfer: Establishment of clear procedural policies including option appraisal. (Appendix 2)

Condition of the existing Estate:

- **i Running Costs** - Alignment of operating costs with a dedicated property code to enable analysis. Data will be extracted then to inform and shape the property reviews.
- **ii Condition Surveys** - Carried out on non-housing stock on rolling basis. (Appendix 3) Planned maintenance programme now in place.
- **iii Statutory Compliance** - There is a programme of statutory inspections and surveys in place.

Data Management:

Comprehensive property database now established to combine property, financial and management information. We plan to review asset management software as per Appendix 5.

Tenanted non-residential property (TNRP) Review (Appendix 4):

The CSAG will review asset ownership through an assessment of efficiency, effectiveness and affordability. This will ensure that this part of the estate is fit for purpose. Assets that do not fulfil the Council's strategic priorities and/or do not provide a positive rate of return, could be sold or transferred to Town and Parish councils.

Financial Management:

- **i** Continued development of Capital Programme links to the AMP and capital monitoring.
- **ii** Implement Whole Life Appraisal – a systematic assessment of all relevant expenses, income and performance associated with the acquisition, procurement, ownership, refurbishment and potential disposal of an asset over its life thus allowing the Council to plan our medium and long term financial commitments.

Performance Management:

Development of performance measures in relation to assets that evaluate asset use in relation to corporate objectives. This will be undertaken in tandem with assessing property management software tools.

3 Corporate Asset Objectives

The overall objective of the Council in the management of its property portfolio is to utilise and manage its land and property assets in accordance with the principles of Best Value; so as to enable high quality services to be provided to our stakeholders. Property can drive corporate objectives and organisational change; this is achieved by recognising and adopting the following objectives to:

- ensure that retained assets are suitable for their proposed/existing use, are fit for purpose, represent value for money and support improved service delivery.
- provide an appropriate, attractive, secure and safe working environment that motivates employees.
- minimise, in all respects, the impact of the Council's buildings on the environment throughout their life.

- ensure the Council's property assets comply with Statutory/Regulatory Codes and are managed efficiently.
- ensure that the disposal of surplus assets links with the Medium Term Capital and Revenue Financial Plans.
- identify land for Affordable Housing developments.
- identify commercial opportunities that provide a financial benefit.

4 Portfolio overview - what does the Council own?

Mid Devon District Council holds a wide and varied portfolio of Property and Building Assets comprising non-residential properties and areas of open space with a net book value in the region of £40 Million.

The Council's portfolio can be split into three main areas as shown below:

- 1 For the purpose of direct service delivery, such as parks, open spaces and leisure centres.
- 2 To support service delivery, for example administrative offices and depots.
- 3 Tenanted non-residential property. This part of the portfolio is varied and assets have been made available for a range of uses; such as the potential to contribute to future regeneration schemes, provide employment, or to retain control over property use. In addition, some properties in the portfolio provide valuable revenue income such as our Market Walk and Fore Street Tiverton properties.

However, the housing stock is managed by the Housing Service and is subject to its own Housing Strategy and Housing Revenue Account Business Plan. The management of these assets is outside the scope of this Asset Management Plan.

5 Organisational Framework for Asset Management

5.1 The overall monitoring of the AMP and corporate asset management initiatives is the responsibility of the Cabinet. The Cabinet considers the

Council's AMP and in so doing it looks to ensure that value for money and good practice criteria are addressed. These are set out below:

- Links between corporate objectives and property priorities.
- Full involvement of all service areas either through service/asset reviews or at an appropriately senior level at CSAG.
- Clear distinction between strategic and operational decision making - the AMP does not look to address detailed issues concerning individual assets. It serves to provide a framework within which those types of issues can be considered.

5.2 Corporate Management - Responsibility for the corporate management of the Authority's property assets rests with the Head of Housing and Property Services who is a member of the Management Team and reports to the Cabinet Member for Housing & Property Services.

5.3 The Head of Service has authority to undertake all required developments in asset management once this has been delegated by Cabinet. His role and responsibilities are defined, and have been communicated to all concerned in the management and use of property throughout the Authority.

5.4 The Capital Strategy Asset Management Group - The Council has set up a cross-service forum to promote the effective management of the Council's land and buildings. CSAG is chaired by the Head of Housing and Property Services or the Estates Manager with the balance of the forum made up of Cabinet Members and senior representatives at head of service level. The Estates Manager acts as an internal project manager in respect of the preparation and monitoring of the Asset Management Plan.

5.5 To ensure continued inter-department consultation and a corporate approach to proposals for effecting the Council's land and buildings.

5.6 The Group meets on a quarterly basis. The minutes of each meeting are kept confidential due to commercially sensitive information/discussion.

5.7 Service Departments in areas affected by Asset Management Reviews are consulted and any resultant actions are reported back to the CSAG.

5.8 To support the development and monitoring of the capital programme and the Council's medium-term financial plan.

The CSAG group provides linkage to the Council's capital strategy by monitoring the current year's capital programme and developing the programme for future years, through the Head of Finance, that includes:

- Corporate Property Asset Management Plan
- Identification of property holding purpose and individual property asset strategy
- Monitoring of Capital Programme
- Reports to Cabinet for corporate property decisions

CSAG Key Outputs

Property Review:

- By Service
- By Type

Co-ordination and review of:

- Accommodation use
- Planned maintenance
- Asset disposal
- Capital investment
- Performance measurement and monitoring on energy performance and reactive maintenance levels
- Property asset contribution to the Council's objectives.

Consultation and Communication:

- With users
- With the public
- Other public service providers
- Cabinet/Members

6 How do we measure performance?

Core to this AMP is the objective to ensure that we deliver an effective and efficient asset base from which to deliver services.

As a consequence, we are developing a set of Property Performance Indicators against which we can judge our performance over time and benchmark that performance with other authorities.

Our selected PPI's are based around the following discussions,

Does the estates management function;

- Work efficiently and effectively?
- Activity help to ensure the organisation has buildings which are fit for purpose and comply with statutory requirements?
- Help to ensure the organisation makes best use of its estate?
- Effectively support the organisation in minimising the impact of the estate on the environment?
- Manage maintenance and capital programmes effectively?
- Ensure internal customers are satisfied with the service provided and the functional suitability of the estate?

It is intended that we shall monitor the PPI's as our priorities and needs change and mature adding new indicators as necessary.

Proposed Performance Indicators (PPI)

Total property costs (occupancy, operational and management) per square metre Gross Internal Area (GIA).

Total property costs (occupancy, operational and management) per FTE (Full Time Equivalent Staff).

Cost of the Estates Management function per square metre GIA.

Cost of the Estates Management function as a percentage of organisational running costs.

Total building operation costs (revenue) per square metre GIA.

Workstations per full-time equivalent staff (FTE).

Area (square metres) per workstation.

Total annual energy consumption (kWh) per square metre (GIA).

Total property required maintenance as a percentage of average annual maintenance spend for the last three years.

7 What have we achieved so far?

The Council adopted the principal of strategic asset management in 2003 with the publication of its first Corporate Property Asset Management Plan.

- 1 PROPERTY REGISTER – CAPS database bringing together property information from different software systems across the Council.
- 2 PHOENIX HOUSE - space rationalisation, creation of the Phoenix Chamber.
- 3 FINANCIAL CODING – enabling accurate and more reliable cost recording against individual property assets.
- 4 CAR PARKS REVIEW – collation of car parks information and review of provision in district by a working group consisting of Members and Officers.
- 5 ENERGY MANAGEMENT/ CARBON REDUCTION - energy saving performance contract - 12 year contract with Anesco.
- 6 MANAGEMENT OF LAND DRAINAGE - Flood Management Act.
- 7 DEVELOPMENT OF EMPLOYERS REQUIREMENTS - building design for Affordable Housing Developments.

- 8 CAPITAL DISPOSAL PROGRAM - managed by the CSAG receipts towards capital programme (in addition to usual capital receipts).
- 9 TIVERTON TOWN REGENERATION PROGRAMME – masterplan setting the programme for priority projects, including enhancement and redevelopment of assets owned by the Council.
- 10 LORDS MEADOW LEISURE CENTRE - regeneration, including upgraded fitness gym, sports hall, dance studio with training room and overflow parking provision
- 11 CUL VALLEY SPORTS CENTRE – refurbishment of the gym and reception area.
- 12 EXE VALLEY LEISURE CENTRE – Plans to look at extending the gym at this facility.
- 13 OPEN SPACE STRATEGY
- 14 MID DEVON LOCAL PLAN.
- 15 MARKET WALK/FORE STREET TIVERTON - purchase of commercial units.
- 16 PUBLIC CONVENIENCIES - working with Town and Parish Councils to secure funding to continue the service or find alternative uses.
- 17 TIVERTON SKATEBOARD PARK - secured funding to deliver community asset.

In addition to the above, following a review of the Council’s main headquarters accommodation at Phoenix House, Tiverton; the Council have completed the implementation of a relocation programme. The key outcomes of the project have included:-

- The creation of Phoenix Chamber where Planning Committee and Full Council take place.
- Divisible fully equipped meeting rooms.
- Potential income stream from renting rooms to the Public.
- More efficient use of open plan office space.
- Potential reduction in business rates (open plan offices converted to meeting rooms).
- Rental of office space the Department of Work & Pensions

8 Income Generation

The Property Service continues to generate income for the Council that is budgeted. A breakdown of our net annual income/savings is provided below:

Phoenix House (income from sub-letting)	£13.5k
Solar Photovoltaic Panels via the Feed In Tariff per annum (depending on the weather throughout the year)	£40k
Bus Station income	£24k
Industrial Units	£125k
Park Lodge income (income for Parks and Open Spaces)	£10k
Shop Units (General Fund and HRA)	£108k
Cemetery Lodge income (income for Parks and Open Spaces)	£8.4k
Elsie May's Building	£15k
2 Wells Close income (HRA asset)	£7.2k
Contributions / transfer for Public Conveniences	£55k
Grounds Maintenance Income	£48k
Cemetery Income	£122K
Town Council income	£15.3k
CAB Income for Town Hall Letting	£12k
Market Walk income based on current cash income stream per annum	£385k
Crediton Town Council	£5k
Fore Street Rentals	£47.1k
Lowman Green	£10k
Lords Meadow Depot	£10.8k
DCC Library income	£44k
Roundabouts sponsorships (income for Parks and Open Spaces)	£11k

Renewals of Community Leases are also controlled via Property Services that can deliver income and support the provision of services to the community.

Property Services leads the Capital Strategy Asset Group and reports land sales that can deliver Capital Receipts. This will mainly be HRA land and will, therefore, be assigned to the HRA development work being undertaken.

9 Supporting the Corporate Plan

To see our corporate plan in full please use the following link:

<https://www.middevon.gov.uk/media/206666/corporate-plan-2016-2020.pdf>

Our Corporate Plan 2016 to 2020



Our Vision: Your council, your future



Our priorities:



We will focus on:

Bringing new businesses into the District

Business development and growth

Improving and regenerating our town centres

Growing the tourism sector

We will focus on:

Building more council houses

Facilitating the housing growth that Mid Devon needs, including affordable homes

Planning and enhancing the built environment

We will focus on:

Working with local communities to encourage them to support themselves

Working with town and parish councils

Promoting physical activity, health and wellbeing

We will focus on:

Increasing recycling and reducing the amount of waste

Reducing our carbon footprint

Protecting the natural environment

Set out below is an illustration of how property assets support the Council's priorities and the actions required to improve the performance of the portfolio in relation to the delivery of Corporate and Service objectives.

Corporate Plan 2016 – 2020:

<https://www.middevon.gov.uk/media/206666/corporate-plan-2016-2020.pdf>

Business Strategies:

<https://www.middevon.gov.uk/media/343248/estates-and-property-services-business-plan-april-16.pdf>

Climate Action Plan:

<https://democracy.middevon.gov.uk/documents/s5080/MTE%208-3-16%20-%20Climate%20Change%20Strategy%20and%20Action%20Plan%20Report%2025-2-16.pdf>

Mid Devon Local Plan:

<https://www.middevon.gov.uk/residents/planning-policy/mid-devon-local-plan/>

10 Mid Devon Infrastructure & Planning

Policies and useful documents are shown below

- **Retail Study 2012** <https://www.middevon.gov.uk/media/103524/retail-study-2012.pdf> (Appendices are also on the evidence page of our website here <https://www.middevon.gov.uk/residents/planning-policy/local-plan-review-evidence-base/>)
- **Employment Land Review 2013**
<https://www.middevon.gov.uk/media/103536/economy-land-review-2013.pdf>
- **Strategic Commercial Land Availability Assessment 2014**
https://www.middevon.gov.uk/media/85198/sclaa_site_appraisals_2014_final.pdf (pages 1-30 for sites assessed in Tiverton)
- **Core Strategy 2007**
https://www.middevon.gov.uk/media/103617/core_strategy_adopted.pdf
(Policies COR12 and COR13)
- **Allocations and Infrastructure DPD 2011**
https://www.middevon.gov.uk/media/103618/final_version_of_the_aidpd_january_2011_.pdf (Tiverton allocations)
- **Local Plan part 3: Development Management Policies 2013**
https://www.middevon.gov.uk/media/103619/local_plan_part_3_adopted_october_2013.pdf (Especially DM16)
- **Local Plan Review 2013 – 2033 Proposed Submission**
<https://www.middevon.gov.uk/residents/planning-policy/local-plan-review/>

And maps <https://www.middevon.gov.uk/residents/planning-policy/local-plan-review/local-plan-review-maps/>

11 Outcomes

The Council's Asset Management Plan was last updated in 2008. This revised plan creates a useful picture in terms of how the Council's assets support the Council's Corporate Priorities and the challenges ahead in ensuring a strategic approach is taken to support corporate and services strategies. The actions set out with dates in the AMP highlight where work remains to be carried out to fully incorporate Asset Management into the Council's ethos and have been set to achieve the Corporate Asset Objectives.

As is demonstrated within the Plan, effective asset management is an on-going discipline that requires the active support of senior decision makers and cross service input. For further information, please speak to the author of this document, **Andrew Busby – Estates Manager 01884 255255**.

Appendix 1

Why do we need Asset Management?

Further explored...

1.0 Practical Reasons

It takes longer to change property than any of the other strategic resources. Lack of attention to asset management will result in the asset base underperforming in both non-financial and financial terms. Examples of this are:

- Expensive maintenance backlogs.
- Poor fit between customer and service requirements and the property from which they are delivered.
- Under-utilisation of buildings.
- Inefficient sourcing and procurement of property, construction and support services.
- Inefficient use of capital.
- Insufficient control of running costs.
- Failure to provide services close to the community they serve.

1.1 Business Benefit Reasons

The business benefits that have been realised by many public bodies from effective asset management are:

- The release of capital for re-investment or debt redemption.
- Reduced running costs.
- Better customer service and public service provision through improved accommodation and the co-location of services.
- Property in good condition.
- Improved property utilisation and bringing together similar uses into the same property, rather than providing them separately.
- Improved productivity, changes in corporate culture and facilitation of corporate change.
- Improved place-making in shaping the built environment of local communities.

1.2 Policy Reasons

In every part of the public sector, improved asset management is not just to be encouraged, it is a general expectation.

Appendix 2

Development of a Community Asset Transfer Policy

1 Background

1.1 The Strong and Prosperous Communities Local Government White Paper was published in October 2006 and sets out the basis for a new relationship between local government and its communities. This paper advocated that “the aim is to give local people and local communities more influence and power to improve their lives”. In addition, “we are determined to ensure that existing powers and policies that support community management and ownership are effective; and that practical ways are found to overcome any remaining unnecessary barriers”.

1.2 The ‘Making Assets Work, Quirk Review’ looked at the clear benefits to local groups which own or manage community assets – such as community centres, building preservation trusts and community enterprises. The review makes clear that what is required is not legislation, but guidance to enable a partnership approach to the delivery of community services. The review focused on how the use of publicly owned assets could be optimised by exploring options for the increased transfer of asset ownership and management to community groups.

1.3 The Localism Bill will look to devolve further powers to community organisations to take on the delivery of services previously run by local authorities. This will have an effect on buildings currently used to deliver those services.

1.4 Local authorities have been given discretionary powers under the Local Government Act 1972 to dispose of land below market value in some circumstances. Decisions on disposal need to be made by comparing the benefits that would accrue from a transfer to community use, with those from a straight forward commercial sale.

1.5 Where community groups are well established and have access to either the support of a governing body or regular income streams, the transfers have worked well. However, other schemes which rely mainly on voluntary community support have been less successful in delivering sustainability in the medium to long term.

1.6 By having a clear Community Asset Transfer Policy and selection process for third sector partners, the Council will have a greater chance of ensuring that the sustainability of the property is maintained in the long term and, by means of a robust business proposal, that community groups are able to demonstrate their capability.

1.7 There has to be a balance between the sale of assets for reinvestment in the Council's priorities through the Capital Programme and transfers for the delivery of services by community groups.

1.8 The CSAG is currently embarking on a Property Review which will, amongst other things, identify assets which could be subject to future disposal.

1.9 Community Asset Transfer needs to be considered by the CSAG. Town or Parish councils wishing to apply to take on assets currently held by the Council require a defined process to do so, we plan to do this by developing an on line application form.

Appendix 3

Condition of the existing estate

Statutory commitments

Where we provide and maintain property for our business, Property Services are responsible for a high number of statutory requirements to ensure compliance and protect the Council from prosecution, therefore prevention is key.

The Council looks after a wide range of legislative requirements to ensure that it meets its statutory obligations, which includes:

- Asbestos Management
- Fixed electrical testing
- Structured surveys
- Legionella testing
- Condition Surveys

We regularly inspect our roads and pathways and carry out other routine inspections and keep records that are required for insurance purposes, these are essential in order that we can defend potential claims.

Non-statutory commitments

The statutory commitments are necessary if the Council continues to operate a facility for employees and the public. However, we may not have a statutory requirement to cover some services i.e. Leisure and Public Conveniences.

Any special legal or insurance obligations your service needs to be met.

Building condition categories

Condition Survey Categories	
A	Good. Performing as intended and operating efficiently.
B	Satisfactory. Performing as intended but exhibiting minor deterioration.
C	Poor. Exhibiting major defects and/or not operating as intended.
D	Bad. Life expired and/or serious risk of imminent failure.
Not Set	Condition survey not undertaken.

During the inspection of buildings, the urgency for maintenance works is assessed simultaneously with the condition. This assessment then informs the prioritisation of both the order of works and budget allocation.

Recognising certain outcomes from the old inspection regime, a new improved inspection regime will be implemented following approval of the responsible officer's paper to the Cabinet Member for Housing and Property Services and the Head of Service. This will result in better informed maintenance budgeting and an improved understanding of the estate's true condition.

1 Condition Surveys

1.1 Condition surveys on the Council's non-housing premises should be carried out on a rolling basis at least every two years. The majority of property is generally in a sound or acceptable condition with relatively minor works required. The planned maintenance budget generally allows Property Services to carry out repairs to buildings and fixed equipment as and when required. There are occasions when major works need further budget approval before they can be carried out.

From 2016 these surveys will be undertaken every three years and will provide more comprehensive information to help inform not only the Planned Maintenance Programme, but also the on-going general review of the Council's varying asset cluster. Eventually it is anticipated that each asset will have its own asset management plan and classification for either on-going maintenance, capital investment, significant capital investment or replacement, change of use or disposal.

The basis of the new style surveys will enable appraisal with regard to fitness for purpose of use, condition and compliance. The three facts which will be assessed and ranked are:

- i. Physical condition
- ii. Fire, health and safety and disabled accessibility
- iii. Suitability

1.2 In addition, annual tests on utilities and building facilities such as electrical wiring; boilers including gas safety; air conditioning and ventilation; equipment checks and other monitoring form part of the planned maintenance process and are carried out regularly in line with planned and programmed schedules

2 The Disability Equality Act 2010

2.1 The Property Services team takes a role in working to fulfil the obligations under Part 3 of the Act. Audits have been carried out on all premises available for public use and we have implemented a number of improvements to ensure suitable access for the disabled.

2.2 Premises are routinely monitored with service managers to gauge where further improvements could be made. Provision is made within Revenue budgets to enable this process.

3 Asbestos

3.1 The Control of Asbestos Regulations 2012 places a duty to manage asbestos, wherever it is found in our buildings. MDDC has surveyed all of its properties and listed any asbestos containing materials (ACM's) on the Asbestos Register. Wherever possible, the ACM's have been removed or encapsulated. The asbestos that remains is being regularly monitored. The Asbestos Policy gives full details of the management of ACM's.

4 Control of Legionella Approved Code of Practice and Guidance from the HSE (L8)

4.1 The Health and Safety Commission's Approved Code of Practice 'The control of legionella bacteria in water systems' was published in 2001. It sets out duties on the 'building manager' to ensure that water systems are monitored to reduce the risk of legionella.

MDDC has a service agreement with an independent company who are monitoring all our premises on a regular basis to ensure that we are compliant with the legislation. Remedial works are prioritised and financed from the planned maintenance budget. The Legionella Policy gives full details of the management and control of Legionella risk.

5 Fire Safety

5.1 The Regulatory Reform (Fire Safety) Order 2005 covers general fire safety in England and Wales. Employers (and/or building owners or occupiers) must carry out a fire safety risk assessment and keep it up to date.

MDDC has carried out fire risk assessments at all of its premises, where required and actively manages and implements changes or improvements that are highlighted. Reviews are carried out on an annual basis.

Appendix 4

Tenanted Non Residential Property (TNRP) Review

1 Background

1.1 The Council owns assets which are let to third parties, other than HRA housing, for example industrial workshops and residential properties. These assets are held for investment or socio-economic purposes – or both.

1.2 The Royal Institution of Chartered Surveyors (RICS) recommends a focus on three key perceived current priorities for improvement in the management of TNRP in the local government arena:

- There should be clear allocation of roles and responsibilities and accountability processes in the management of TNRP to drive continuous improvement in TNRP performance.
- Local authorities should adopt business planning disciplines to ensure clear strategy, plans and programmes for the management of their TNRP.
- To ensure best value is being obtained, local authorities should continuously measure and report on the performance of all TNRP as investments

2 Getting Started

2.1 A TNRP strategic review will be commenced and with a simple overview including:

- A list of TNRP assets and their type
- Asset values and income (internal rate of return (IRR) valuation).
- A basic analysis of why they are held e.g. socio-economic, investment or unidentified
- A desktop indicative assessment of their suitability, condition and running costs
- CSAG referral of recommendations to Cabinet following completion of reviews on the following asset clusters:
 1. Industrial Estates
 2. Fore Street properties
 3. Residential property
 4. Market Walk shopping precinct.

2.2 As the strategy develops, a phased work programme should emerge to ensure:

- The Council is clear as to why it owns TNRP
- There is a clear business case for owning individual TNRPs
- The Council is clear as to what outcomes are expected
- The right people are involved
- There are clear strategies, plans and programmes in place
- The performance management process is robust

3 Outcomes

3.1 The TNRP review will measure the performance of each asset against a decision framework. The outcomes will include an understanding of the property objective and will arrive at a decision to either retain or dispose of an asset.

3.2 Where an asset is retained, it will fall into one of three classes:-

- i. Continued maintenance – where the property is considered to be doing the right thing in the right place. All that will be required is a planned maintenance schedule;
- ii. Improve usage – there may be an opportunity for better usage or co-location. This may require some capital expenditure, along with a planned maintenance schedule;
- iii. Building enhancement – where an asset requires significant capital expenditure.

4 Disposal of Assets

4. TNRP Disposal Policy

4.1 Where an asset deemed surplus for disposal is subject to external valuation for values in excess of £500 and following consultation with Ward Members, a recommendation will be made to Cabinet by the Head of Housing and Property Services

- (a) Documenting the reason for disposal,
- (b) Stipulating any conditions that will apply and/or endure after disposal
- (c) Suggesting an appropriate method of disposal.

Ward Members will be consulted on those assets identified as surplus, for disposal and with a value of under £500 before the Head of Service authorises the disposal of the asset and determines the appropriate method of sale and the timing.

4.2 The receipts generated by the disposal of assets are treated as a corporate resource to fund the capital programme. To this end, the Head of Housing and Property Services shall, in liaison with the Estates Manager, set targets for capital generation by disposals, and monitor performance on a quarterly basis.

Appendix 5

Corporate Asset Management software

1 Background

Mid Devon has historically operated different property management systems across its Finance, Property Services, Housing, Estates and Street Scene services. Whilst providing essential tools for each discreet area, this approach has resulted in difficulties and inefficiencies when dealing with cross-service issues. These asset management processes are coming under ever increasing scrutiny.

2 Review of all software used to manage our assets

To ensure the authority has a complete and up-to-date record of property assets to facilitate decision making, our service will need to review the software packages which we use to manage our estate and influence an action plan for ensuring information is maintained and current. This review will incorporate our aspirations for digital transformation.

Appendix 6

Asset Management Action Plan

Annex A - Asset Management Action Plan

ACTION	BENEFIT TO COUNCIL	HOW TO ACHIEVE THIS	RESOURCES NEEDED	LEAD OFFICER	DATES CSAG to be agreed
1. Review and amendment of Asset Management Plan Performance Management.	Link to Corporate Plan 2016 – 2020.	Implement management practices and assign 'SMART' targets.	Estates & Property services	Estates Manager Development Services Manager	
2. Promote the improvement of the use of Council's assets. Develop ways for all services to become aware of positive asset management ie. business plans. Asset Management Plan needs to be 'promoted' once updated.	Improved awareness of asset management; improved use of available skills & knowledge. Promoting proactive management Reducing reactive costs.	Awareness training sessions. Publication of updated asset management plan.	Learning & Development HR Business Partners	Estates Manager	

ACTION	BENEFIT TO COUNCIL	HOW TO ACHIEVE THIS	RESOURCES NEEDED	LEAD OFFICER	DATES CSAG to be agreed
3. Improve benchmarking and sharing of information within nearest neighbours group.	Improve quality of asset management plan. Identify where efficiencies will be achieved. Identify internal rate of return, so that assets not meeting this return can be selected for disposal.	Revision as per Action 1 (above).	Estates Management & Property Services Team. Estates Manager to set up a working group with other property managers from other authorities.	Estates Manager	
4. Integrate capital strategy into the asset management plan.	Co-ordinated support for the corporate plan through integration of asset management plan/capital strategy/medium term financial plan.	Working with Finance service.	Finance Manager for Capital Development Services Manager Contracts Manager	Estates Manager	
5. Improve professional skills/training. Continuous professional development.	Improved quality of asset management.	Appraisals; On-the-job training provision.	Estates and Property Services team	Development Services Manager	

ACTION	BENEFIT TO COUNCIL	HOW TO ACHIEVE THIS	RESOURCES NEEDED	LEAD OFFICER	DATES CSAG to be agreed
6. Identify strategic/key partners for collaborative working and develop a Community Asset Transfer Policy.	Improved capacity and cost-effectiveness through partnership working.	Explore shared service opportunities.	Estates and Property Services team	Head of Housing & Property Services	
7. Implement CAPS Estate Module and Quality Assurance Land Terrier.	Avoids duplication of records. Certainty over asset base. Reduce database maintenance requirements.	Cross-service working group using Prince 2 approach.	Estates and Property Services team	Estates Manager	
8. Improve energy efficiency and continue to reduce consumption.	Cost savings Achieves Corporate Plan objective.	Identify additional 'ESCO' opportunities.	Estates and Property Services team	Contracts & Services Manager	
9. Review & report based on 'outcomes' of the reduction in revenue maintenance budget. To include: Risks Future expenditure requirements in relation to plant and asset replacement.	Awareness of risks and costs of reductions to planned preventative maintenance.	Incorporate in Action 1 (above).	Estates and Property Services team	Technical Administrator	

ACTION	BENEFIT TO COUNCIL	HOW TO ACHIEVE THIS	RESOURCES NEEDED	LEAD OFFICER	DATES CSAG to be agreed
10. Analysis of value for money Cemeteries Parks and Open Spaces Grounds Maintenance	Contributes to effective use of resources. Potential efficiency increases/cost reductions identified.	Benchmarking (see Action 3 above) – results to be included in estates management business plan with SMART targets.	Estates and Property Services team	Estates Manager	
11. Improvement to the planning consultation process regarding S106/CIL.	Improved consideration of the impact of development on existing assets and added robustness to adoption procedures for new assets.	Liaise with Planning Service.	Regular review meetings with Planning Officers	Development Services Manager	
12. Continue to deliver Capital projects that supports the Corporate Plan 2016 – 2020.	Improved use of asset management expertise at project design stage.	Involvement in CSAG.	Estates & Property Services team	Head of Housing & Property Services	

ACTION	BENEFIT TO COUNCIL	HOW TO ACHIEVE THIS	RESOURCES NEEDED	LEAD OFFICER	DATES CSAG to be agreed
13. Revise and review Asset Management Plan annually plus initiate annual review as good practice.	Improved management of assets. Increased internal rate of return. Reduced reactive maintenance costs. Improved risk management.	Annual review. Continued research for opportunities.	Estates & Property Services team CSAG		

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SCRUTINY 12TH OCTOBER 2020

UPDATE ON THE STREET SCENE EDUCATION AND ENFORCEMENT SERVICE

Cabinet Member(s): Cllr Colin Slade
Responsible Officer: Darren Beer, Interim Group Manager - Street Scene and Open Spaces

Reason for Report: This report outlines the performance of the Street Scene Education and Enforcement service.

Recommendation: That the members note the contents of this report.

Financial Implications: None as this is an information report only.

Budget and Policy Framework: The Street Scene and Enforcement policies previously agreed set out the key aims, principles, priorities and options which secure regulatory compliance and both investigate and, where necessary, undertake enforcement action following breaches of regulations.

Legal Implications: None as this is an information report only.

Risk Assessment: Our risk assessments ensure that the allocation of our efforts and resources are targeted where they would be most effective, by assessing the risks to regulatory outcomes. We will also ensure that risk assessment precedes and informs all aspects of our approaches to regulatory activity, including data collection and other information requirements, inspection programmes, advice and support, enforcement and sanctions.

Equality Impact Assessment: None as this is an information report only.

Relationship to Corporate Plan: Priorities within the Corporate Plan are economy, homes, community and environment. The Street Scene Service is a frontline service, which works throughout the district ensuring cleanliness and attractiveness of our public realm through both education and enforcement to assist in upholding these priorities.

Impact on Climate Change: There are no climate change implications associated with this project. However, MDDC is committed to working with its local residents, business and volunteer communities to provide a safe, healthy and fair living, working and trading environment. Where it can the Council will provide practical and proactive help and advice to all parties to help them achieve compliance with the law ensuring minimal impact to climate change.

1.0 Introduction/Background

The Street Scene Enforcement Service is a frontline service which works throughout the District ensuring cleanliness and attractiveness of our public realm through both education and enforcement. The role of the District Officer is to protect, promote and improve the health and environment of the district and all its people through

education, guidance and enforcement, and by supporting the Corporate Plan to ensure the continued success of Mid Devon.

1.1 In March 2020 the Street Scene and Education and enforcement policies were updated and formally adopted. The following changes were approved:

- To increase in fixed penalty notices (FPNs) from £200 to £400
- To adopt the Littering from Vehicles Regulations 2018
- To adopt amended Abandoned Vehicle Policy which will enable the District Officers to investigate vehicles within 'open air'

1.2 Covid-19 impacted on the services provided by MDDC in March 2020, therefore District Officers were required to be utilised elsewhere. This was predominantly supporting Waste and Recycling to help ensure these services continued. The three District Officers returned to normal duties in June and the fourth District Officer was recruited and began working for MDDC at the beginning of September, thus providing a full complement of staff to support the service.

2.0 District Officer Activity

The duties carried out by the service are outlined below:

- Statutory – The authority has a legal duty to undertake this activity. This includes: stray dogs, dangerous dogs, fly tipping investigations and abandoned vehicle removal
- Mandatory – Activity which if not undertaken could lead to a loss of income, service disruption or reputational damage for the authority. This includes; car parking enforcement, compulsory recycling, trade waste enforcement and environmental crime investigation
- Discretionary – Activity which the authority can choose how much or little it wants to do. This includes; litter patrols, dog fouling patrols and cleansing inspections

At present the activity for the District Officer Team is monitored by manual timesheets that are submitted by the officers at the end of each week.

The allocation of the 300 discretionary annual hours were allocated as per Table 1.

Table 1:

Duties	Allocation of 300 discretionary hours 19/20
Compulsory Recycling	40% (120 hours)
Cleansing Inspections	10% (30 hours)
Dog Fouling Patrols	10% (30 hours)
Litter Patrols	40% (120 hours)

3.0 Performance Monitoring

3.1 Changing the allocation of time for the discretionary duties has allowed for resources to be channelled directly to the areas of most concern allowing for increased patrols and the ability to be reactive to reports logged. The investigations, FPN issued and the FPN's paid are shown in Tables 2, 3, 4 and 5.

Table 2:

Fly tipping	2018/2019	2019/2020
Fly tipping investigations	590	573
FPNs Issued	0	2
FPNs Paid	0	2

Table 3:

Littering	2018/2019	2019/2020
Fines Issued	17	17
FPN Paid	15	17

Note: No repeat offenders and issued on foot patrols

Table 4:

Dog Fouling	2018/2019	2019/2020
Fines Issued	1	0
FPNs Paid	1	0

Table 5:

Compulsory Recycling	2018/2019	2019/2020
Letters Sent - Stage 1	727	148
Letters Sent - Stage 2	36	5

3.2 A total of 637 Street Cleaning inspections were undertaken. The results from the inspections can be seen in Table 6.

Table 6:

	Litter	Detritus
Number of Wards Surveyed	26	26
Total Number of Transects Surveyed	637	637
% of Transects Graded A	50.1%	21.6%
% of Transects Graded B	46.7%	69.7%
% of Transects Graded C	3.2%	8.7%
% of Transects Graded D	0.0%	0.0%

Grade A – No litter or refuse

Grade B – Predominantly free of litter and refuse except for some small items

Grade C – Widespread distribution of litter and refuse, with minor accumulations

Grade D – Heavily littered, with significant accumulations

3.3 Penalty Charge Notices (PCNs), more commonly known as parking tickets, are issued for vehicles found to be in contravention of parking restrictions. These statistics present the number of PCNs issued in contravention of off-street parking restrictions. PCN's issued can be seen in Table 7.

Table 7:

Month	PCN'S 2018/2019	PCN'S 2019/2020
April	151	197
May	187	157
June	181	196
Total Q1	519	550
July	195	159
August	202	161
September	165	150
Total Q2	562	470
October	180	168
November	204	166
December	146	86
Total Q3	530	420
January	256	210
February	210	250
March	187	140
Total Q4	653	600
Grand Total	2264	2040

4.0 Private Enforcement

In March 2020 East Hampshire District Council were contacted by MDDC to enquire about private enforcement for the issuing of FPN's. A virtual meeting took place in July 2020 to set out requirements for the enforcement and to discuss the possibility of a trial. The aim of this trial would be to reduce on street littering at a cost neutral service. A draft deed of delegation was received at the end of July 2020, legal services have identified a few issues regarding the deed and these have been sent back to East Hampshire District Council for clarification.

Contact for more Information:

Darren Beer, Interim Group Manager Street Scene and Open Spaces
dbeer@middevon.gov.uk

Vicky Lowman, Environment and Enforcement Manager
vlowman@middevon.gov.uk

Circulation of the Report:

Cllr Colin Slade

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Mid Devon District Council Scrutiny Proposal Form

This form should be completed by Member(s), Officers or members of the public when proposing an item for Scrutiny.

Note: The Scrutiny Committee reserves the right to reject suggestions for scrutiny that fall outside the District Council's remit.

Proposer's name and title	Cllr Graeme Barnell	Date of referral	Sept 2020
Proposed topic title and brief description of the issue	Review of planning enforcement in the Council: to review the operation and utilisation of planning conditions and enforcement powers, and to identify issues to inform service improvement.		
Link to national, regional and local priorities(Corporate Plan) and targets	Priorities within the Corporate Plan are economy, homes, community and environment. The enforcement of planning controls through investigation and where appropriate the taking of action in the public interest by the Council will assist in upholding these priorities.		
Background to the issue	<p>There is some concern among MDDC Members and Members of Parish and Town Councils at a perceived lack of enforcement action by the MDDC Planning Department. This is particularly in respect of breaches of planning control and failure to comply with planning conditions.</p> <p>There is a perception that the planning enforcement service is under resourced and is, sometimes, risk averse to taking formal enforcement action when this might seem necessary to members of the public.</p> <p>There is also a perception that planning conditions are poorly drafted leading to concerns over their enforceability, coupled with applicants not always being aware, formally, of the conditions that require compliance, nor requirement that they be discharged.</p> <p>These issues could present a reputational challenge for MDDC.</p> <p>The planning enforcement team at Mid Devon comprises 2 full time officers who each cover an area of the district, together with administration support.</p> <p>The team is managed by an Area Team Leader (latter post currently vacant). At the time of writing (14 September 2020) 171 new cases have been received and 155 cases closed this calendar year to date and there are currently 222 cases under investigation with officers dealing with 146 and 76 respectively.</p>		

<p>Please address as many of the following shortlisting considerations as possible:</p> <p>Why is this issue of concern to merit review?</p> <p>What is the impact on the community/area/Council?</p> <p>Are there performance or risk concerns?</p> <p>What is the urgency?</p> <p>Is there any supporting evidence to justify the issue?</p> <p>What would be the outcome of this work?</p>	<p>The working group should consider the operation and management of planning conditions and enforcement. This should include a better understanding of:</p> <ol style="list-style-type: none"> 1. Enforcement Team workloads and how these are managed. 2. The performance metrics and targets required to assess service delivery. 3. What are positive outcomes for planning enforcement and how these might be achieved. 4. How legal support services might best be configured to support effective enforcement. 5. The role of Parish and Town Councils in supporting planning enforcement. 6. The role of Planning Committee in encouraging and supporting positive enforcement action. 7. The use of the MDDC Local Enforcement Plan in ensuring effective delivery of enforcement services <p>The Committee asks that the working group brings forward recommendations for improvements in the configuration and operation of planning enforcement within MDDC.</p> <p>Given the adoption of the Local Plan the Local Enforcement Plan is now due to be refreshed – it may therefore be a timely opportunity to consider this issue.</p> <p>Outcomes could include:</p> <ul style="list-style-type: none"> • Utilisation of Planning Enforcement Officers in the best way to investigate existing enforcement issues and find a resolution; • Annual reporting on planning enforcement to the Scrutiny Committee (alongside the Planning Committee); • Specific recommendations to inform service improvement. • Bi monthly reporting to the Planning Committee of numbers of Enforcement notices, Planning Contravention notices issued and numbers of Enforcement appeals. This is done at South Cambridgeshire District Council. For example: - please see the links: the first provides the number of cases received and the cases closed, and the second shows the number and type of notices that are served.
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For Scrutiny Committee Members

<p>Is there sufficient information available to take a decision, or is there a need for further research investigation?</p>	<p>Page 64</p>
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Will a review of the issue add value?	
Is this a matter for the Scrutiny Committee or another Committee/PDG?	
Decision taken: should this be added to the Work Programme, if so when should work start?	

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SCRUTINY COMMITTEE 12 OCTOBER 2020

PERFORMANCE AND RISK REPORT

Cabinet Member Cllr Bob Deed
Responsible Officer Catherine Yandle, Group Manager for Performance, Governance and Data Security

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2020-21 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

Budget and Policy Framework: Produced in accordance with the Risk and Opportunity Management Strategy.

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 2020-21 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

Please note that for all areas of the Council the results since March will have been understandably impacted by the effects of the Covid 19 pandemic. There are specific comments on the attached appendices reflecting this.

Environment Portfolio - Appendix 1

- 2.1 Regarding the Corporate Plan Aim: **Increase recycling and reduce the amount of waste**; Covid 19 has had an impact on the amount of waste created by households, the increase per household was 5.4% compared to the same period last year. The recycling rate is also slightly below target. These figures have yet to be verified by DCC as is usual.
- 2.2 Mid Devon District Council's fleet of recycling vehicles, which were scheduled to be replaced in 2020, have started to be delivered from the manufacturers. The new vehicles have been designed to accommodate a greater range and weight in the materials put out by residents.

Homes Portfolio - Appendix 2

- 2.3 Regarding the Corporate Plan Aim: **Deliver Housing**: The target for annual housing completions has been updated to reflect the Local Plan target.
- 2.4 Regarding the Corporate Plan Aim: **Private Sector Housing: Bringing Empty homes into use** is a little below target as at the end of May. Due to funding changes this is the last year that this measure will be reported.
- 2.5 Regarding the Corporate Plan Aim: **Council Housing**: all measures are either at or just below target. In terms of gas servicing compliance this has been affected by Covid 29 and we currently have 25 properties with expired LGSRs. We still have an extremely high compliance % compared to our peers.
- 2.6 Regarding the Corporate Plan Aim: **Support and grow active tenancy engagement**: The tenant census has commenced the Housing Facebook Page currently has 853 "likes".
- 2.7 Housing performance remains in the top quartile compared with HouseMark.

Economy Portfolio - Appendix 3

- 2.8 Regarding the Corporate Plan Aim: **Identify strategic and tactical interventions to create economic and community confidence and pride in the places we live. This includes a continued focus on Town Centre Regeneration: Empty shops**; it should be noted that the vacancy count is done at the start of each quarter but it was not done in April due to Covid 19.

We are looking at changing the information to reflect all empty commercial properties rather than just shops. Your comments on this would be welcomed.

- 2.9 Data on units owned by MDDC has now been added to Appendix 3.
- 2.10 Regarding the Corporate Plan Aim: **Work with local stakeholders to initiate delivery of the new garden village at Culm**: Engagement with the various stakeholder groups has been re-started including 3 Stakeholder Forum events on the subjects of Building with Nature, held on 11 August, Connecting the Culm project (9 September) and Transport and Future Mobility (October/November).
- 2.11 Regarding the Corporate Plan Aim: **Work with developers and DCC to deliver strategic cycle routes between settlements and key destinations**: Walking and cycling provision needs to be prioritised as set out in the Culm garden village vision and objectives.

Community Portfolio - Appendix 4

- 2.12 We currently have no PIs set for the new Corporate Plan although projects have been identified, so the Community PDG has been asked to consider PIs and targets to set for 2020/21.
- 2.13 The play area at West Exe Recreation Ground will be closed for approximately one month to allow contractors to carry out a make-over of the community space from 14 September. Mid Devon District Council is investing around £75,000 to fund the exciting improvements.

Corporate - Appendix 5

- 2.14 **Working days lost due to sickness** is better than expected for the first quarter of 2020 despite the Covid 19 pandemic.
- 2.15 The **Response to FOI requests** have been 100% on time since April 2019.
- 2.16 The **% total Council Tax collected** and **% total NNDR collected** are both slightly below target. This has deteriorated due to the pandemic. Staff have resumed collections work and having concentrated on processing small business grants and the council tax relief hardship fund for the first 4 months of the year.
- 2.17 All the Planning quality and delivery PIs are on target.
- 2.18 The Council has now formally adopted the Mid Devon Local Plan Review 2013 – 2033.

3.0 Risk

Some risk scores have increased due to the Covid 19 pandemic especially as regards financing, homelessness and the economic outlook.

- 3.1 The Corporate risk register is regularly reviewed by Group Managers and Leadership Team 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 2020-2021
 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
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* 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>	123.35 (4/12)	362	35	64	97	130									Stuart Noyce	(April - July) Covid-19 'Stay at Home' guidance impacted on the amount of waste created by households during the first quarter. The % increase per household for the year so far is 5.39 compared to the same period in the previous year (LD)
<u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u>	8 (4/12)	No Target	0	0	4	4									Stuart Noyce	(July) Due to carrying one vacancy in the team and the remaining team assisting with other critical services such as waste during covid enforcement has been minimal during the 1st quarter and into the 2nd quarter (LD)
<u>% of Household Waste Reused, Recycled and Composted</u>	54.14% (4/12)	54.5%	52.5%	53.7%	54.1%	54.1%									Stuart Noyce	(July) The rate is very slightly below target. Most dry

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>(figures have to be verified by DCC)</u>																recycling materials have increased during the first quarter due to the 'stay at home' guidance; an increase in GW customers has been seen. However there has also been an increase in residual waste so recycling rates are similar to the same period last year. (LD)
<u>Number of Households on Chargeable Garden Waste</u>	10,195 (4/12)		10,007	10,837	10,928	11,088									Stuart Noyce	(July) An increase of 893 customers compared to July 2019 (LD)
<u>% of missed collections reported (refuse and organic waste)</u>	0.01% (4/12)	0.03%	0.01%	0.02%	0.02%	0.01%									Stuart Noyce	(July) Remaining within target (LD)
<u>% of Missed Collections logged (recycling)</u>	0.02% (4/12)	0.03%	0.03%	0.03%	0.03%	0.03%									Stuart Noyce	(July) Remaining on target for the year (LD)

Corporate Plan PI Report Homes

Monthly report for 2020-2021
 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: Deliver Housing

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>Net additional homes provided</u>	n/a	n/a	393	n/a	Jenny Clifford, Tristan Peak												
<u>Number of affordable homes delivered (gross)</u>		85	124	n/a	Angela Haigh												
<u>Build Council Houses</u>	0 (3/12)	26		n/a	n/a	0	n/a	n/a		n/a	n/a		n/a	n/a		Angela Haigh	

Aims: Private Sector Housing

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>Deliver homes by bringing Empty Houses into use</u>	55 (4/12)	138	72	1	9	26	31									Simon Newcombe	

Aims: Council Housing

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>% Properties With a Valid Gas Safety Certificate</u>	99.91% (4/12)	99.82%	100.0%	99.6%	99.4%	98.9%	98.9%									Angela Haigh	
<u>% Complaints Responded to On Time</u>	100.0% (4/12)	100.0%	99.0%	100.0%	0.0%	100.0%	100.0%									Angela Haigh	
<u>% Emergency Repairs Completed on Time</u>	100.0% (4/12)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%									Angela Haigh	
<u>% Urgent Repairs Completed on Time</u>	100.0% (4/12)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%									Angela Haigh	
<u>% Routine Repairs Completed on Time</u>	100.0% (4/12)	99.3%	100.0%	100.0%	100.0%	100.0%	100.0%									Angela Haigh	
<u>% Repair</u>	100.0% (4/12)	98.9%	100.0%	100.0%	100.0%	99.8%	100.0%									Angela	

Corporate Plan PI Report Homes																	
Priorities: Homes																	
Aims: Council 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>Jobs Where an Appointment Was Kept</u>																Haigh	

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Corporate Plan PI Report Economy

Monthly report for 2020-2021
 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: Improve and regenerate our town centres																
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>Tiverton Town Centre Masterplan</u>	n/a		n/a		Jenny Clifford, Tristan Peak, Adrian Welsh											
<u>Cullompton Town Centre Masterplan</u>	n/a		n/a		Jenny Clifford, Tristan Peak, Adrian Welsh											
<u>West Exe North and South</u>	n/a		n/a	n/a	12	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 92% 1 vacant unit (CY)
<u>Fore St Tiverton</u>	n/a		n/a	n/a	2	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 67% 1 unit vacant (CY)
<u>Market Walk Tiverton</u>	n/a		n/a	n/a	13	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 87% 2 vacant, 1 under offer (CY)
<u>Tiverton Other</u>	n/a		n/a	n/a	8	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 100% (CY)
<u>The Number of Empty Shops (TIVERTON)</u>	(1/4)	18	n/a	n/a		Adrian Welsh	(Quarter 1) Count not done in									

Corporate Plan PI Report Economy																
Priorities: Economy																
Aims: Improve and regenerate our town centres																
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
																Q1 due to covid 19 (CY)
<u>The Number of Empty Shops (CREDITON)</u>	(1/4)	8	n/a	n/a		Adrian Welsh										
<u>The Number of Empty Shops (CULLOMPTON)</u>	(1/4)	8	n/a	n/a		Adrian Welsh										

Corporate Plan PI Report Community

Monthly report for 2020-2021

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

Corporate Plan PI Report Community

No Data Returned

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Corporate Plan PI Report Corporate

Monthly report for 2020-2021
 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
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* 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: 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>% of complaints resolved w/in timescales (10 days - 12 weeks)</u>	95% (4/12)	94%	90%	100%	100%	89%	77%									Lisa Lewis	(July) 9 completed at first check - check again at 8 weeks (RT)
<u>Number of Complaints</u>	34 (4/12)	26		5	11	15	16									Lisa Lewis	(July) figure amended from 23 to 19 as 4 are either SRs or not MDDC (RT)
<u>New Performance Planning Guarantee determine within 26 weeks</u>	99% (1/4)	100%	100%	n/a	n/a	100%	n/a	Jenny Clifford, Eileen Paterson, Tristan Peak	(Quarter 1) COVID-19 (RP)								
<u>Major applications overturned at appeal (over last 2 years)</u>	0% (1/4)	2%	10%	n/a	n/a	4%	n/a	Jenny Clifford, Eileen Paterson, Tristan Peak									
<u>Major applications overturned at appeal % of appeals</u>	0.00% (1/4)	10.00%		n/a	n/a	100%	n/a	Jenny Clifford, Tristan Peak									
<u>Minor applications overturned at appeal (over last 2 years)</u>	0% (1/4)	0%	10%	n/a	n/a	0%	n/a	Jenny Clifford, Eileen Paterson, Tristan Peak									
<u>Minor applications overturned at appeal % of appeals</u>	0% (1/4)	13%		n/a	n/a	0.25%	n/a	Jenny Clifford, Tristan Peak									
<u>Response to FOI Requests (within 20 working days)</u>	100% (5/12)	100%	100%	100%	100%	100%	100%	100%								Catherine Yandle	
<u>FOI/EIR Requests where the information was granted in full</u>	37 (5/12)	31		15	24	35	26	24								Catherine Yandle	
<u>ICO Decision</u>	3 (5/12)	3		0	0	0	0	0								Catherine	

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Corporate Plan PI Report Corporate																	
Priorities: Delivering a Well-Managed Council																	
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
Notices																Yandle	
Community Infrastructure Levy	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Jenny Clifford, Tristan Peak	
Working Days Lost Due to Sickness Absence	1.55days (3/12)	8.12days	7.00days	n/a	n/a	1.41days	n/a	n/a		n/a	n/a		n/a	n/a		Matthew Page	
% total Council tax collected - monthly	29.29% (3/12)	98.50%		10.71%	19.36%	28.02%										Dean Emery	
% total NNDR collected - monthly	33.07% (3/12)	99.20%		10.09%	16.52%	31.01%										Dean Emery	

Corporate Risk Management Report - Appendix 6

Report for 2020-2021

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	In progress	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: Affordable and Council Housing Demand Housing supply does not meet local demand or reflect demographic shifts like increased demand for single occupancy

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	Detailed Analysis of Housing Need	Provision of 'heat map' to show where housing need is gathered by geographical area	Claire Fry	28/05/2013	12/05/2020	Fully effective (1)
In progress	Review of Housing Register	The register is regularly reviewed to minimise the incidence of fraud and to ensure that it represents a true picture of housing need. We also participate in the NFI waiting list matches.	Claire Fry	31/12/2019	12/05/2020	Positive(2)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 4 - High**

Service Manager: Claire Fry

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. Impact of climate change on the financial viability of the Council.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Cabinet Member for Climate Change	Was appointed in January 2020 with specific responsibility for the climate change agenda.	Catherine Yandle	17/02/2020	04/09/2020	Fully effective (1)
In progress	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	04/09/2020	Positive(2)
In progress	Devon Climate Emergency – Tactical Group	MDDC are part of the tactical group for the climate emergency that has strategic links to our own plans.	Catherine Yandle	18/05/2020	04/09/2020	Fully effective (1)
In progress	Net Zero Advisory Group	This was approved by Cabinet on 23 April terms of reference to be progressed for the group, membership confirmed and a date of the first meeting to be scheduled.	Catherine Yandle	18/05/2020	04/09/2020	Positive(2)
Current Status: High (20)	Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High			
Service Manager: Catherine Yandle						

Corporate Risk Management Report - Appendix 6

Risk: Commercial Land supply Insufficient diversity in commercial land provided to meet changing business needs

Service: Planning

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Business and landowner engagement	Continued brokering of sites and identification of creative opportunities to meet business demands can be very effective in addressing this risk	Adrian Welsh	10/06/2019	19/08/2020	Positive(2)
Behind schedule	Incubator/Flexible workspace project	This project should help identify opportunities to help the delivery of new flexible workspace	Adrian Welsh	10/06/2019	19/08/2020	Poor - action required(3)
In progress	Plan for recovery	Develop a recovery plan/ strategy in conjunction with partners	Jenny Clifford	12/05/2020	19/08/2020	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Jenny Clifford, Tristan Peak						

Corporate Risk Management Report - Appendix 6

Risk: Coronavirus Pandemic There is now a significant risk to MDDC's ability to conduct business as usual

Service: Public Health

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Business Continuity Planning (BCP)	BCPs have been reviewed. Regular updates are being obtained from Public Health England and the Local Resilience Forum. Weekly meetings of managers and Leadership Team via Skype.	Catherine Yandle	06/03/2020	06/07/2020	Fully effective (1)
In progress	Financial and Economic effects monitoring	To ensure that local authorities including MDDC are reimbursed in full for the Covid 19 response by Central government. At present we have been given approx. 20% of the costs to date in extra funding. Announcement re additional funding of 75p in the £1 on 3 July is encouraging.	Catherine Yandle	13/05/2020	06/07/2020	Positive(2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		
Service Manager: Simon Newcombe						

Corporate Risk Management Report - Appendix 6

Risk: Culm Garden Village Possible discontinuance of Government funding support

Service: Planning

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
No Data available	Further bids for capacity funding	To continue to secure external funding to support the project	Jenny Clifford	29/03/2019	02/06/2020	No Score(0)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 4 - High**

Service Manager: Ian Chilver

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.	Lisa Lewis	06/06/2019	15/05/2020	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	15/05/2020	Fully effective (1)
In progress	Regular user awareness training	Staff and Member updates help to reduce the risk	Catherine Yandle	03/01/2019	15/05/2020	Positive(2)
Completed and evaluated	Technical controls in place	Required to maintain Public Sector Network certification	Lisa Lewis	03/01/2019	15/05/2020	Fully effective (1)
Current Status: No Data		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		
Service Manager: Lisa Lewis						

Corporate Risk Management Report - Appendix 6

Risk: Economic Development Service The macro economic position might necessitate a reactive response, impacting on the Council's resourcing and reducing its ability to deploy resources as planned.

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Distribution and processing of Gov business support funding.	To assist businesses through these difficult initial stages.	Adrian Welsh	12/05/2020	19/08/2020	Positive(2)
In progress	Hardship funding	To support individuals/households but also crucial for self employed and furloughed staff	Adrian Welsh	12/05/2020	19/08/2020	Positive(2)
In progress	Recovery plans	Work underway to develop recovery plans to assist positive impacts on local economy.	Adrian Welsh	12/05/2020	19/08/2020	Positive(2)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		
Service Manager: Adrian Welsh						

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

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Continue to seek out existing and new funding opportunities	To assist in ensuring adequate funding for delivery.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	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	12/05/2020	Positive(2)
In progress	Project Management	Continue rigorous project management, monitoring and reporting	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	Recovery Plans	Recovery Plans will be put in place to aid recovery.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
In progress	Review and re-prioritisation	Part of review of projects for Year 2 actions. This will consider maximising investment and prioritising officer time.	Adrian Welsh	31/01/2020	12/05/2020	Positive(2)

Current Status: High (20)

Current Risk Severity: 4 - High

Current Risk Likelihood: 5 - Very High

Service Manager: Jenny Clifford, Tristan Peak

Corporate Risk Management Report - Appendix 6

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

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Lobbying	Officers will continue to review funding opportunities and seek opportunities to work closely with local partners and the HotSWLEP to seek additional funding support for key infrastructure.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
In progress	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
Current Status: High (16)						
Service Manager: Adrian Welsh			Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High	

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
In progress	IDOX Records Handling Plan	To utilize IDOX bulk data handling tool across the Council services using Uniform	Catherine Yandle	01/03/2019	06/07/2020	Positive(2)
In progress	Records Management Action Plan	To improve identified issues with records management	Catherine Yandle	15/06/2018	06/07/2020	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Catherine Yandle						

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: Governance

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.	Catherine Yandle	28/05/2013	20/11/2019	Fully effective (1)
In progress	Risk assessments	Group Managers contacted with request to update the outstanding risk reviews	Catherine Yandle	20/09/2019	20/11/2019	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Catherine Yandle						

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 and fully functional including reporting facility.	Claire Fry	05/09/2017	12/05/2020	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 was reviewed Autumn 2019.	Claire Fry	22/06/2017	12/05/2020	Fully effective (1)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 4 - High**
Service Manager: Claire Fry

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
In progress	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	06/07/2020	Positive(2)
In progress	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	06/07/2020	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Catherine Yandle						

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

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Partnership working	Close working with delivery partners to attempt to mitigate risks.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
In progress	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)

Current Status: High (16) Current Risk Severity: 4 - High Current Risk Likelihood: 4 - High

Service Manager: Jenny Clifford, Tristan Peak

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

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	This is an opportunity - Communication with third parties needed		Ian Chilver	02/08/2019	06/09/2020	Positive(2)

Current Status: Medium (12) Current Risk Severity: 4 - High Current Risk Likelihood: 3 - Medium

Service Manager: Ian Chilver

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
In progress	Engaging in commercial activities		Ian Chilver	28/09/2017	15/05/2020	Positive(2)
In progress	Medium term planning		Ian Chilver	28/09/2017	15/05/2020	Positive(2)
Current Status: No Data		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 3 - Medium	
Service Manager: Ian Chilver						

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
In progress	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.	Andrew Jarrett	28/05/2013	15/05/2020	Positive(2)
In progress	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	15/05/2020	Positive(2)
In progress	Reserves	Cabinet have taken the decision to recommend a minimum general reserve balance of 25% of Net annual budget.	Andrew Jarrett	28/05/2013	15/05/2020	Positive(2)
In progress	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	15/05/2020	Positive(2)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 4 - High**

Service Manager: Ian Chilver

Corporate Risk Management Report - Appendix 6

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
No Data available	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	18/05/2020	No Score(0)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Jane Lewis						

Corporate Risk Management Report - Appendix 6

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

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	S106 improvement project	A S106 improvement project is taking place to build a new system that will be able to effectively manage the process and provide better visibility over the information on S106 agreements and monies held/spent/expected.	Jenny Clifford	04/10/2019	19/08/2020	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Jenny Clifford, Tristan Peak						

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
In progress	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	Andrew Jarrett	13/06/2019	15/05/2020	Positive(2)
In progress	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.	Andrew Jarrett	30/05/2019	15/05/2020	Positive(2)
Current Status: No Data		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		
Service Manager: Ian Chilver						

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
In progress	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.	Ian Chilver	02/01/2018	15/05/2020	Positive(2)
In progress	Liaison with External Auditors and 3 Rivers	We have regular discussions with our external auditors to ensure that we are providing the correct information for decision making purposes. We are mindful of the need to maintain commercial sensitivity but we are also aware that Members must be appraised to an appropriate level to be able to make informed decisions.	Ian Chilver	06/01/2020	15/05/2020	Positive(2)
Current Status: No Data		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Ian Chilver						

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
Behind schedule	External Review	Several recommendations have been recommended. All have been approved between Cabinet, Audit and Scrutiny. Action Plan will be put in place after Cabinet 9 July meeting.	Catherine Yandle	06/07/2020	06/07/2020	Poor - action required (3)
In progress	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	06/07/2020	Positive(2)
In progress	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	06/07/2020	Positive(2)

Current Status: High (20)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 4 - High

Service Manager: Catherine Yandle

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

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Continue to retain and prioritise market budget	To ensure most efficient use of resources	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	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	12/05/2020	Positive(2)
In progress	Masterplan Implementation	To realise benefits from the Masterplan to increase visibility of market and increase footfall.	Adrian Welsh	10/06/2019	12/05/2020	Poor - action required(3)

Current Status: High (16) Current Risk Severity: 4 - High Current Risk Likelihood: 4 - High

Service Manager: Jenny Clifford, Tristan Peak

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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	1 Risk	1 Risk
	4 - High	No Risks	No Risks	No Risks	5 Risks	2 Risks
	3 - Medium	1 Risk	1 Risk	10 Risks	4 Risks	1 Risk
	2 - Low	No Risks	1 Risk	13 Risks	10 Risks	6 Risks
	1 - Very Low	5 Risks	1 Risk	2 Risks	2 Risks	2 Risks
	1 - Very Low	2 - Low	3 - Medium	4 - High	5 - Very High	
	Risk Severity					

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MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

September 2020

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)
<p>Syrian Vulnerable Persons Refugee Scheme and the new United Kingdom Resettlement Scheme To consider a revised scheme.</p>	<p>Homes Policy Development Group Cabinet</p>	<p>15 Sep 2020 29 Oct 2020</p>	<p>Claire Fry, Group Manager for Housing Services Tel: 01884 234920</p>	<p>Cabinet Member for Housing and Property Services (Councillor Bob Evans)</p>	<p>Open</p>
<p>Operations Directive Enforcement Policy A joint meeting of the Community, Environment and Homes PDG's to receive a review of the Operations Directive Enforcement Policy from the Group Manager for Public Health and Regulatory Services.</p>	<p>Community Policy Development Group Cabinet</p>	<p>20 Oct 2020 29 Oct 2020</p>	<p>Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 244615</p>		<p>Open</p>
<p>Public Spaces Protection Order To consider the outcome of the public consultation and any recommendations.</p>	<p>Cabinet</p>	<p>29 Oct 2020</p>	<p>Darren Beer, Operations Manager</p>	<p>Cabinet Member for the Environment (Councillor Colin Slade)</p>	<p>Open</p>

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)
Design Supplementary Planning Document - post consultation To consider the Supplementary Planning Document post consultation	Cabinet	29 Oct 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Cullompton Railway Station To provide a project update and next steps	Cabinet	29 Oct 2020	Adrian Welsh, Group Manager for Growth, Economy and Delivery Tel: 01884 234398	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
SPV Options Report To consider options for the Special Purpose Vehicle	Cabinet	Not before 29th Oct 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Leader of the Council (Councillor Bob Deed)	Part exempt
Land at Post Hill, to consider development options To consider the options for the land at Post Hill Tiverton.	Cabinet	29 Oct 2020	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	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)
Measured Term Minor Structural Works Contract 2020 - 2024 To consider the outcome of the tender process	Cabinet	29 Oct 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Medium Term Financial Plan To consider the Medium Term Financial Plan	Cabinet	29 Oct 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Treasury Management Strategy and Mid Year Review To consider a report with information regarding the treasury performance in the first 6 months of the municipal year.	Cabinet Council	29 Oct 2020 6 Jan 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Refuse Waste Options To consider a report with regard to waste options	Environment Policy Development Group Cabinet	3 Nov 2020 3 Dec 2020	Darren Beer, Operations Manager	Cabinet Member for the Environment (Councillor Colin Slade)	Open
Economic Development Strategy To consider a revised	Economy Policy Development	5 Nov 2020	Jenny Clifford, Head of Planning, Economy and	Cabinet Member for Planning and Economic	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)
strategies	Group Cabinet	3 Dec 2020	Regeneration Tel: 01884 234346	Regeneration (Councillor Richard Chesterton)	
Housing Revenue Account Asset Management Strategy To receive a report providing a review of the Housing Revenue Account Asset Management Strategy.	Homes Policy Development Group Cabinet	10 Nov 2020 3 Dec 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Grass Verges on HRA land Working Group report	Homes Policy Development Group Cabinet	10 Nov 2020 3 Dec 2020	Claire Fry, Group Manager for Housing Services Tel: 01884 234920	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Single Equalities Policy and Equality Objectives To receive the Annual review of the Single Equalities Policy and Equality Objective	Community Policy Development Group Cabinet	17 Nov 2020 3 Dec 2020	Catherine Yandle, Group Manager for Performance, Governance and Data Security Tel: 01884 234975	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Use of CCTV Policy and Guidance To receive and approve the Use of CCTV Policy and	Community Policy Development Group	17 Nov 2020	Andrew Busby, Group Manager for Corporate Property and Commercial	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)
Guidance	Cabinet Council	3 Dec 2020 6 Jan 2021	Assets Tel: 01884 234948	Dennis Knowles)	
Community Safety Partnership Plan To receive the 2 yearly review of the Community Safety Partnership Plan	Community Policy Development Group Cabinet	17 Nov 2020 3 Dec 2020	Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 244615	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Corporate Recovery Policy To receive the Corporate Recovery Policy from the Group Manager for Revenues and Benefits	Community Policy Development Group Cabinet	17 Nov 2020 3 Dec 2020	Dean Emery, Group Manager for Revenues and Benefits	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Beech Road, Tiverton - Design and Build Tender To consider the award of the tender	Cabinet	3 Dec 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Part exempt
Schedule of Meetings 2021-22 To consider the schedule of meetings for 2021/22	Cabinet Council	3 Dec 2020 6 Jan 2021	Stephen Walford, Chief Executive Tel: 01884 234201	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)
<p>Tiverton Town Centre Masterplan To consider a draft masterplan for public consultation</p>	Cabinet	3 Dec 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
<p>Asbestos Surveying and Licensed Removal 2021 - 2024 To consider the outcome of the tender process</p>	Cabinet	3 Dec 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
<p>Asbestos Surveying and Unlicensed Removal 2021-2024 To consider the outcome of the tender process</p>	Cabinet	3 Dec 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
<p>Options for Accelerating Affordable Housing Delivery in the District To consider additional governance arrangements for housing delivery</p>	Scrutiny Committee Cabinet	7 Jan 2021 4 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	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)
<p>Bereavement Services Fees & Charges To receive the annual review of Bereavement Services Fees & Charges from the Group Manager for Corporate Property and Commercial Assets</p>	<p>Environment Policy Development Group Cabinet</p>	<p>12 Jan 2021 4 Feb 2021</p>	<p>Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948</p>	<p>Cabinet Member for the Environment (Councillor Colin Slade)</p>	<p>Open</p>
<p>Housing Enabling SPD (S106 - Housing Need Allocation - Exception Sites) To receive a report reviewing the Housing Enabling SPD document</p>	<p>Homes Policy Development Group Cabinet</p>	<p>19 Jan 2021 4 Feb 2021</p>	<p>Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381</p>	<p>Cabinet Member for Housing and Property Services (Councillor Bob Evans)</p>	<p>Open</p>
<p>Housing Strategy To receive a report reviewing the Housing Strategy</p>	<p>Homes Policy Development Group Cabinet</p>	<p>19 Jan 2021 4 Feb 2021</p>	<p>Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381</p>	<p>Cabinet Member for Housing and Property Services (Councillor Bob Evans)</p>	<p>Open</p>
<p>Decant Policy To receive a report reviewing the Decant Policy.</p>	<p>Homes Policy Development Group Cabinet</p>	<p>19 Jan 2021 4 Feb 2021</p>	<p>Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381</p>	<p>Cabinet Member for Housing and Property Services (Councillor Bob Evans)</p>	<p>Open</p>

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)
HRA Medium Term Financial Plan To consider a MTFP for the HRA.	Homes Policy Development Group Cabinet	19 Jan 2021 4 Feb 2021	J P McLachlan, Principal Accountant	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Corporate Health and 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	26 Jan 2021 4 Mar 2021	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Community Engagement Strategy (Including Action Plan) To receive the 2 yearly review of the Community Engagement Strategy and Action Plan	Community Policy Development Group Cabinet	26 Jan 2021 4 Feb 2021	Lisa Lewis, Group Manager for Business Transformation and Customer Engagement Tel: 01884 234981	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Grant payments to external organisations (the strategic grants review process) To receive the 4 yearly review of Grant Payments to external organisations from	Community Policy Development Group Cabinet	26 Jan 2021 4 Feb 2021	John Bodley-Scott, Economic Development Team Leader	Cabinet Member for Community Well Being (Councillor Dennis Knowles) Cabinet Member	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)
the Group Manager for Growth, Economy & Delivery				for Community Well Being (Councillor Dennis Knowles)	
Corporate Anti Social Behaviour Policy To receive the 3 yearly review of the Corporate Anti Social Behaviour Policy	Community Policy Development Group Cabinet	26 Jan 2021 4 Feb 2021	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Town and Parish Charter To receive the 3 yearly review of the Town and Parish Charter	Community Policy Development Group Cabinet	26 Jan 2021 4 Feb 2021	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Budget To receive proposals for the General Fund and Housing Revenue Account for 2021/22	Cabinet Council	4 Feb 2021 24 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Capital Programme To seek approval of the 2021/22 Capital Programme and to note the draft	Cabinet Council	4 Feb 2021 24 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	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)
2022/23, 2023/24 and 2024/25 programmes					
Capital Strategy To request agreement of the proposed Capital Strategy for 2021/22.	Cabinet Council	4 Feb 2021 24 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Treasury Management Strategy and Annual Investment Strategy To seek agreement of the proposed Treasury Management Strategy and Annual Investment Strategy for 2021/22.	Cabinet Council	4 Feb 2021 24 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Policy Framework To consider the Policy Framework	Cabinet Council	4 Feb 2021 24 Feb 2021	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
The Establishment Report of the Group Manager for Human Resources informing Members of the overall structure of the Council	Cabinet Council	4 Feb 2021 24 Feb 2021	Matthew Page, Group Manager for Human Resources	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	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)
showing the management and deployment of officers.					
Pay Policy To consider a report relating to senior pay in particular the role of the Chief Executive, Directors and other senior officers.	Cabinet Council	4 Feb 2021 24 Feb 2021	Matthew Page, Group Manager for Human Resources	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Debt Collection Policy Recommendation from the Audit Committee to the Cabinet)	Audit Committee Cabinet	23 Mar 2021 8 Apr 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Vulnerability Policy To receive a report reviewing the Vulnerability Policy	Homes Policy Development Group Cabinet	16 Mar 2021 8 Apr 2021	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Telecare Policy To receive a report reviewing the Telecare Policy	Homes Policy Development Group Cabinet	16 Mar 2021 8 Apr 2021	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	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)
Tree Policy 5 yearly review	Environment Policy Development Group Cabinet	9 Mar 2021 8 Apr 2021	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Outturn report 2020/21 To receive the outturn for the financial year 2020/21	Cabinet	Not before 10th Jun 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open