

Public Document Pack

Mid Devon District Council

Scrutiny Committee

Monday, 15 February 2021 at 2.15 pm
Virtual Meeting

Special meeting
Monday, 22 February 2021 at 10.30 am

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 Zoom Meeting:

<https://zoom.us/j/92210252857?pwd=RUZ0cEY2YUZ1czhubkY3Z1NEb3RrUT09>

Meeting ID: 922 1025 2857

Passcode: 640584

One tap mobile

08003582817,,92210252857#,,,*640584# United Kingdom Toll-free

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Dial by your location

0 800 358 2817 United Kingdom Toll-free

0 800 031 5717 United Kingdom Toll-free

0 800 260 5801 United Kingdom Toll-free

Meeting ID: 922 1025 2857

Passcode: 640584

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

Cllr A Wilce

AGENDA

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 18th January 2021

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 **UPDATE ON THE GOVERNANCE WORKING GROUP**
At the request of the Chairman of Scrutiny, Members to receive an update from the Chairman of the Governance Working Group.
- 10 **ESTABLISHMENT ANNUAL UPDATE** *(Pages 17 - 30)*
To receive the Annual Establishment update previously presented to the

Cabinet on 4th February 2021.

- 11 **3 RIVERS DEVELOPMENTS LTD BUSINESS PLAN** *(Pages 31 - 58)*
At the Scrutiny Committee meeting on 18th January 2021, Members requested to review the 3 Rivers Development Ltd Business Plan presented to Cabinet on 4th February 2021.

The Cabinet at its meeting on 4 February 2021 made the following decision:

RESOLVED that: the 3 Rivers Development Ltd Business Plan be approved; with the inclusion of the associated borrowing requirement of £14.74m shown for 2021/22 in the Council's General Fund, Capital Programme and Treasury Strategy budgets. Also that the total gross funding envelope included for 2022/23 to 2025/26 of £64.69m be noted

- 12 **AMENDMENT(S) TO THE CONSTITUTION**
At the request of the Chairman of Scrutiny, the Monitoring Officer has been asked to attend to advise on the process for making amendments to the Constitution.
- 13 **PUBLIC SPACES PROTECTION ORDER** *(Pages 59 - 68)*
At the Scrutiny Committee meeting on 18th January 2021, Members requested to receive a report detailing the processes and timelines for the Public Spaces Protection Order.
- 14 **WHISTLE BLOWING 6 MONTH UPDATE**
To receive a verbal update of any Whistleblowing instances in the previous 6 months.
- 15 **PERFORMANCE AND RISK** *(Pages 69 - 116)*
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.
- 16 **FORWARD PLAN** *(Pages 117 - 126)*
Members are asked to consider any items within the Forward Plan that they may wish to bring forward for discussion at the next meeting.
- 17 **MENOPAUSE WORKING GROUP** *(Pages 127 - 138)*
To consider a report of the Menopause Working Group which includes recommendations to the Head of Paid Service
- 18 **SCRUTINY OFFICER UPDATE**
To receive an update from the Scrutiny Officer
- 19 **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 meetings:

22nd February – Special Meeting – Neil Parish MP

1st March – Special Meeting – Cabinet Member for Climate Change

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

Stephen Walford
Chief Executive
Friday, 5 February 2021

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

Tel: 01884 234209

E-Mail: coliphant@middevon.gov.uk

1.

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 18 January 2021 at 2.15 pm

Present

Councillors

F W Letch (Chairman)
G Barnell, W Burke, L J Cruwys,
Mrs C P Daw, J M Downes, C J Eginton,
Mrs S Griggs, S J Penny, R L Stanley,
B G J Warren and A Wilce

Apologies

Councillor(s)

E J Berry

Also Present

Councillor(s)

R M Deed, R Evans and Mrs N Woollatt

Also Present

Officer(s):

Stephen Walford (Chief Executive), Andrew Jarrett (Deputy Chief Executive (S151)), Jill May (Director of Business Improvement and Operations), Lisa Lewis (Corporate Manager for Business Transformation and Customer Engagement), Matthew Page (Corporate Manager for People, Governance and Waste), Catherine Yandle (Group Manager for Performance, Governance and Data Security), Maria De Leiburne (Legal Services Team Leader), Sally Gabriel (Member Services Manager), Clare Robathan (Scrutiny Officer) and Carole Oliphant (Member Services Officer)

133 APOLOGIES AND SUBSTITUTE MEMBERS (0.03.47)

Apologies were received from Cllr E J Berry who was substituted by Cllr C J Eginton

134 REMOTE MEETINGS PROTOCOL (0.04.05)

The Committee had before it, and **NOTED**, the *Remote Meetings Protocol.

Note: *Remote meetings protocol previously circulated and attached to the minutes

135 DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (0.04.41)

Members were reminded of the need to make declarations of interest when appropriate.

136 PUBLIC QUESTION TIME (0.04.47)

There were no questions from members of the public present.

137 **MEMBER FORUM (0.05.19)**

There were no issues raised under this item.

138 **MINUTES OF THE PREVIOUS MEETING (0.06.13)**

The minutes of the last meeting were approved as a true record

139 **DECISIONS OF THE CABINET (0.08.31)**

The Committee **NOTED** that none of the decisions made by the Cabinet on 7th January 2021 had been called in.

140 **CHAIRMAN'S ANNOUNCEMENTS (0.08.44)**

The Chairman stated that a recent joint briefing for the Scrutiny and Audit Committees was very useful and gave a steer on the remits for both Committees with regard to 3 Rivers Developments Ltd

141 **CABINET MEMBER FOR WORKING ENVIRONMENT AND SUPPORT SERVICES (0.10.03)**

The Committee had before it, and **NOTED**, a *report of the Cabinet Member for Working Environment and Support Services presenting services within her portfolio.

The Cabinet Member outlined the contents of her report and asked for questions from the Committee.

The Corporate Manager for People, Governance and Waste explained that the reasons for increased challenges with staff conduct was that there were now formal mechanisms for staff to raise issues. A new Conduct policy had been agreed but there were a number of learning points including:

- Informal communications could be improved
- Building confidence in staff to raise issues
- More issues were coming forward as staff were recognising that the organisation would deal with their concerns

He explained that agency spend had increased slightly as the Council had to deal with staff shortages in key areas due to the effects of the pandemic.

The Group Manager for Performance, Governance and Data Security explained that all instances of verbal abuse against staff were investigated by the Health and Safety Officer and the line manager. Staff were offered counselling if the event was traumatic and procedures were put in place if required. This could include 2 person visits only to properties where abusive and threatening behaviour were an ongoing issue. She confirmed that the Council had and would continue to take action against offenders who abused staff.

The Corporate Manager for Digital Transformation and Customer Engagement explained that although the out of hours service was outsourced to Taunton Deane there were instances where issues needed to be escalated above their remit. These escalated issues were dealt with by the Customer Services Managers within MDDC.

The Cabinet Member for Working Environment and Support Services confirmed that she was holding regular meetings with her management team.

The Corporate Manager for Digital Transformation and Customer Engagement explained that although face to face contact with customers had reduced due to opening restrictions at the offices, the on line contacts had increased. A customer satisfaction survey was currently being undertaken using on-line and telephone contact.

Note: *Report previously circulated and attached to the minutes

142 **DRAFT BUDGET (0.40.28)**

The Committee had before it, and **NOTED**, a * report of the Deputy Chief Executive (S151) requesting that the Cabinet review the revised draft budget changes identified and discuss any further changes required in order for the Council to move towards a balanced budget for 2021/22.

The Deputy Chief Executive (S151) outlined the contents of the report stating that the figures before members were a current snapshot of where the Council was at the current time, the deficit was down to £490k but that there was more work to do.

He stated that work was ongoing and outlined the key movements and assumptions shown within the report highlighting the Government income protection, the Autumn Statement, the funding settlement, the New Homes Bonus and the Lower Tier Service Grant.

He explained the Capital Programme for 2021-2022 which showed an initial total of £17.3m (including the HRA) and included significant projects including the Housing Infrastructure Schemes, 3 Rivers Development Projects and Housing Development Schemes.

In response to a question asked about the pooling dividend, the Deputy Chief Executive (S151) explained to Members that the Council had been part of a Devon wide business rates pool for a number of years. The aim of the scheme was that Devon authorities pooled the benefits and losses to mitigate individual authority exposure. Although MDDC had always realised a small benefit from the scheme in the past he had not factored in a benefit for 2021-2022.

Consideration was given to:

- That all FiT payments were recycled into additional renewable projects
- How the £490k budget gap may be bridged
- That there was public consultation on the Council's budget
- That there was a cap on the amount that Council Tax could be increased

Note: *Report previously circulated and attached to the minutes

143 **ANNUAL REPORT OF COMPLIMENTS, COMMENTS AND COMPLAINTS (1.03.57)**

The Committee had before it and **NOTED** a *report of the Corporate Manager for Business Transformation and Customer Engagement providing information on compliments, comments and complaints received as part of the 2 million plus contacts with customers in 2019/2020.

The Corporate Manager for Business Transformation and Customer Engagement outlined the contents of the report and explained that during the pandemic there had been a significant reduction in telephone contact with the Council. There had been an increase in on line contact and more compliments had been received.

In response to questions asked she explained that the number of compliments had not been detailed to service level and that Member compliments to staff were only included if details had been received by the Customer Services team.

Members then discussed the number of complaints which had been escalated to the ombudsman and noted that only one had been upheld. They acknowledged that the Council was comparing well to other authorities and that there did not seem to be an issue with complaint resolution.

Note: *Report previously circulated and attached to the minutes

144 **3 RIVERS DEVELOPMENTS LTD BUSINESS PLAN (01.18.30)**

Members requested that the 3 Rivers Development Ltd Business Plan was brought in front of the Scrutiny Committee.

The Chief Executive explained that the Business Plan would need to be presented to the shareholder in the first instance as this was in the Shareholder Agreement however the plan could be brought to Scrutiny once it had been initially reviewed by the Cabinet.

The Leader confirmed that the Business Plan could be brought to Scrutiny after it had been presented to the Cabinet on 4th February 2021.

The Committee therefore **RESOLVED** that:

- The 3 Rivers Developments Ltd Business Plan be discussed by the Scrutiny Committee after it had been presented to the Cabinet on 4th February 2021

(Proposed by Cllr A Wilce and seconded by Cllr Mrs C P Daw).

Note: Councillor R L Stanley declared a Disclosable Pecuniary Interest with regard to his involvement with 3 Rivers Developments Limited and left the meeting for the discussion and vote

145 **SCRUTINY OFFICER UPDATE (1.27.55)**

The Scrutiny Officer updated the Committee on items she had been working on and stated that:

- The Final report of the Menopause Working Group would be presented to the February Meeting
- The Planning Enforcement Working Group would now move forward and steps had been instigated to obtain details of actual cases which Members had wished to raise
- Neil Parish MP would be attending a special meeting of the Scrutiny Committee in February and Members would be requested to submit any questions in advance.

146 **FORWARD PLAN (01.30.03)**

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

The Chief Executive explained the Policy Framework and confirmed that the Teckal Company implementation would be considered by Council.

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

147 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING (1.36.02)**

Members requested the following items be brought to the February Meeting:

- 3 Rivers Developments Ltd Business Plan
- A report on the processes used for the Public Spaces Protection Order

(The meeting ended at 4.02 pm)

CHAIRMAN

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CABINET FEBRUARY 4 2021

ESTABLISHMENT

Cabinet Member(s): Cllr Bob Deed, Cllr Nikki Woollatt
Responsible Officer: Matthew Page, Corporate Manager for People, Governance and Waste

Reason for Report: To inform Members of the overall structure of the Council showing the management and deployment of officers. This report should be read in conjunction with the functions of individual officers highlighted in the constitution.

Recommendation: The Cabinet is asked to recommend the Establishment to the Council (please see Appendix 1)

Financial Implications: Financial risk will only occur where the structure of a service changes without adherence to allocated budgets.

Budget and Policy Framework: This report sits within the current budget and policy framework.

Legal Implications: In accordance with article 14 of the constitution.

Risk Assessment: If the establishment is not appropriately managed and reviewed then service delivery may be put at risk.

Equality Impact Assessment: No equality issues highlighted in this report.

Relationship to Corporate Plan: This report highlights the Establishment figures and, as such, supports our aim to reduce costs without affecting service quality and continuity.

Impact on Climate Change: No climate change issues highlighted in this report.

1.0 Introduction/Background

1.1 The purpose of this report is to give an update on the performance of our workforce and how this has been affected by the COVID-19 pandemic.

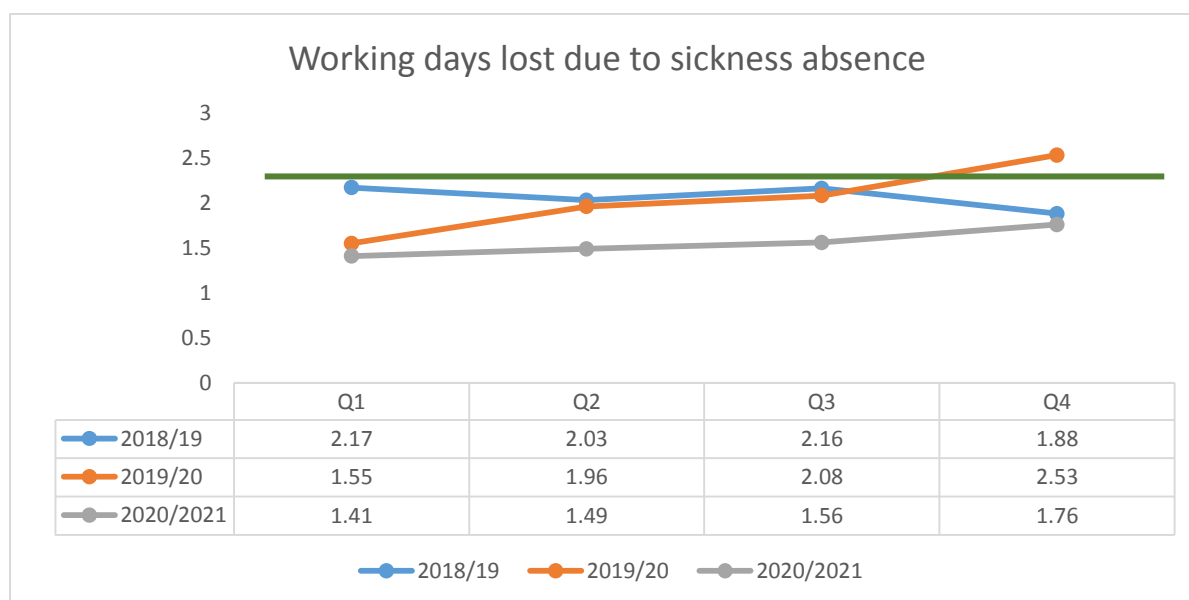
1.2 These items included updates on the key establishment indicators of sickness and agency expenditure, turnover and the impact of COVID-19 on our workforce.

2.0 Sickness Absence, Agency Expenditure and Establishment

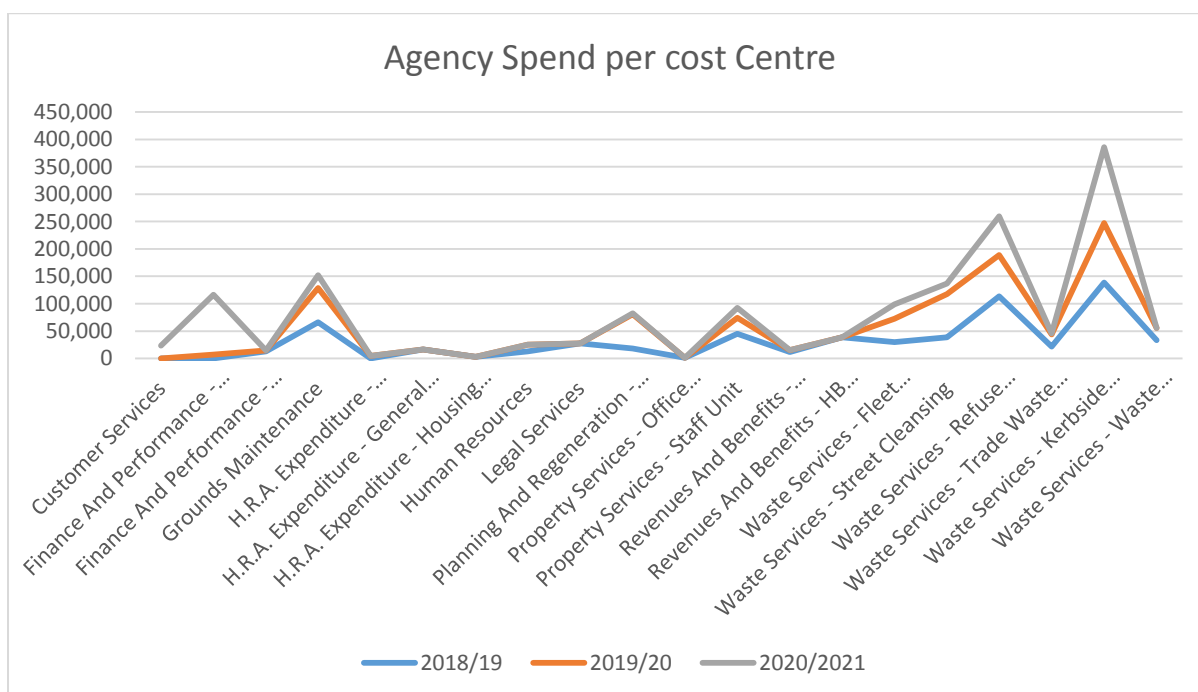
2.1 During 19/20 MDDC had an average of 8.12 sickness days per FTE person, 3.27% of overall workforce time. This compares to 8.24 sickness days that were lost per FTE employee in 18/19. For the 20/21 financial year there is both a target and subsequent action plan to reduce the number of days lost to less than 7 days per FTE employee (which would put the Council in line with the industry standards across other councils, between 6.5 and 8 days lost per

FTE employee). The average number of days lost per FTE employee in the private sector is 6.4 days per employee and the average number of days lost per FTE employee in the public sector is 7.5 days (2019).

- 2.2 A new sickness absence policy has been introduced to clarify the reporting and certifying arrangements for sickness, a new management guideline (an employee should not have more than six days of absence in the year) and clearer interventions around long term and short term sickness absence. This appears to have helped improve the management of short term sickness which has fallen from contributing 66% of absence in Feb 2020 to 33% in December 2020.
- 2.3 In the first three quarters of this year (April to December 2020) the Council has lost 4.18 days to sickness absence per employee, meaning we are currently in line to outperform the target set for the current financial year (6 days lost per FTE compared to 7 days per FTE). Our sickness absence is usually less in the first two quarters of the financial year than in the last two due to the autumn and winter seasons (not including COVID-19). We have also had 20% of the workforce furloughed during periods of the first three quarters of this year due to COVID-19 so this needs to be factored in to the evaluation.

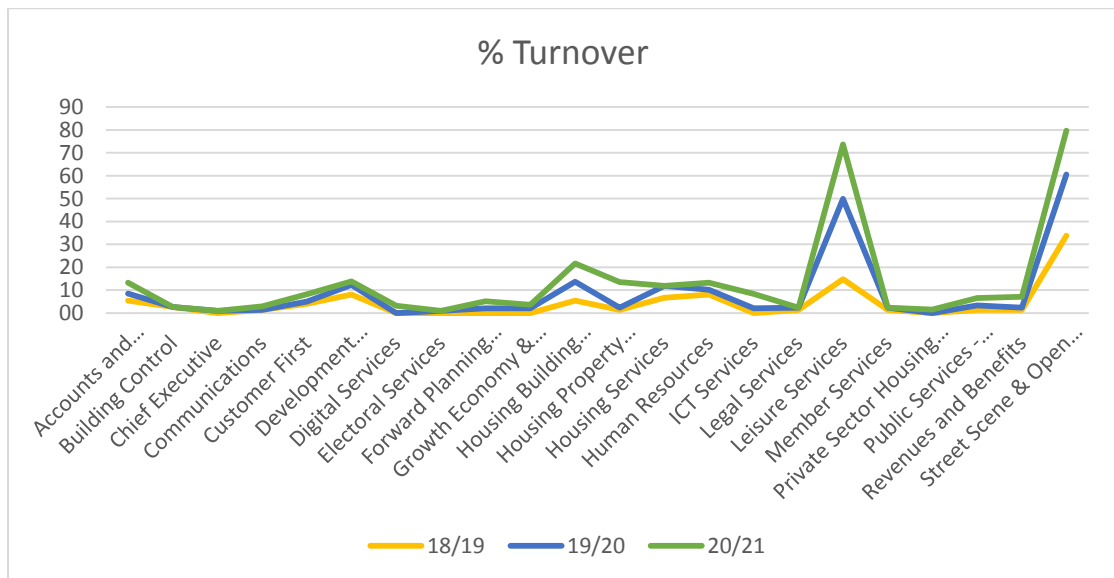


- 2.7 One of the consequences of high sickness absence and other poor establishment performance (unresolved, high conflict) is rising agency costs.
- 2.8 During the first three quarters of 20/21 the organisation spent £431,261.31 on agency workers (at least £150K of this spend owing to providing cover to critical services during COVID-19). The projected spend for 20/21 is £575,000 but without COVID-19 it would have been projected to come in much lower. In the last two financial years the Council has paid out £628,636.03 on agency spend in 18/19 and £534,378.49 in 19/20. Agency workers provide cover to vacant posts as well as employees who are sick or absent from the workplace in critical services including waste and leisure. So there is further incentive to improve our position regarding sickness absence.



3.0 Turnover

- 3.1 Turnover for the first three quarters (1 April to 31 December 2020) stands at 12.7%. During this period 66 employees left the Council; there were 42 resignations, 5 dismissals with notice, 1 dismissal without notice, 8 end of fixed term contracts, 5 retirements, 1 redundancy and 4 TUPE transferred.
- 3.2 Turnover for 20/21 is projected to come in at around 17%. This compares with turnover standing at 18% for the 19/20 financial year and 14% for the 18/19 year.
- 3.3 Turnover in the first six months of this financial year was unusually high and there were three key reasons for this. First of all there was some fairly aggressive headhunting of certain members of the current workforce from other local authorities (and one in particular). Second there has been some restructuring carried out in different service areas including ICT, HR and Building Services. Finally the organisation has had some challenging areas of conduct to manage in the organisation which has led to a new Conduct policy being published and staff being made more aware of the Nolan principles which underpin the high standards that are demanded of all local government officers.
- 3.3 Members had requested a full breakdown of all leavers and data collected during exit interviews. This information is shown in Appendix 1 with the graph below comparing turnover from 18/19 to 20/21.



4.0 COVID-19

- 4.1 Since March 23 2020 when the government announced a formal lockdown of businesses, services and offices, the Council has been closely managing both the health and wellbeing of its workforce as well as how it is redeployed to ensure critical services are delivered to the public.
- 4.2 Key activity has focused on reporting the status and performance of our workforce on first a daily then a weekly basis. During COVID 19 our workforce has been very stable in its status with 30% of our employees on site or in the office delivering critical work or services, 40% working from home and 20% furloughed.
- 4.3 The majority of our furloughed staff came from our Leisure facilities which were closed on the 23 March and then reopened in late July (to then be shut again for four weeks in November to accompany the period of national restrictions). A few staff from other services have been furloughed due to much or most of the posts' business need being severely reduced during the pandemic. Payroll have been applying to the government on a month by month basis to recoup the money from the government that is available under their scheme for these staff.
- 4.4 We have furloughed a maximum of 158 employees per month for the financial year to date. This is mainly for employees from our leisure services and includes all the casual employees from Leisure. It also included employees in other service areas who were shielding and some with home schooling responsibilities.

The money reclaimed to date from the furlough scheme is:

April 2020 £72,614.23 – 80% of Salary plus Ers NI and Ers Pension

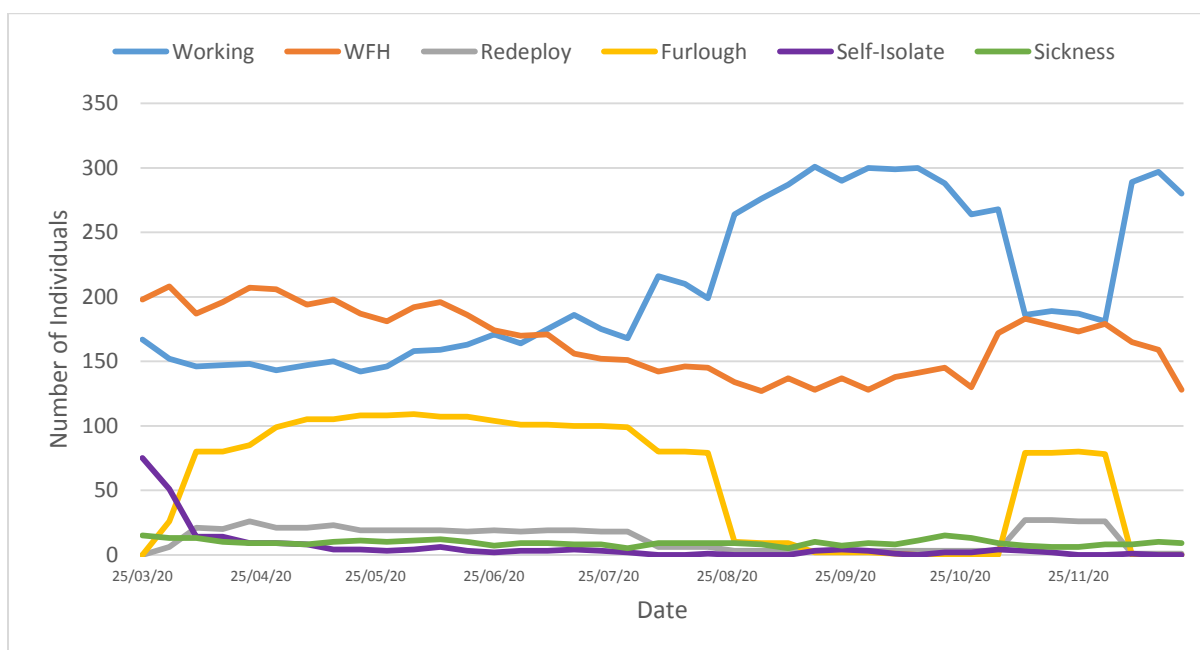
May 2020 £95,224.54– 80% of Salary plus Ers NI and Ers Pension

June 2020 £91,287.48– 80% of Salary plus Ers NI and Ers Pension

July 2020	£64,158.26–	80% of Salary plus Ers NI and Ers Pension
Aug 2020	£9,858.76 -	80% of Salary Only
Sept 2020	£776.40 _	70% of Salary Only
Oct 2020	£873.19	60% of Salary Only
Nov 2020	£53,224.17	80% of Salary Only

From 1 July 2020, the furlough scheme changed to a flexible furlough scheme, which allowed employees to work part of their hours and be furloughed for the remainder. The Leisure Service utilised this scheme to assist with the services reopening from the 3 August 2020.

- 4.5 We also set up a direct test booking service for staff so any staff suffering from COVID-19 symptoms and in self-isolation can be quickly tested and the results receive expediently. To date we have only had a handful of positive tests back from the staff who have been tested.
- 4.6 Following the publication of the government's advice for work sites and offices, the Corporate Management Team oversaw the carrying out of a number of health and safety assessments and conducted an online survey for staff to ask about their experience during COVID-19 and to look ahead to the future. The results of the survey and the assessments were very positive and many staff and teams have fed back encouraging experiences of working from home and of the support they have received from the Council during this period.
- 4.7 What the survey also illustrated was that a number of staff were feeling apprehensive and anxious about returning to the workplace more regularly in the future. To help give staff confidence about returning to the workplace, we published a full briefing on how Phoenix House would look and work in the future and committed to regular reviews of this (and other site plans) during the year.
- 4.8 The below graph shows how the workforce has been redeployed over the last nine months and has responded to the changing national guidance e.g. formal lockdown, gentle encouragement to return to the workplace, more formal encouragement to return to the workplace, reintroduction of tighter restrictions, national restrictions and the tier system. It's been quite a journey but one which the organisation can be proud of in terms of its response. It also gives natural impetus to the organisation to consider its longer term position towards issues like working from home and flexible working - important components of our work around staff retention which is covered in more detail in the next section.



5.0 Development, Retention and Engagement

- 5.1 A short development paper has been circulated to consider the main areas of focus for improving the employment offer we can make to both prospective and current staff with regards to retention. Part of this is to consider how we better recognise excellent performance and contribution in the workplace, consider how we better promote our current package of benefits and consider our long term position around flexible working and WFH post COVID-19.
- 5.2 We have made considerable progress with the roll out of the Evolve project this year, with improvements including the roll out of online Appraisal, the publishing of a new competency framework and the compiling of an online skills analysis which can help inform future workforce planning and talent management programmes. There has also been a considerable improvement in the uptake of online learning and development courses which are detailed below.

	2019-2020	2020 - Jan 2021
Learning Hub - online mandatory learning (individual pieces of learning)	1,484	4,275
Learning Hub - online courses (individual pieces of learning)	187	227
Corporate Course Catalogue	0	17 online sessions (158 attendees)
Apprenticeships	0 virtually delivered	11 virtually delivered
Other recorded online training	0	11 plus 15 EVOLVE training sessions (79 attendees)

- 5.3 We also need to build on the improvements we have made to both the quality and exchange of communication with the Union, as well as the introduction of the new all staff consultative group 'Impact', to further strengthen engagement and workforce input with our people strategy. A new staff survey to assess communication, development, wellbeing and supervision will be a key priority for the coming year.
- 5.4 Members and officers have set up a working group to looking at raising awareness around the menopause and how we support and manage relevant issues in the workplace. Proposals have been taken to Scrutiny for approval which include the signposting of support on relevant issues and educating line managers on the need to treat the menopause as an issue that may require a fuller understanding of the symptoms in order to offer support.
- 5.5 The COVID-19 pandemic has obviously posed some challenges for the Council around supporting staff with their mental health and wellbeing. A rise in the use of our Employee Assistance Programme to access support around mental health problems was recorded both in April and the autumn of this year. The Health and Safety Officer has been very proactive in promoting resources and toolkits through the weekly internal staff publication called 'The Link'.

6.0 New HR Structure

- 6.1 A new HR structure has been brought in from January 2021 to improve our focus on providing robust, commercial advice to the business and partnering people management effectively to our services to support their objectives.
- 6.2 The new structure is led by two HR Business Partners, who work alongside specific areas of the business, supported by an Employee Relations Specialist and a Learning and Development Specialist who co-ordinate programmes of work in these important areas.
- 6.3 These posts are complemented by an HR Service Desk which provides front line telephone and online advisory and administration support to line managers and employees. The HR Service Desk is made up of three HR Co-ordinators and one HR Service Desk and Payroll Manager.

7.0 Conclusion and Recommendations

- 7.1 Clearly there are a number of priorities to focus on in terms of our Establishment performance, but attention should be drawn to three key priorities:
- 7.2 It is vital that we continue to respond to the evolving situation around COVID-19 and help the workforce deliver their services with new arising situations including a potential exit plan from the pandemic.
- 7.3 It is important that we continue to build on the foundations put in place through Evolve and the staff engagement strategy to improve retention and the quality of our employment offer to the workforce.

- 7.4 The third is to use the new HR structure to strengthen the links between people management, Finance and the rest of the organisation so we can more effectively understand our performance, including the relationship between our establishment and our budget, our sickness and our agency spend, our skills analysis and workforce planning aspirations.

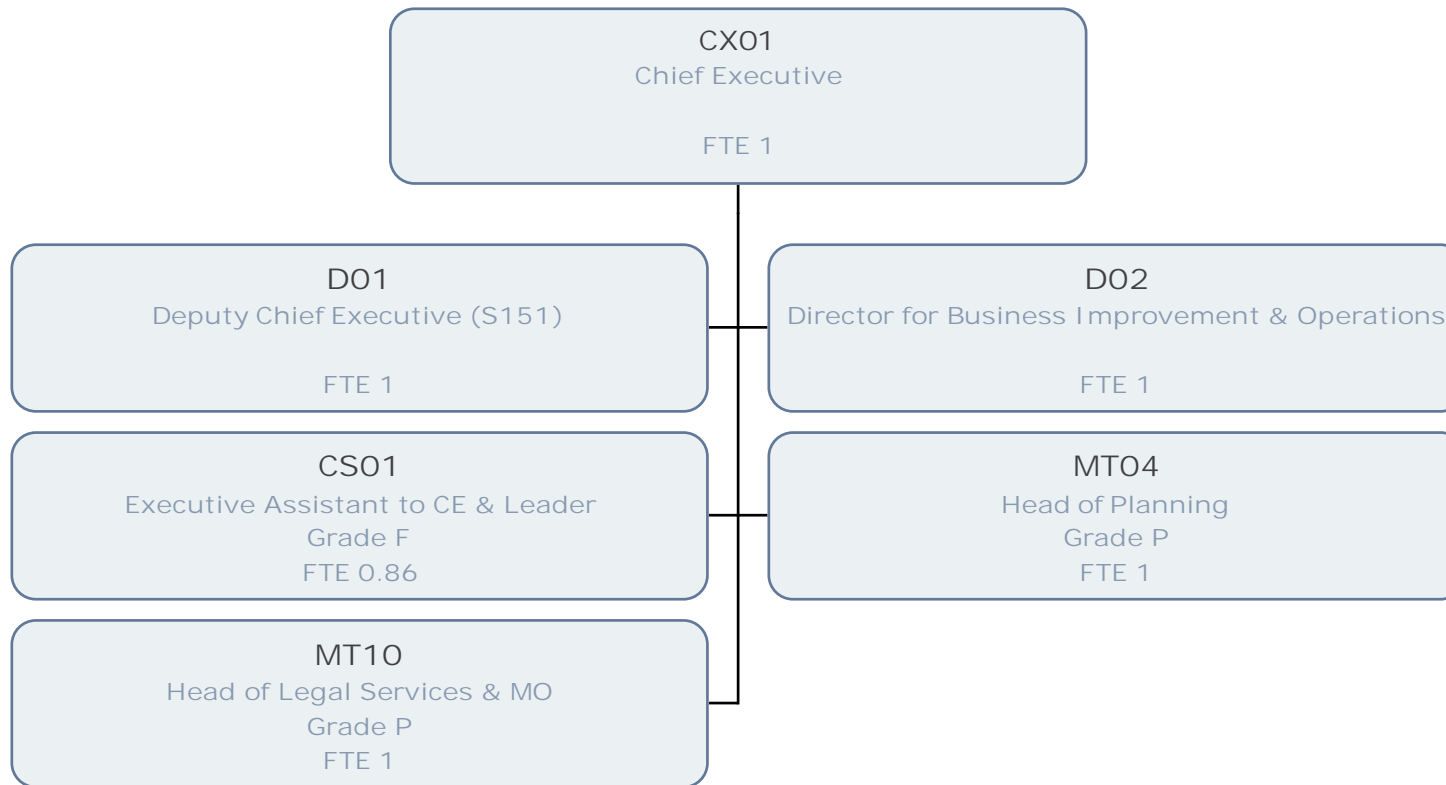
Contact for more Information: Matthew Page, Corporate Manager for People, Governance & Waste (Mpage@middevon.gov.uk)

Circulation of the Report:– Cllr Nikki Woollatt, Leadership Team

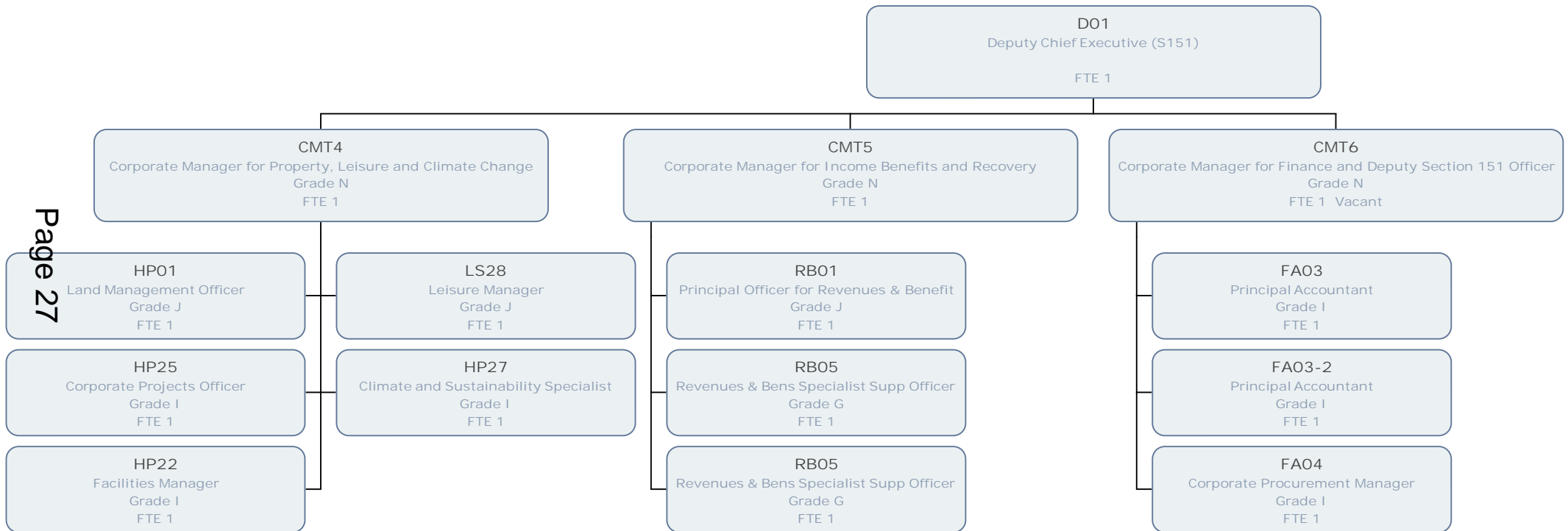
List of Background Papers: Establishment Paper submitted to Cabinet February 2020.

Establishment Charts MDDC Management Structure 2021

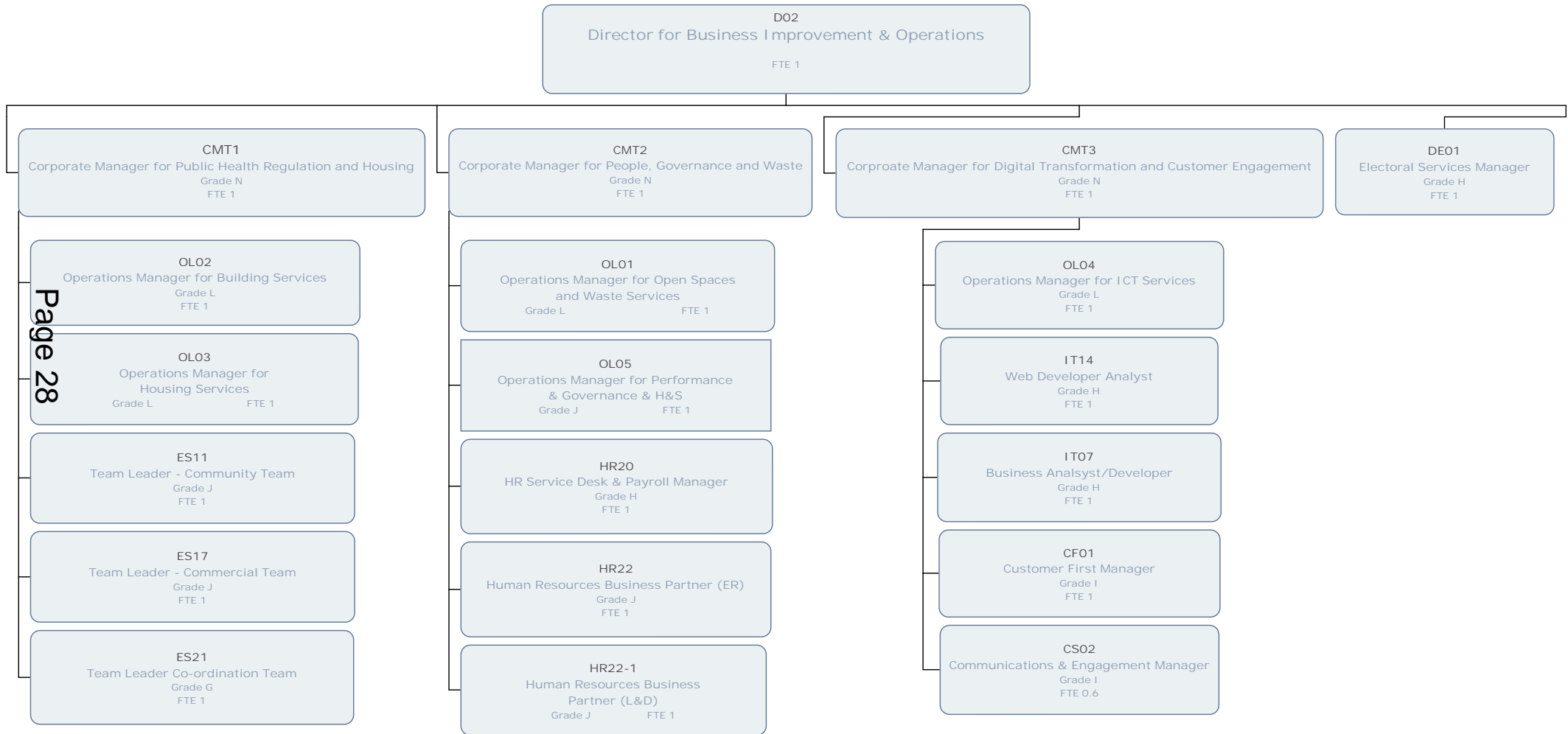
Establishment Charts
Management of Mid Devon District Council



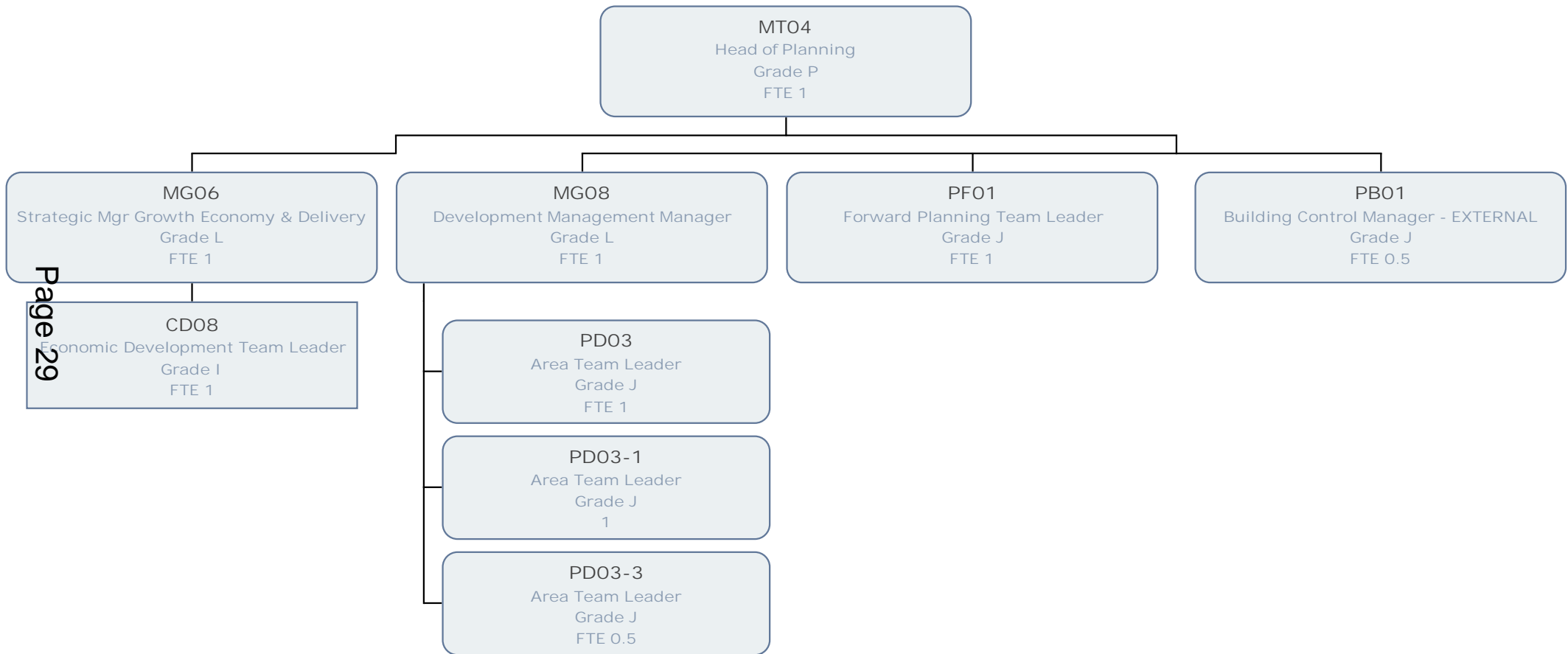
Establishment Chart
Finance, Resources and
Assets



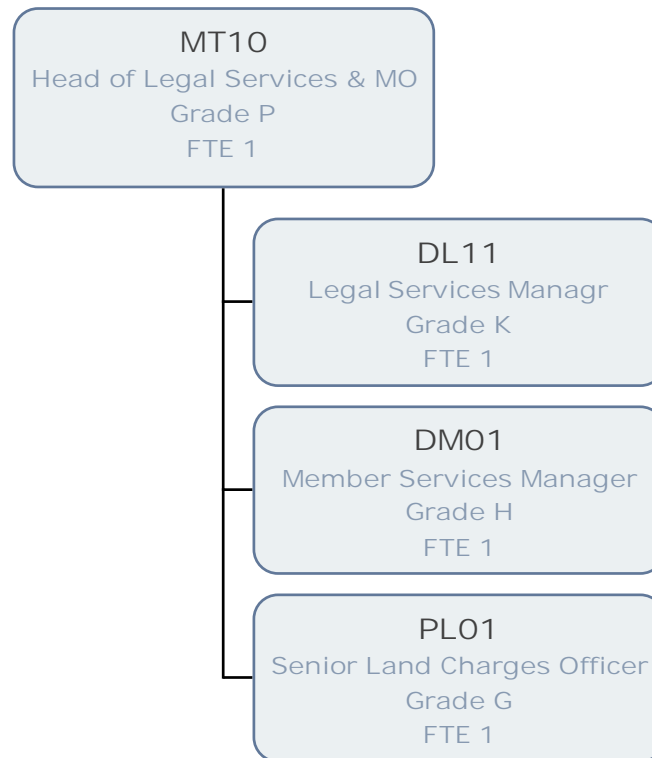
Establishment Chart
Business Improvement and Operations



Establishment Chart
Planning Economy and Regeneration



Establishment Chart
Democratic Services



CABINET 4 FEBRUARY 2021

3 Rivers Developments Limited – Business Plan 2021 - 2026

Cabinet Members: Councillor Bob Evans – Deputy Leader and Housing & Property
Councillor Andrew Moore – Finance

Responsible Officers: Chief Executive – Stephen Walford

Reason for Report: To provide Cabinet with a 5 year Business Plan.

RECOMMENDATION: That Cabinet recommends 3Rivers Development Ltd Business Plan and approves the inclusion of the associated borrowing requirement of £14.74m shown for 2021/22 in the Council's General Fund, Capital Programme and Treasury Strategy budgets. It also notes the total gross funding envelope included for 2022/23 to 2025/26 of £64.69m.

Relationship to Corporate Plan: 3 Rivers Developments Limited's (3Rivers) primary objective is to generate future returns in order to grow the business and to recycle monies made back to the Council to mitigate some of the cuts in Government funding.

Financial Implications: The Council has a duty to obtain value for money. All financial interactions between the Council and 3Rivers are carried out at commercially evidenced rates and subject to individual loan agreements. Once approved, the Council will need to embed all agreed borrowing proposals in to the General Fund, Capital Programme and Treasury Strategy budgets for 2021/22.

Legal Implications: None to this report, however this report is prepared in accordance with the Shareholder Agreement, Company's Memorandum and Articles of Association.

Risk Assessment: Detailed within the report.

Equality impact assessment: No direct equality issues identified for this report. However, the company will continually evaluate increased renewal investments set against other financial viability and other building metrics.

Impact on climate change: 3Rivers is a commercial organisation and where deliverable sustainable options are available they are utilised; however, as a commercial organisation it is acknowledged that where there is a significant cost differential and what the market will sustain that this plays heavily in the choices made.

1.0 Introduction

1.1 Attached to this report is 3 Rivers 2021 – 2026 Business Plan. Clearly 2020/21 has been a challenging year for the company. Normal company

activities were temporarily placed on hold whilst external governance and financial appraisal reviews were commissioned and considered. 3 national Covid19 lockdowns have also clearly had a negative impact on project progress/timetables, coupled with the associated supply chain problems.

- 1.2 However, collective Council recommendations approved at Cabinet on the 13 July 2020, the arrival of 2 new Cabinet ambassadors, the very recent appointment of 2 new directors and a genuine agreement of unified member support for the company, now gives rise for the opportunity for 3 Rivers to move forward and deliver an ambitious programme of development to return profit (dividends and interest) back to help alleviate the Council's constrained financial position.

2.0 The 2021 – 2026 Business Plan

- 2.1 Attached to this report is the company's 5 year Business Plan. Any company Business Plan that projects in to the future, especially at the current juncture, is subject to change/revision, especially the further you move in to later years. What the Business Plan provides is a general overview of company ambitions, areas of focus, metrics it will use to judge itself by and report on, risk appetite and mitigation measures and finally an overarching budget envelope for the period.
- 2.2 This financial envelope will provide a reasonably accurate budget forecast for 2021/22 and the projects that are already committed to. Thereafter, the budget makes sound commercial estimates over the potential sums that will be required to keep the company viable and deliver the level of returns back to the Shareholder.
- 2.3 The total loan request included in the 2021 – 2026 Business Plan for 2021/22 which is spread across 6 projects is £14.74m. This will provide further funding for the ongoing projects at St Georges Court, Tiverton and The Orchard, Halberton, plus 4 new projects of varying development size and a relatively small provision for any new potential schemes, not currently being considered.
- 2.4 The future period shown in the Business Plan, 2022 – 2026 requires total funding by the Shareholder of £64.69m. This figure is the total gross borrowing requirement during the period and needs to be reviewed in conjunction with the total loan repayments made back to the Council estimated at £71.59m during the 5 year life of this plan. These overall funding requirements are shown in more detail in Appendix B.
- 2.5 Embedded within the company's Business Plan reference is made to the annual interest payments that will be made back to the Council and Members should also be aware of the recharged costs that the Council makes to the company. These relate to officer time, office accommodation, IT support, etc.

To put this in to context the table below summarises these transactions since the company's inception. For completeness, it also includes all financing costs and any loan impairments.

Financial transactions between 3Rivers and Mid Devon DC

	2017/18	2018/19	2019/20	2020/21	Total
Revenue Items £k					
Interest Rec'd		71.4	251.0	490.0	812.4
Cost of Borrowing	0	0	0	0	0
Dividends Paid	0	0	0	0	0
MDDC recharges	74.4	126.9	116.7	120.0	438.0
Total	74.4	198.3	367.7	610.0	1,250.4

	2017/18	2018/19	2019/20	2020/21	Total
Loans £k					
Advanced	750.0	1,862.9	6,998.2	838.2	10,449.3
Repaid			-550.0	-640.0	-1,190.0
Loans outstanding	750.0	1,862.9	6,448.2	198.2	9,259.3
Impairments			-790.0		-790.0

Notes:

- 1 2020/21 figures for interest and recharges have included an estimate for the final quarter's allocations.
- 2 The loans repaid figures relate to a VAT refund in 2019/20 and sale proceeds from the Threwstones, Tiverton development.
- 3 The impairment relates to £617k St Georges Court (estimated loss) and £173k working capital charge.

2.5.1 The above table details the direct financial benefits that accrue from the Council's investment in 3 Rivers. However, Members should also be aware that other indirect benefits are obtained. For example:

- ✓ Increased Council Tax and Business Rate receipts
- ✓ Extra New Homes Bonus revenue
- ✓ Some control over timetable and quality of development
- ✓ Some influence over affordable/social housing delivery numbers
- ✓ Regeneration potential
- ✓ Greater use of local supply chains and contractors

- 2.6 The Business Plan also specifically focuses on key areas of company activity; governance, the prevailing market, risk, success metrics, future strategy and includes a progress overview of 2020/21 and its goals for 2021/22.

3.0 Conclusion

- 3.1 This Business Plan is based on a 5 year overview and forecast, which includes a number of commercially based estimates/assumptions and clearly relies heavily on the ongoing financial and corporate support of the Council. If approved, the total borrowing request for 2021/22 of £14.74m will be included in the Council's General Fund, Capital Programme and Treasury Strategy for the forthcoming financial year.

Contact for more information: Stephen Walford, Chief Executive

Circulation of the report: Leadership Team and Cabinet

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SCRUTINY COMMITTEE 15 FEBRUARY 2021

A REPORT TO THE SCRUTINY COMMITTEE ON THE PROCESSES USED FOR THE PUBLIC SPACES PROTECTION ORDER

Cabinet Member(s): Cllr Colin Slade, Cabinet Member for the Environment
Responsible Officer: Vicky Lowman, Environment & Enforcement Manager

Reason for Report: This report sets out the processes used for the Public Spaces Protection Order (PSPO) to date.

Recommendation: For Scrutiny Committee to note the contents of this report.

Financial Implications: Whilst a consequence of enforcement may be an increase in Fixed Penalty Notices, income generation is not a reason for introducing a new PSPO, the absence of the PSPO or any means to issue FPN will have been some reduction in income.

Budget and Policy Framework: The Council had measures in place to control dogs under Dog Control Orders made under the Clean Neighbourhood and Environment Act 2005. These Dog Control Orders expired on the 19 October 2020. The proposed making of the PSPO is to ensure approved measures to control dogs.

Legal Implications: The PSPO is designed to curb anti-social behaviour arising from dog fouling and other matters which may be set out in the new draft order (if approved). Any order approved by the Council is for a period of no more than 3 years.

Risk Assessment: Until the PSPO is approved the Council will not be able to tackle anti-social behaviour arising from dogs which could therefore lead to a reputational as well as an environmental concern. We will also be at risk of not meeting statutory duties such as under S89 of the Environment Protection Act 1990 to ensure that land is clear of litter which includes dog waste.

Equality Impact Assessment: The equality issues are to be addressed within the draft order, which will set out certain exemptions. These cover those needing assistance dogs or those with some form of disability which might prevent them from complying with the Order. There are also exemptions for certain working dogs i.e. those involved in law enforcement, military duties, statutory emergency services and search/rescue.

Relationship to Corporate Plan: The street scene enforcement service is a frontline service which works throughout the District ensuring the cleanliness and attractiveness of our public realm through both education and enforcement. The policies that are enforced by the street scene team contribute to the environment aspects of the corporate plan.

Impact on Climate Change: There are no climate change implications associated with this project. However, reduced levels of dog related anti-social behaviour improve the desirability of our open spaces.

1.0 Introduction/Background

1.1 Any PSPO must be proportionate and clear to enforce. A PSPO is an Order used throughout England and is often used in connection with dogs and ensures that members of the public can use and enjoy public spaces free from anti-social behaviour.

1.2 The Council had Dog Control Orders for Dog Fouling and Dogs on Leads which were issued in December 2012 under the Clean Neighbourhood and Environment Act 2005. These automatically became PSPOs under transitional provisions in the Anti-Social Behaviour Crime and Policing Act (ASBCPA) 2014 (Section 75), but these PSPOs also automatically expired on the 19th October 2020. MDDC Fouling Of Land By Dogs (Mid Devon) Order 2012 Policy and Procedure was issued in January 2016 and was due to be reviewed in September 2019.

1.3 It was brought to Legal Services attention by a Councillor that they were advised by a Parish Council by NALC and SLCC that the legislation under the ASBCPA 2014 expired on the 20 October 2017. This was reviewed and the legislation and additional statutory guidance is very clear, under Section 75 that where a Dog Control Order is still in force three years from commencement of the ASBCPA 2014 (S59-75 came into force on the 20 October 2014) i.e. 20 October 2017, the provisions of such an order will automatically be treated as if they were provisions of a PSPO. The transitioned Order will then remain in force up to a maximum of three years from the point of transition i.e. up to the 19 October 2020.

1.4 The Environmental Educational Enforcement Policy report was presented to the Environment PDG on the 14 January 2020, which referred to the PSPO. The Environment PDG agreed that the PSPO be deferred to the March meeting of the Environment PDG for Officers to prepare and present a revised covering report and plan that could be recommended to Cabinet for public consultation.

1.5 The Street Scene, Education & Enforcement Team undertook an internal review and requested support from Legal Services to produce a draft PSPO order (hereinafter referred to as the "Consultation Draft PSPO").

1.6 On the 10 March 2020 the Environment PDG recommended to Cabinet that authority be given to consult with members of the public and other relevant stakeholders to introduce a PSPO, with the fixed penalty for breach of the order to be set at the maximum level permitted of £100.

1.7 Cabinet on the 23 April 2020 resolved that the Consultation Draft PSPO should go out to consultation before a decision was made whether to approve the PSPO. The consultation responses would return to the PDG and the Cabinet for consideration.

1.8 The Consultation Draft PSPO went out for public consultation from 12 May 2020 to 17 July 2020.

1.9 As part of the consultation process the following were consulted:

- local parish councils
- town councils
- MP's
- Councillors
- local authorities
- community centres
- ramblers and walking groups
- animal welfare groups
- The Kennel Club
- Boarding Kennels
- Sports Clubs

The Consultation Draft PSPO was on the Council website, and notices were placed in all parks and areas the PSPO related to, along with a QR code to aid the public to be taken directly to the consultation page. The PSPO was on Facebook and in Council communications and it was also mentioned in Devon Live. The chief officer of the Police and the Police Crime Commissioner were also contacted as required. Owner/Occupiers of residences near to the proposed affected areas were contacted, in accordance with the consultation requirements in the ASBCPA 2014.

2.0 Consultation Results/Revised Draft

2.1 The consultation covered the controls in Public Spaces to be :

- Prohibit Dog Fouling in all open air areas
- Require Dogs to be on leads in named cemeteries, parks and also when requested by an authorised officer or police constable and
- Exclude dogs from the play areas listed
- Limit the number of dogs walked at a time by one person

Dog Fouling

2.2 In relation to Question 1 – Do you agree that those in charge of a dog (owners and walkers), should pick up their dog's faeces in Public Places (as defined in the Consultation Draft PSPO)? Response - 682 Yes (99.13%). The response was also very clear in Question 2 – Do you agree that every person in charge of a dog (owners and walkers) should carry enough bags or other means to pick up after the dog? Response – 667 Yes (98.38%).

Dogs on Leads

2.3 Between April 2019 and March 2020, 128 reports had been logged in relation to aggressive behaviour from dogs, both on and off leads within public areas. These reports ranged from growling dogs/aggressive behaviour to dog on dog/person attacks. In a Freedom of Information (FOI) request it was reported as a total of 70 reports between 1 April 2019 and 31 March 2020. There was a discrepancy in numbers of 58 further occurrences. Although these additional reports had been made no details of the incident had been recorded. Due to no data on the reported

cases, Officers were unable to identify which type of incident had occurred which was why they were not added in the FOI numbers.

2.4 The responses to the questions regarding dogs on leads are shown below:

Q3a	Do you agree that dogs should be kept on leads In the named public cemeteries?		
		Number	Percentage
	YES	606	88.99%
	NO	75	11.01%
Q3b	Do you agree that dogs should be kept on leads? In the named public parks		
		Number	Percentage
	YES	347	49.78%
	NO	350	50.22%

Q3c	Do you agree that dogs should be kept on leads If requested by an Enforcement Officer or the Police?		
		Number	Percentage
	YES	587	86.83%
	NO	89	13.17%

Excluding dogs from children's play areas

2.5 The response was as below:

Q4	Do you agree that dogs should be excluded from the named Children's play areas		
		Number	Percentage
	YES	561	85.52%
	NO	95	14.48%

Limit on the number of dogs

2.6 The Council was concerned about dog owners and walkers having sufficient control of their dogs whilst they are being walked or exercised in Public Spaces (as defined). The proposal was to set a maximum limit of 4 dogs per owner/walker at any one time. There is an exception of reasonable excuse and also where the owner of the land has given permission.

The response to these questions were:

Q5	Do you agree that a limit should be set on the number of dogs under the control of the owner/walker when in Public Spaces?		
		Number	Percentage
	YES	499	77.24%
	NO	147	22.76%

Q6	Do you agree that the limit should be set at 4 dogs		
		Number	Percentage
	YES	347	53.72%
	NO	299	46.28%

Additional questions

2.7

Q7	Do you have any alternative or additional proposals on dog controls		
		Number	Percentage
	YES	334	47.04%
	Skipped question	376	52.96%

Q8	Are there additional areas that need to be added or removed to/from the draft order?		
		Number	Percentage
	YES	265	37.27%
	Skipped	446	62.73%

Q9	Are there any adverse impacts to the proposals which you wish highlight?		
		Number	Percentage
	YES	245	34.51%
	Skipped	465	65.49%

Q10	Do you agree that the Fixed Penalty amount for any breaches of the PSPO should be £100 (the maximum permissible under the legislation)?		
		Number	Percentage
	YES	473	74.72%
	NO	160	25.28%

Q11	Do you own or walk dogs?		
		Number	Percentage
	YES	484	74.01%
	NO	170	25.99%

Q12	Do you walk dogs in Mid Devon?		
		Number	Percentage
	YES	488	74.62%
	NO	166	25.38%

2.8 After having reviewed the consultation responses it was decided to bring forward a Revised PSPO for consideration by Members, (hereinafter referred to as the “Revised Draft PSPO”).

2.9 The main provisions of the Revised Draft PSPO (which were also contained in the Consultation PSPO) were as follows:-

- a) To require in any Public Spaces that if a dog defecates at any time, the person in charge of the dog must remove the faeces from the land forthwith;
- b) To require in any Public Spaces that a person in charge of a dog must have with them an appropriate means to pick up any faeces deposited by that dog, and must produce this if requested to do so by an Authorised Officer or Police Constable
- c) “Public Spaces” means land within the District of Mid Devon, which is open to the air including covered land which is open on at least one side and to which the public are entitled and permitted to have access, with or without payment, with the exception of Forestry Commission Land
- d) In all Public Spaces a person in charge of a dog, at any time, must put and keep the dog on a lead and keep it under proper control when directed to do so by an Authorised Officer or Police Constable
- e) A Person in Charge of a dog is prohibited from taking that dog onto, or permitting the dog to enter or remain on any enclosed children’s play area.

2.10 The Revised PSPO did not include the following requirements which were in the Consultation Draft PSPO:-

- a) In any of the public cemeteries listed and shown in Schedule B of the Consultation Draft PSPO, any person in charge of a dog, at any time, must put and keep the dog on a lead and under proper control.
- b) In any of the of public parks listed and shown in Schedule C of the Consultation Draft PSPO, any Person in Charge of a dog, at any time, must put and keep the dog on a lead and under proper control
- c) No person in any Public Spaces shall be in charge of more than 4 dogs at any time.

3.0 Special Environment PDG on 19th October 2020

3.1 A Special meeting of the Environment PDG was held on the 19 October 2020 so that the PSPO could then be considered at Cabinet on the 29 October 2020 and to minimise any period when a PSPO was not in force, as the current PSPO was due to expire on the 19 October 2020.

3.2 At this special meeting Officers explained that although the responses from the public and parish councils had been considered, any additional areas proposed could not be added at this point as these areas were not consulted on. Options were provided to the PDG. Firstly, that the PSPO could be sealed with the existing areas in place and new areas could then be added by way of a variation once a public consultation had taken place. Secondly, that a second PSPO could be added to include the additional areas once the public consultation had taken place or thirdly, that the PSPO was not sealed and deferred to allow for amendments to be made and for additional areas to be added once a public consultation had taken place on them, but that this would leave the Council without a PSPO for a period of time.

3.3 Members considered the views of the public and elected Members, along with the concerns raised regarding the dogs on leads in all public spaces and the number of dogs allowed. Members' views that not having a PSPO for a period of time would not have a detrimental effect on the Council was also noted and considered in making their decision.

3.4 It was the Environment PDG's recommendation that the third option be pursued, namely that the PSPO be redrafted to take account of the public consultation responses before it goes out for further public consultation on additional areas proposed and that the revised PSPO be brought back to Environment PDG for recommendation to the Cabinet.

4.0 Cabinet meeting on 29 October 2020

4.1 The recommendation of the Environment PDG was brought before Cabinet on the 29 October 2020. Further points were raised at Cabinet.

4.2 Cabinet discussed the PSPO at length and considered numerous issues such as whether Byelaws should be used or alternatively Community Protection Notices (CPN). It was explained why both of these were not recommended for use in dog control situations, but further information would be included in the future report. However and for example, one advantage of a PSPO is that if there is an offence either failing to comply with a requirement or prohibition then the offender is given a Fixed Penalty Notice (FPN), if the FPN is not paid then the offender would be prosecuted. On most occasions FPNs are paid.

4.3 It has been suggested that the consultation process was flawed, however apart from the issue regarding maps (see next paragraph), the rest of the process was correct, and the relevant parties were notified in accordance with legislation and statutory guidance. In fact the consultation carried out by Officers went beyond the statutory minimum requirements.

4.4 It was discussed that there were some errors within the maps provided (the areas on some maps did not cover the full area required or in some cases was not included or covered too large an area). Officers confirmed that areas that had been consulted on and not required could be removed, but new areas which had not been consulted on could not be added to the revised draft PSPO without having first consulted on them. There were options available regarding the PSPO, it could be made and later varied after having carried out any further necessary consultation on any new areas, or an additional PSPO order could be made to refer to the new areas only. The third option available was that the revised draft PSPO not be approved

and the Revised Draft PSPO be amended and then consulted on again (as necessary) to include the new areas, and this was the route that Cabinet decided on.

4.5 A point raised by a member of public in Public Question Time (PQT) was regarding the full set of responses not being accurate as his response was not included, however there is a document which contained all of the responses to the survey including the Alternative Proposals responses, the majority of which were comments. The document which contained all the responses was taken into account in the Revised Draft PSPO.

4.6 In relation to the number of dogs walked at any one time the consultation question asked if it was agreed that the limit should be set at 4 dogs maximum. It is noted that the consultation response agreeing that the maximum should be 4 dogs was 53.72%, but the comments for this question ranged from suggestions of 2 dogs max, to some saying that 4 was too many, and again numbers were dependant on the dogs size, to perhaps a limit of 6 to cover professional dog walkers. Cabinet considered raising the number of dogs which may be walked at any time from 4 to 6.

5.0 Current position and future process

5.1 The Revised Draft PSPO was not approved by Cabinet, given the concerns regarding the maps, and other misgivings of Members and comments made in the public consultation. Cabinet wanted there to be more reflection of the issues raised.

5.2 The implications of not having a current PSPO means that District Officers cannot take action with regards to the dog controls mentioned in this report. This means that there is the potential for some loss of revenue, but it should also be taken into account that the District Officers do not solely cover dog offences, but also cover other areas such as parking, fly tipping etc.

5.3 Officers have taken into consideration that there must be areas where dog owners can exercise their dogs in public spaces, but there are areas where restrictions are required such as in cemeteries and in enclosed play areas. The PSPO that expired in October 2020 had replaced the Dog Control Orders and that was in accordance with legislation and statutory guidance. PSPOs are therefore designed to replace Dog Control Orders and cover any anti-social behaviour issues relating to dogs.

5.4 As maps were an area of concern with the PSPO the Officers have attempted to rectify this – these maps were initially provided using the GMS system which unfortunately Officers were later informed was not up to date. After the Cabinet meeting on the 29 October 2020 the revised maps were requested. Officers were informed that they would receive the outstanding maps (at the time of writing this report we have received the cemetery maps, but are awaiting the enclosed play areas) by the end of January 2021. Unfortunately Covid-19/limited resources/Christmas Closure of the office has created more work in some areas which has hindered the provision of maps. Although Officers have been waiting for the maps, this has not stopped some of the other work that is required to be completed in the interim e.g. the cemetery maps have been sent to the parish councils and are now ready for the public consultation. Whilst reviewing these maps further issues have arisen, some as a result of feedback from the Parishes or via the Officers considering unenclosed play areas and closed churchyards, these are now

in the process of being resolved. We do accept that resolving the issues with the maps has taken longer than anticipated.

5.5 Once the outstanding maps are received the Officers will send these maps to the parishes to consult on whether they cover the correct area and whether they want the area included or not. Also, they are being asked if there are any areas that the Council may have missed. Any areas included within the PSPO need to be evidenced that this is an area where behaviour has had, or is likely to have a detrimental effect on the local community. The Officers will ensure all areas to be included in the PSPO meet all of the legal requirements and explain this when the matter is returned to the Environment PDG.

5.6 Although this process has not yet been completed Officers acknowledge that there are lessons that can be learnt for the future. These lessons mainly relate to planning project management more carefully and allowing sufficient time. For example Officers are already discussing that if the PSPO is made that we will look towards the next 3 years, after a period of 18 months. Also utilising the resources such as parish and town council knowledge to ensure that the maps and areas are accurate and clearly defined and not just basing this on a mapping system.

5.7 Officers have prepared and are working to a project timeline and once the maps have been received a meeting will be arranged with a small group of Councillors to review the Second Revised Draft PSPO along with the maps; the meeting will cover justifications, rationale, evidence of complaints and the initial consultation responses. Once the Officers and Councillors have met, at the latest mid-February 2021, a report will be prepared and sent to the Environment PDG.

5.8 The Officers are aiming to send the Second Revised Draft PSPO report to a Special Meeting of the Environment PDG and then to go to Cabinet on the 13 May 2021. If Cabinet approves the Second Revised Draft PSPO then this would then be able to go out to public consultation (if necessary). The consultation process would cover all of the required consultees as per the first consultation process. The advantage this time is that the Officers already have the consultation responses from the first consultation, and have spoken at length with Councillors, along with the local parish and town councils. If required, this consultation period would be for a period of 4 weeks in May/June which would then mean that a further report taking into account the second consultation responses would be prepared and sent to Environment PDG and then to the following Cabinet with the aim of approving the Second Revised Draft PSPO.

6.0 Recommendation

6.1 That the Scrutiny Committee note the contents of the report.

Contact for more Information: Maria de Leiburne Legal Services Team Leader (01884 234210 mdeleiburne@middevon.gov.uk)

Circulation of the Report: Cllr Colin Slade, Leadership Team

List of Background Papers:

<https://democracy.middevon.gov.uk/documents/g1117/Printed%20minutes%2014th-Jan-2020%2017.30%20Environment%20Policy%20Development%20Group.pdf?T=1>

<http://mddcmgov01:9070/documents/g1118/Printed%20minutes%2010th-Mar-2020%2017.30%20Environment%20Policy%20Development%20Group.pdf?T=1>

<http://mddcmgov01:9070/documents/g1317/Printed%20minutes%2023rd-Apr-2020%2018.00%20Cabinet.pdf?T=1>

<http://mddcmgov01:9070/documents/g1376/Printed%20minutes%2019th-Oct-2020%2017.30%20Environment%20Policy%20Development%20Group.pdf?T=1>

<http://mddcmgov01:9070/documents/g1261/Public%20minutes%2029th-Oct-2020%2018.00%20Cabinet.pdf?T=11>

SCRUTINY COMMITTEE
15 FEBRUARY 2021:

AGENDA ITEM:

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.
- 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 2020 will have been understandably impacted by the effects of the Covid 19 pandemic. There are specific comments on the attached appendices reflecting this.

Environment Appendix 1A

- 2.1 Regarding the Corporate Plan Aim: Increase recycling and reduce the amount of waste; Covid 19 had an impact on the amount of waste created by households particularly for Q1. The recycling rate has been very slightly above target for the last 3 months.
- 2.2 On 3 December Cabinet voted to approve this PDG's recommendation to approve a new waste collection trial. The trial is part of a process to improve recycling rates as well as reduce emissions from collection vehicles. It will also help the Council to meet with Government guidelines to recycle 65% of household waste by 2035 and Devon's proposed 60% target rate by 2025. The trial, which will include both rural and urban areas, should begin in early summer and will last for a minimum of three months.

Climate Change Appendix 1B

- 2.3 Mid Devon's push towards its carbon reduction target has received a boost with the installation of solar panels at its Carlu Close depot. The Willand based depot, which is home to the Council's Street Scene teams, now has panels covering 250m² of its roof space, meaning the 147 panels can produce almost 50kW of energy per hour. The initial investment should be paid back in less than six years due to the electricity generated to power the site, meaning less reliance on the National Grid as an energy source, and the ability for the Council to sell back some of the unused power.

Homes Portfolio - Appendix 2

- 2.4 Regarding the Corporate Plan Aim: **Deliver Housing:** The targets for annual housing completions of most types have been updated to reflect the Local Plan targets.
- 2.5 Regarding the Corporate Plan Aim: **Private Sector Housing: Bringing Empty homes into use** is well above target.
- 2.6 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 19 properties with expired LGSRs. First time access continues to be difficult; less than 50%.
- 2.7 Regarding the Corporate Plan Aim: **Support and grow active tenancy engagement:** The tenant census has had a good response. Work has commenced on analysing the results.

Economy Portfolio - Appendix 3

- 2.8 Due to the work the Growth and Economic Development Service has been doing on the Council's response to the Covid pandemic no performance and risk report went to the Economy PDG this time.

Community Portfolio - Appendix 4

- 2.9 The KPIs identified are mostly new PIs and performance on most has been affected by Covid 19. It is unlikely that much progress will be seen over the next few months.
- 2.10 Several of the corporate plan aims will require partnership working with Devon County Council, the NHS and Town and Parish Councils and lobbying activity. Targets for these remain to be developed.
- 2.11 Regarding support through the Covid pandemic the council has paid grants totaling over £30M so far with further payments of £10M expected over the next few weeks. The vast majority of this was to retail, hospitality and small businesses but we have £534,410 funding specifically to help adversely affected individuals through Hardship funding and the Self Isolation payments. For the latter we have had 151 applications so far; 64 have been paid, 64 rejected and 23 are awaiting assessment.

Corporate - Appendix 5

- 2.12 **Working days lost due to sickness** is better than expected for the first 2 quarters of 2020 despite the Covid 19 pandemic, it has been suggested that this is due in part to the number of members of staff working from home.
- 2.13 The **Response to FOI requests** have been 100% on time since April 2019.
- 2.14 The **% total Council Tax collected** and **% total NNDR collected** are both slightly below target. This has deteriorated due to the pandemic. Staff have concentrated on processing small business grants and the council tax relief hardship fund for the first 6 months of the year.

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

* 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>	268.55 (9/12)	362	34	63	94	126	155	184	217	248	276				Darren Beer	(April - December) A 2.77% increase year to date compared to previous year; The lockdown period has contributed to this rise due to residents creating more

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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
																residual waste to be disposed of from home. This increase is likely to be a trend continuing for the remainder of the year. (LD)
<u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u>	10 (9/12)	No Target	0	0	4	4	4	5	10	10	10				Darren Beer	(November) Lockdown measures during November reduced the occurrence of offences (LD)
<u>% of Household Waste Reused, Recycled and Composted (figures have to be verified by DCC)</u>	54.12% (9/12)	54.5%	52.6%	53.7%	54.3%	54.3%	54.3%	55.4%	54.8%	54.6%	54.2%				Darren Beer	(December) The recycling rate for the year to date remains consistent with last year. The rate for December compared to

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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
																last year has dropped by 3% points. This is due to fewer loads of plastic in particular leaving the depot due to hold up at the reporocessing plants. These tonnages will in appear in January 2020 (LD)
<u>Number of Households on Chargeable Garden Waste</u>	10,188 (9/12)	11,100	10,007	10,837	10,928	11,088	11,154	11,245	11,251	11,176	11,232				Darren Beer	(November) An additional 1,104 customers compared to November 2019 (LD)
<u>% of missed collections reported (refuse and organic waste)</u>	0.01% (9/12)	0.03%	0.01%	0.02%	0.02%	0.01%	0.01%	0.02%	0.02%	0.02%	0.02%				Darren Beer	(November) Remaining on target for the year (LD)

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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>% of Missed Collections logged (recycling)</u>	0.02% (9/12)	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%				Darren Beer	(November) Remaining on target for the year (LD)

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Corporate Plan PI Report Climate Change

Monthly report for 2020-2021
 Arranged by Aims
 Filtered by Aim: Priorities Climate Change
 For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below
target

Below target

On target

Above target

Well above
target

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

Corporate Plan PI Report Climate Change

Priorities: Climate Change

Aims: Green Sources of Energy

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>Electric Car Charger Units</u>	n/a	n/a	8	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a		None	(Quarter 3) Five sites shortlisted for electric car charging points in our pay and display car parks that will be subject to the outcome of the tender exercise that MDDC are part of with other neighbouring Councils, including analysis on the financial return. (CY)
<u>New Solar Initiatives</u>	n/a	n/a	250	n/a	n/a		n/a	n/a	211	n/a	n/a	250	n/a	n/a		Andrew Busby	(Quarter 2) Numbers registered with MDDC direct. Numbers likely to increase when DCC registrations allocated. (CY)
<u>Electric Car Charger usage</u>	n/a	n/a	2,000	11	58	139	399	762	994	1,248						Andrew Busby	(June) Usage seriously affected by Covid in first 3 months of the year (CY)

Aims: Biodiversity

Corporate Plan PI Report Climate Change

Priorities: Climate Change

Aims: Biodiversity

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>Corporate Tree Planting Scheme</u>	n/a	n/a	Develop corporate tree planting scheme by end 20/21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Andrew Busby	(2020 - 2021) Post the national restrictions volunteers have now met again on the allocated area of land adjacent to Morrison's in Tiverton with a date on planting expected to be early in the New Year and Property Services also met Sustainable Crediton who are looking to plant trees at the end of January 2021 (CY)
<u>Community climate and biodiversity grants</u>	n/a	n/a	Funding agreed is first stage	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Andrew Busby	

Aims: Retro-fitting measures

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>Corporate Renewable Energy Projects</u>	n/a	n/a	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1	Andrew Busby	(2020 - 2021) Carlu Close solar PV project has been completed and the hydro project is a live planning application at present with a report going to committee early in the new year. (CY)
<u>ECO Flex</u>	n/a	n/a	600						424							Simon Newcombe	

Corporate Plan PI Report Climate Change																	
Priorities: Climate Change																	
Aims: Retro-fitting measures																	
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>Housing Assistance Policy</u>	n/a	n/a	5						2							Simon Newcombe	
<u>Home Improvement Loans</u>	n/a	n/a	5	1					2	2						Simon Newcombe	(September) Covid adversely affected ability to do surveys and inspections in homes and availability of contractors. Activity has increased in Q3 and we expect the number of loans to increase (SN)

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>Community Schemes</u>	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	
<u>Council Carbon Footprint</u>	n/a	n/a	19,000	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 3) Progress will be reported in Q4 (CY)

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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

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

Corporate Plan PI Report Homes

Priorities: Homes

Aims: Deliver 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>Net additional homes provided</u>	n/a	n/a	393	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Jenny Clifford, Simon Newcombe	
<u>Self Build Plots</u>	n/a	n/a	5	n/a	n/a	1	n/a	n/a	1	n/a	n/a	2	n/a	n/a		Jenny Clifford	
<u>Gypsy & Traveller Pitches</u>	n/a	n/a	2	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a		Jenny Clifford	
<u>Number of affordable homes delivered (gross)</u>		133	94	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Jenny Clifford	
<u>Build Council Houses</u>	26 (9/12)	26		n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a		Andrew Busby,	(Quarter 4) We have bought back 1 RTB property (CY)

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Corporate Plan PI Report Homes

Priorities: Homes

Aims: Deliver 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
																Simon Newcombe	
<u>Number of Homelessness Approaches</u>	n/a	n/a	721 for 2019/20	n/a	n/a	125	n/a	n/a	289	n/a	n/a	433	n/a	n/a		Simon Newcombe	

Aims: Community Land Trusts

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>Community Land Trusts Assisted</u>	n/a	n/a	2	n/a	n/a		n/a	n/a	1	n/a	n/a	2	n/a	n/a		Jenny Clifford	(Quarter 3) Initial advice provided to Wessex Group for the Sampford Peverell Community Land Trust (TP)

Aims: Private Sector 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>Deliver homes by bringing Empty Houses into use</u>	106 (9/12)	138	72	1	9	26	31	34	44	59	60	71				Simon Newcombe	
<u>Houses in Multiple Occupation (HMOs)</u>	n/a	n/a	100%						100%	100%	100%	100%				Simon Newcombe	(September) Covid meant inspections did not recommence until July. Therefore no data for

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Corporate Plan PI Report Homes

Priorities: Homes

Aims: Private Sector 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>investigations</u>																	April - June. However have caught back with backlog by end of September so currently 100% for year to date (SN)
<u>Landlord engagement and Support</u>	n/a	n/a	9	n/a	n/a	4	n/a	n/a	8	n/a	n/a	12	n/a	n/a		Simon Newcombe	(Quarter 3) x3 pin point x1 webinar (TW)

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>% Complaints Responded to On Time</u>	100.0% (9/12)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%				Simon Newcombe	
<u>Tenant Census</u>	n/a	n/a	34%	n/a	n/a	34%	n/a	n/a	34%	n/a	n/a	34%	n/a	n/a		Simon Newcombe	
<u>% Emergency Repairs Completed on Time</u>	100.0% (8/12)	100.0%	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%					Simon Newcombe	
<u>% Urgent Repairs Completed on Time</u>	99.3% (8/12)	100.0%	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%					Simon Newcombe	

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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>% Routine Repairs Completed on Time</u>	100.0% (8/12)	99.3%	95.0%	100.0%	100.0%	100.0%	100.0%	98.4%	99.8%	100.0%	100.0%					Simon Newcombe	
<u>% Repair Jobs Where an Appointment Was Kept</u>	99.8% (8/12)	98.9%	95.0%	100.0%	100.0%	99.8%	100.0%	99.0%	99.7%	100.0%	100.0%					Simon Newcombe	
<u>% Properties With a Valid Gas Safety Certificate</u>	99.87% (8/12)	99.82%	100.0%	99.6%	99.4%	98.9%	98.9%	99.2%	99.4%	99.5%	99.5%					Simon Newcombe	

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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

*

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

Corporate Plan PI Report Community

Priorities: Community

Aims: Health and Wellbeing

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>Annual Community Safety Partnership (CSP) Action Plan</u>	n/a	n/a	Actions identified in plan delivery affected by Covid													Simon Newcombe	
<u>Safeguarding standards for drivers</u>	n/a	n/a	100%						100%							Simon Newcombe	
<u>Mental Health First Aiders</u>	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Matthew Page	
<u>National and regional promotions</u>	n/a	n/a	5						1							Simon Newcombe	(September) x1 national event promoted. A number of regular events we engage with including Clear Air Day, Noise Action etc have been rescheduled due to Covid into Q3 and Q4 this year so we expect this to improve. It may however be 2021/22 before we fully meet target. (SN)

Aims: Community Involvement

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</u>	95% (7/12)	94%	90%	100%	100%	96%	91%	94%	93%	87%						Lisa Lewis	(October) 10 still

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Corporate Plan PI Report Community																	
Priorities: Community																	
Aims: Community Involvement																	
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>resolved w/in timescales (10 days - 12 weeks)</u>																	open at 4 weeks (check again at 8 & 12 weeks) (RT)
<u>Number of Complaints</u>	210 (7/12)	313		5	21	45	64	97	122	145						Lisa Lewis	(July) figure amended from 23 to 19 as 4 are either SRs or not MDDC (RT)

Aims: Leisure Centres																	
Performance Indicators																	
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>Health Referral Initiative starters</u>	n/a	n/a	15	0	0	0	0	0	0	4	2	0				Corinne Parnall	(December) COVID (K)
<u>Health Referral Initiative completers</u>	n/a	n/a	15	0	0	0	0	0	0	0	0	0				Corinne Parnall	(December) Schemes were suspended due to Covid (K)
<u>Health Referral Initiative conversions</u>	n/a	n/a	5	0	0	0	0	0	0	0	0	0				Corinne Parnall	(December) Schemes were suspended due to Covid (K)

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

* 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: South West Mutual Bank

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>South West Mutual Bank</u>	n/a	n/a	Funding provided monitor progress	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Andrew Jarrett	

Aims: Commercial Opportunities

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>Tiverton Other</u>	n/a	n/a		n/a	n/a	8	n/a	n/a	8	n/a	n/a	8	n/a	n/a		Andrew Busby	(Quarter 3) 100% (CY)
<u>Industrial Units Cullompton</u>	n/a	n/a		n/a	n/a	15	n/a	n/a	14	n/a	n/a	14	n/a	n/a		Andrew Busby	(Quarter 3) 93% 1 vacant unit (CY)

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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
<u>Sickness absence %</u>	3.04% (9/12)	3.27%	2.78%	n/a	n/a	2.17%	n/a	n/a	1.99%	n/a	n/a	1.89%	n/a	n/a		Matthew Page	(Quarter 2) Short term sickness has considerably reduced due to a combination of the new sickness policy but also the impact of COVID-19 and WFH (as well as the need for staff to self isolate) (CY)
<u>Appraisals completed</u>	(1/2)	75%	100%	n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a	n/a		Matthew Page	
<u>New Performance Planning Guarantee determine within 26 weeks</u>	99% (3/4)	100%	100%	n/a	n/a	100%	n/a	n/a	100%	n/a	n/a	100%	n/a	n/a		Jenny Clifford, Eileen Paterson	(Quarter 1) COVID-19 (RP)
<u>Major applications overturned at appeal (over last 2</u>	2% (3/4)	2%	10%	n/a	n/a	4%	n/a	n/a	5%	n/a	n/a	4%	n/a	n/a		Jenny Clifford, Eileen Paterson	

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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
years)																	
<u>Major applications overturned at appeal % of appeals</u>	13.33% (3/4)	10.00%		n/a	n/a	0%	n/a	n/a	0%	n/a	n/a	0%	n/a	n/a		Jenny Clifford, Eileen Paterson	
<u>Minor applications overturned at appeal (over last 2 years)</u>	0% (3/4)	0%	10%	n/a	n/a	0%	n/a	n/a	0%	n/a	n/a	2%	n/a	n/a		Jenny Clifford, Eileen Paterson	
<u>Minor applications overturned at appeal % of appeals</u>	17% (3/4)	13%		n/a	n/a	0.25%	n/a	n/a	0.25%	n/a	n/a	1.73%	n/a	n/a		Jenny Clifford, Eileen Paterson	
<u>Response to FOI Requests (within 20 working days)</u>	100% (9/12)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				Catherine Yandle	
<u>Working Days Lost Due to Sickness Absence</u>	5.59days (9/12)	8.12days	7.00days	n/a	n/a	1.41days	n/a	n/a	2.61days	n/a	n/a	4.18days	n/a	n/a		Matthew Page	
<u>Staff Turnover</u>	n/a	n/a	10%													Matthew Page	
<u>% total Council tax</u>	83.97% (9/12)	98.50%	98.50%	10.72%	19.37%	28.02%	36.82%	45.54%	54.55%	64.10%	73.26%	80.75%				Dean Emery	

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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
<u>collected - monthly</u>																	
<u>% total NNDR collected - monthly</u>	80.12% (9/12)	99.20%	99.20%	10.09%	16.52%	31.01%	38.88%	47.90%	55.45%	62.86%	70.21%	77.03%				Dean Emery	(August) COVID effect and no formal recovery. Better to compare actuals in prev yr and work out the value down c £104,190 (DE)

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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

Risks: No Data (0+)

High (15+)

Medium (6+)

Low (1+)

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: Climate Change

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	13/01/2021	Fully effective (1)
In progress	Climate Change Strategy and Action Plan	Was approved by Cabinet on 1 October 2020. The Handbook needs completing and publishing	Catherine Yandle	09/12/2020	13/01/2021	Positive(2)
Completed and evaluated	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	13/01/2021	Fully effective (1)
Completed and evaluated	Devon Climate Emergency – Tactical Group	MDDC are part of the tactical group for the climate emergency that	Catherine Yandle	18/05/2020	13/01/2021	Fully effective (1)

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Corporate Risk Management Report - Appendix 6						
Mitigating Action records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
		has strategic links to our own plans.				
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 first meeting held remotely.	Catherine Yandle	18/05/2020	13/01/2021	Positive(2)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		
Service Manager: Catherine Yandle						
Review Note: The recruitment of a climate change specialist is in progress, closing date was 8 January, interviewing is w/c 18 January						

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	10/12/2020	Positive(2)
In progress	Incubator/Flexible workspace project	This project should help identify opportunities to help the delivery of new flexible workspace	Adrian Welsh	10/06/2019	10/12/2020	Positive(2)
In progress	Plan for recovery	Develop a recovery plan/ strategy in conjunction with partners	Jenny Clifford	12/05/2020	10/12/2020	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Jenny Clifford						
Review Note: Position has not changed since last review. Local Plan adoption provides allocated employment sites						

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: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	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	07/01/2021	Positive(2)
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. £1.2M to date in extra funding in 4 tranches.	Catherine Yandle	13/05/2020	07/01/2021	Positive(2)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		
Service Manager: Simon Newcombe						
Review Note: Response continually monitored in the light of the increased threat from the new Covid variant in combination with poor weather, Brexit etc. Community response has been stood up in view of the National lockdown						

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
In progress	Further bids for capacity funding	To continue to secure external funding to support the project	Jenny Clifford	29/03/2019	04/11/2020	Positive(2)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jenny Clifford, Adrian Welsh

Review Note: Further round of capacity funding (20/21) announced by Government. Bid submitted and currently awaiting outcome

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	11/01/2021	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	11/01/2021	Positive(2)
In progress	Regular user awareness training	Staff and Member updates help to reduce the risk	Catherine Yandle	03/01/2019	11/01/2021	Positive(2)
Completed and evaluated	Technical controls in place	Required to maintain Public Sector Network certification	Lisa Lewis	03/01/2019	11/01/2021	Fully effective (1)

Current Status: High (20)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 4 - High

Service Manager: Lisa Lewis

Review Note: Policy reviewed awaiting signoff by portfolio holder.

Appropriate controls in place and annual pen' testing scheduled for February - final mitigation actions currently in progress.

Notification/emails to staff/members about phishing and other risks regular basis.

Email and Protective DNS - conforming with government secure email policy.

Staff training via LGA grant on Cyber Security Autumn 2020.

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
In progress	Distribution and processing of Gov business support funding.	To assist businesses during the Covid19 pandemic and to help sustain them during this time of national restrictions.	Adrian Welsh	12/05/2020	19/11/2020	Positive(2)
In progress	Hardship funding	To support individuals/households but also crucial for self employed and furloughed staff as a result of the pandemic.	Adrian Welsh	12/05/2020	19/11/2020	Positive(2)
In progress	Recovery plans	Work underway in partnership with other Devon and regional partners to develop economic recovery plans to assist positive outcomes on local economy.	Adrian Welsh	12/05/2020	19/11/2020	Positive(2)

Current Status: High (25)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 5 - Very High

Service Manager: Adrian Welsh

Review Note: Since the last review a further national restrictions has occurred. Current projections suggest Mid Devon will likely take over five years to recover economically. A period further national restrictions will result in a need to review these modelling predictions. Mitigation as part of the 'Team Devon' approach is being formulated. Current MDCC work is focussed on immediate grant support.

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 of COVID19 economic recovery work.	Adrian Welsh	10/06/2019	19/11/2020	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 and also to develop joint responses to COVID economic recovery	Adrian Welsh	10/06/2019	19/11/2020	Positive(2)
In progress	Project Management	Continue rigorous project management, monitoring and reporting of economic development projects	Adrian Welsh	10/06/2019	19/11/2020	Positive(2)
In progress	Recovery Plans	Recovery Plans will be put in place to aid recovery.	Adrian Welsh	12/05/2020	19/11/2020	Positive(2)
In progress	Review and reprioritisation	Part of review of projects for Year 2 actions and a review of the likely impacts on the economy of the pandemic. This will consider maximising investment through external funding and prioritising officer time.	Adrian Welsh	31/01/2020	19/11/2020	Positive(2)
Current Status: High (20)		Current Risk Severity: 4 - High		Current Risk Likelihood: 5 - Very High		

Corporate Risk Management Report - Appendix 6

Service Manager: Adrian Welsh

Review Note: A review of the strategy will be undertaken in Q1 2021 informed by 'Team Devon recovery work'. This work will also be informed by national economic predictions and forecasts once a better idea of the implications to the economy of the emerging vaccination programme are known.

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	19/11/2020	Positive(2)
In progress	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	19/11/2020	Positive(2)

Current Status: High (16)

Current Risk Severity: 4 - High

Current Risk Likelihood: 4 - High

Service Manager: Adrian Welsh

Review Note: Given constraints on resource during this pandemic induced economic crisis and the scale of the challenges at this time there has been need to carefully prioritise project delivery.

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	10/01/2021	Positive(2)
In progress	Records Management Action Plan	To improve identified issues with records management	Catherine Yandle	15/06/2018	10/01/2021	Positive(2)

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Catherine Yandle

Review Note: Monitoring of data breaches and document retention continues to identify any weaknesses. Awareness of need for DPIAs and DSAs is improved. Privacy notices in place. Information audits will need to take place as soon as practicable.

Corporate Risk Management Report - Appendix 6

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
In progress	Risk Assessments	Review risk assessments and procedures to ensure that we have robust arrangements in place. Risk training sessions in place.	Catherine Yandle	28/05/2013	10/01/2021	Positive(2)
In progress	Risk assessments	Group Managers receive monthly automated reminders to update any outstanding risk reviews	Catherine Yandle	20/09/2019	10/01/2021	Positive(2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Catherine Yandle						
Review Note: Covid Secure RAs have been updated in the light of latest national lockdown and mitigations re new variants of the virus. Guidance updated.						

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
In progress	Multi-skilled Staff	Due to an increase in homelessness approaches more applicants with complex needs are coming through the system that require far greater staff attention than normal. In order to mitigate this, staff are expanding their training around mental health, drug and alcohol awareness, and safeguarding, in order to create a more multi-skilled and adaptable workforce. This may require a greater allocation of resources as homelessness increases.	Claire Fry	21/12/2020	30/12/2020	Positive(2)
Completed and evaluated	RSI funding	The number of homeless approaches and the number of rough sleepers in the District are both likely to increase as a result of the economic instability and the current outbreak of	Claire Fry	21/12/2020	30/12/2020	Fully effective(1)

Corporate Risk Management Report - Appendix 6						
Mitigating Action records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
		Covid19. Our success in obtaining up to £6,400 in RSI funding to deliver services during the cold weather means that we can adapt to this increased caseload and better carry out early intervention and prevention options to aid rough sleepers and prevent returning to the streets.				
Completed and evaluated	Staff Support	Officers are trained and knowledgeable and the structure of Housing Options team reviewed to build resilience.	Claire Fry	22/06/2017	30/12/2020	Fully effective(1)
In progress	Temporary Accommodation	With the rise in homelessness applicants, the overall cost of homelessness provisions will increase and therefore there is a need to make use of existing stock as temporary accommodation, as opposed to more costly alternatives such as bed and breakfast.	Claire Fry	21/12/2020	30/12/2020	Positive(2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		
Printed by: Catherine Yandle			SPAR.net		Print Date: 15 January 2021	
					12:02	

Corporate Risk Management Report - Appendix 6

Service Manager: Claire Fry

Review Note: The score for this risk remains the same, as a result of the pandemic there is a need to safe-guard rough sleepers as much as possible. The economic impact of the pandemic is likely to result in increased approaches from people who may be homeless or at risk of becoming homeless. In addition, there could be a reduction in the number of homes available in the private rented sector.

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. Annual Information Security training is mandatory for all network computer users	Catherine Yandle	09/08/2019	14/01/2021	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	14/01/2021	Positive(2)

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Catherine Yandle

Review Note: Compliance with mandatory training is good and network access is not granted initially until the induction training is complete.

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	Close working with Devon Country Council (delivery partner) over the HIF schemes	DCC is the delivery partner for the Council's HIF highway infrastructure project. Close working is taking place in order to ensure risks of project delay or cost escalation are reduced. DCC is undertaking robust project management of the projects. These actions seek to ensure the projects remain on track and any problems are raised at an early stage allowing for corrective action.	Jenny Clifford	13/01/2021	13/01/2021	Positive(2)
In progress	Close working with Homes England over the HIF schemes	Grant fund agreements over the HIF funding to deliver 2 highway infrastructure schemes. These include a range of requirements and project milestones. Close liaison with Homes England is taking place via monthly project update meetings and quarterly monitoring returns. This ensures Homes England is updated on both projects, is aware of issues as they arise and any corrective actions	Jenny Clifford	13/01/2021	13/01/2021	Positive(2)

Corporate Risk Management Report - Appendix 6						
Mitigating Action records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
		can be taken- for example seeking the revision of project milestones to reflect the latest project programme.				
In progress	Partnership working	Close working with delivery partners to attempt to mitigate risks.	Adrian Welsh	12/05/2020	13/01/2021	Positive(2)
In progress	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	13/01/2021	Positive(2)
In progress	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	13/01/2021	Positive(2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		
Service Manager: Adrian Welsh						
Review Note: We are working closely with Homes England on both HIF scheme and looking to mitigate project risks where possible. The Cullompton Relief Road has advanced to planning application determination stage. Comprehensive work to deliver infrastructure required to unlock planned growth continues to take place.						

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	To provide additional revenue streams	Ian Chilver	28/09/2017	13/01/2021	Positive(2)
Completed and evaluated	Medium term planning	Due to Cabinet in December 2020. Gap in excess of £5M A range of options are being considered but Covid, business rates and uncertainty over fair funding review make the situation extremely challenging	Ian Chilver	28/09/2017	13/01/2021	Fully effective (1)
In progress	We continue to work with managers to reduce costs and explore new income streams	To close the budget gap and maintain services	Ian Chilver	07/02/2019	13/01/2021	Positive(2)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Ian Chilver

Review Note: S151 and Cabinet Member for Finance are actively lobbying local MP and government (via LGA).

S151 has responded to government consultation on the level of funding post December announcement.

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	10/01/2021	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	10/01/2021	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	10/01/2021	Positive(2)
Completed and evaluated	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	10/01/2021	Fully effective (1)

Current Status: High (16)

Current Risk Severity: 4 - High

Current Risk Likelihood: 4 - High

Service Manager: Ian Chilver, Chris Davey

Review Note: The 21/22 budget gap is now much reduced from previously reported, work continues to close the gap prior to the Cabinet report in February. Senior managers have been asked to suggest further savings.

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
In progress	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	Positive(2)

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Jane Lewis

Review Note: Risk remains as per last year. There will always be this risk as we do not provide a 24 hour cover but there are staff and alerts to reduce this risk.

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	10/12/2020	Positive(2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		

Service Manager: Jenny Clifford, Eileen Paterson

Review Note: Review of processes around S106 agreements continues to advance, but slower than initially intended due to resource availability and impact of COVID-19.

Governance arrangements have been agreed.

The enquiries part of project management system is now live, monies reconciled against the financial system and data migration has been taking place in batches. By the end of December 20 reporting on funds by Parish and catchment for public open space and air quality funds will be available. Further stages of the project will be completed through to late 2021

The Infrastructure Funding Statement to be published by the end of December 20 will report on S106 monies collected and spent for 19/20 and will be updated annually for the previous financial year. It will also identify and prioritise the infrastructure the Council intends to fund through S106 agreement/ Community Infrastructure Levy (report to Cabinet 3rd December 2020).

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	Cabinet	Monthly meetings with Cabinet ambassadors and monthly update to Cabinet on progress with the recommendations action plan and projects.	Catherine Yandle	09/11/2020	13/01/2021	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	13/01/2021	Positive(2)

Current Status: High (15)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 3 - Medium

Service Manager: Ian Chilver

Review Note: Two experienced directors have been recently recruited as required by the action plan.

The company is also exploring the possibility of providing social housing to the Council (Teckel permitting)

Corporate Risk Management Report - Appendix 6

Risk: SPV 3 Rivers Reputational Impact That 3 Rivers' reputation is damaged by the actions of the council, threatening the long-term success of the company and potentially threatening the operational activity of the company through increased costs, reduced revenues, staff retention, or future claims against the council.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Work with Members	Sustained work with elected members to ensure that the necessary balance is struck between constructive challenge and debate, without bringing the company or its activity into disrepute. Awareness raising relating to the roles of the council's scrutiny committee in assuring governance outcomes, the audit committee providing assurance on risk and mitigation, and the cabinet in its decision-making as shareholder. Use of external advice when necessary to provided added assurance.	Stephen Walford	11/11/2020	15/01/2021	Positive(2)

Current Status: High (15)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 3 - Medium

Service Manager: Stephen Walford

Review Note: Work continues with elected members to ensure that the necessary balance is struck between constructive challenge and debate, without bringing the company or its activity into disrepute. Monthly update reports are currently being tabled at Cabinet to ensure maximum transparency and opportunity for questions. There is a concerted effort being made to hold all debates in public, with only commercially-sensitive or contractual details in restricted session. In addition, members are being briefed on structural and governance issues relating to the relationship with 3RDL to increase awareness of the potential damage that can be done by to the company (and council) reputation arising from inaccurate commentary. Member ownership of 3RDL reputational matters has increased with the appointment of two cabinet member ambassadors, and this is improving trust and confidence amongst the wider membership.

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
In progress	External Review	Several recommendations have been recommended. All have been approved between Cabinet, Audit and Scrutiny. Action Plan is in place and progress is steady.	Catherine Yandle	06/07/2020	26/10/2020	Positive(2)
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	26/10/2020	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	26/10/2020	Positive(2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		

Service Manager: Catherine Yandle

Review Note: 25 of the 33 actions identified on the governance action plan are now completed. Cabinet updates monthly currently.

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	19/11/2020	Positive(2)
In progress	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	19/11/2020	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	19/11/2020	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	19/11/2020	Positive(2)

Current Status: High (16)

Current Risk Severity: 4 - High

Current Risk Likelihood: 4 - High

Service Manager: Adrian Welsh

Review Note: At time of current risk review a further period of national covid restrictions are in place inhibiting the market from being able to function normally. Plans to maximise economic potential of the pannier market are being reviewed to reflect the current challenges and future opportunities arising from changing retail habits as a result of the pandemic.

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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	3 Risks
	4 - High	No Risks	No Risks	No Risks	8 Risks	3 Risks
	3 - Medium	1 Risk	1 Risk	8 Risks	3 Risks	4 Risks
	2 - Low	No Risks	1 Risk	14 Risks	13 Risks	5 Risks
	1 - Very Low	3 Risks	No Risks	1 Risk	6 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

March 2021

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)
Draft Interim Devon Carbon Plan Group to discuss and review the draft plan with a view to recommend to Cabinet any minor amendments on behalf of the Council.	Environment Policy Development Group Cabinet	12 Jan 2021 18 Feb 2021	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for Climate Change (Councillor Elizabeth Wainwright)	Open
Resource and Waste Management Strategy for Devon and Torbay To receive a report which outlines the new draft Resource and Waste Management Strategy for Devon and Torbay. Following its approval at the DASWC meeting on 15th October 2020, the draft Strategy requires the approval of the individual local authorities for proceeding to public consultation.	Environment Policy Development Group Cabinet	12 Jan 2021 18 Feb 2021	Darren Beer, Operations Manager for Street Scene	Cabinet Member for the Environment (Councillor Colin Slade)	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)
Grass Verges on HRA Land Working Group report	Homes Policy Development Group Cabinet	19 Jan 2021 18 Feb 2021	Claire Fry, Housing Services Operations Manager Tel: 01884 234920	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Condition and future use of Council owned garages To receive on the current garage stock situation, with plans for modernisations and opportunities for change of use/redevelopment, and the adoption of a 6-year rather than the existing 12-year planned maintenance programme.	Homes Policy Development Group Cabinet	19 Jan 2021 18 Feb 2021	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	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	26 Jan 2021 18 Feb 2021	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
Corporate Recovery Policy (recommendation from the Audit Committee to the Cabinet)	Audit Committee Cabinet	26 Jan 2021 18 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)
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	18 Feb 2021 24 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Capital Strategy To request agreement of the proposed Capital Strategy for 2021/22.	Cabinet Council	18 Feb 2021 24 Feb 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
3 Rivers Development Limited - Business Plan and Appraisal for the 9 dwellings at Bampton To consider a business plan and appraisal for the Bampton site.	Cabinet	18 Feb 2021	Stephen Walford, Chief Executive Tel: 01884 234201	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Part exempt
External Painting and Repairs before Painting of Council Homes 2021-26 To consider the tender process.	Cabinet	18 Feb 2021	Mike Lowman, Building Services Operations Manager	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	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)
Regulation of Investigatory Powers To receive the annual update of Regulation of Investigatory Powers	Scrutiny Committee Community Policy Development Group Cabinet	15 Feb 2021 23 Mar 2021 8 Apr 2021	Kathryn Tebbey, Head of Legal (Monitoring Officer)	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Cullompton Town Centre Masterplan To consider a report with regard to the stage 2 public consultation.	Cabinet	4 Mar 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Shopfront Design Guide To consider a draft shopfront design guide for public consultation	Cabinet	4 Mar 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Cullompton Conservation Management Plan To consider a draft Cullompton Conservation	Cabinet	4 Mar 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel:	Cabinet Member for Planning and Economic Regeneration	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Management Plan for public consultation			01884 234346	(Councillor Richard Chesterton)	
Asset Management and Capital Strategy Plan 2021-2025 To consider the revised strategy	Cabinet	4 Mar 2021	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Tiverton Town Centre Masterplan To consider a draft masterplan for public consultation	Cabinet	4 Mar 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Options for the Procurement of Energy To consider the options for the procurement of energy	Cabinet	4 Mar 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Part exempt
Crediton NHS Hub Phase 2 To consider a funding request.	Cabinet	4 Mar 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	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)
Beech Road, Tiverton - Design and Build Tender To consider the award of the tender	Cabinet	4 Mar 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Part exempt
Joint Strategy for strategic planning To consider a report on the proposed joint strategy for strategic planning matters with East Devon, Exeter City and Teignbridge Councils.	Cabinet	4 Mar 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Bereavement Services Fees & Charges To receive the annual review of Bereavement Services Fees & Charges from the Group Manager for Corporate Property and Commercial Assets	Environment Policy Development Group Cabinet	9 Mar 2021 8 Apr 2021	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for the Environment (Councillor Colin Slade)	Open
EHOD Economic Development Strategy To consider a review strategy	Economy Policy Development Group Cabinet	11 Mar 2021 8 Apr 2021	Adrian Welsh, Strategic Manager for Growth, Economy and Delivery Tel: 01884 234398	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	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)
Options for Accelerating Affordable Housing Delivery in the District To consider additional governance arrangements for housing delivery	Scrutiny Committee Cabinet	15 Mar 2021 8 Apr 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
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	16 Mar 2021 8 Apr 2021	Jill May, Director of Business Improvement and Operations Tel: 01884 234381	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Devon Home Choice Policy Review To consider a review of the policy.	Homes Policy Development Group Cabinet	16 Mar 2021 8 Apr 2021	Claire Fry, Housing Services Operations Manager Tel: 01884 234920	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Community Safety Action Plan To consider a report from the group Manager for Public Health and Regulatory Services outlining the Council's Community Safety Action Plan, and to seek Members recommendation to	Community Policy Development Group Cabinet	23 Mar 2021 8 Apr 2021	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615		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)
acknowledge and accept the priorities action plan					
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	23 Mar 2021 8 Apr 2021	Lisa Lewis, Corporate Manager for Business Transformation and Customer Engagement Tel: 01884 234981	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Corporate Anti Social Behaviour Policy To receive the 3 yearly review of the Corporate Anti Social Behaviour Policy	Community Policy Development Group Cabinet	23 Mar 2021 8 Apr 2021	Jill May, Director of Business Improvement and Operations Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Air Quality Action Plan To receive the 4 yearly review of the Air Quality Action Plan from the Group Manager for Public Health and Regulatory Services	Community Policy Development Group Cabinet	8 Apr 2021 8 Apr 2021	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Information with regard to the possible creation of a Teckal compliant company To consider advice surrounding the possibility of	Cabinet	8 Apr 2021	Stephen Walford, Chief Executive Tel: 01884 234201	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)
creating a new Teckal-compliant company entity.					
Vinyl Flooring Contract 2021-2024 To consider the outcome of the tender process	Cabinet	8 Apr 2021	Mike Lowman, Building Services Operations Manager	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Part exempt
Tree Policy 5 yearly review	Environment Policy Development Group Cabinet	Not before 25th May 2021 Not before 30th Jun 2021	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for the Environment (Councillor Colin Slade)	Open
Town and Parish Charter To receive the 3 yearly review of the Town and Parish Charter	Community Policy Development Group Cabinet	1 Jun 2021 10 Jun 2021	Jill May, Director of Business Improvement and Operations Tel: 01884 234381	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

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)
Annual Treasury Management Report To consider the annual report	Cabinet	Not before 16th Jun 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Customer Care Policy To receive the 3 yearly review of the Customer Care Policy	Community Policy Development Group Cabinet	21 Sep 2021 30 Sep 2021	Lisa Lewis, Corporate Manager for Business Transformation and Customer Engagement Tel: 01884 234981	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open

Menopause in the workplace: A review of support available in Mid Devon District Council

February 2020

A review by a Working Group of the Mid Devon District Council Scrutiny
Committee

Contents

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Introduction

Women over the age of 50 are the fastest growing portion of the UK workforce and all of these will go through the menopause during their working lives. Despite being a natural stage of life, the menopause remains somewhat of a taboo topic in the workplace. Unlike pregnancy or maternity, it is not well understood or provided for in workplace cultures, policies and training. Managers' and colleagues' attitudes to menopausal women make a difference.

Experiencing menopause symptoms often has negative impact at work, affecting not just individuals but also their team and the organisation. As an employer, the Council has a duty to look after the health and safety of employees. This review looks at how the Council can best support staff as they go through this period of their lives. Providing support to employees and their line managers will not only have wide ranging benefit for workplace, but could also help mitigate the impact of the menopause for our staff and improve their overall wellbeing.

Rationale

Members were made aware by some staff and line managers that they were struggling to access guidance on the menopause in the Council. The Scrutiny Committee agreed that employees experiencing menopause, or symptoms associated with the menopause, should feel supported by the Council and know where to go to get advice. It was also agreed that managers need the right information and tools so that they can best support their team members through this time.

A Working Group on menopause in the workplace was set up to review the support available to employees and their line manager. The aim was to provide better support to staff on the menopause which could bring wide-ranging benefits for the workplace and the overall wellbeing of staff.

Methodology and approach

In order to ensure balanced representation on the Working Group, it was agreed that the Group would co-opt a Member outside of the Scrutiny Committee. As a result, Cllr Mrs N Woollatt, Cabinet Member for Working Environment and Support Services, volunteered to sit on the Working Group.

The first meeting of the Working Group was held on 13 July 2020, and the group agreed to meet monthly where possible. The Group held both meetings and discussions with relevant Officers to understand how the menopause is currently being addressed within the Council. Members agreed early in the process that a staff survey would be useful in order to clearly understand the range of issues within the Council and how best to support the specific challenges staff face.

Members also agreed that they would explore discussions with:

- Mid Devon District Council (MDDC) staff first hand – both employees and line managers, to hear some lived experiences of menopause in the workplace;

- A medical expert – to fully understand the symptoms, impact and treatment of the menopause;
- A Unison representative in the Council – Susan Sharland, attended a number of meetings of the Working Group.

In addition, the Group reviewed a large number of workplace guidance documents, notably: the Unison guidance and model policy; the LGA 'Managing the Menopause at Work'; and the TUC Menopause in the workplace toolkit. The Group also reviewed a number of organisational policies, and particularly valued the leaflet for staff developed by the Police Mutual.

To fully understand the issues associated with the menopause in the workplace, Members felt that it would be useful to attend relevant training. As part of the review Members of the Working Group, and Officers, attended an online learning session by Foot Anstey focusing on menopause in the workplace. The Unison representative also attended TUC training on menopause in the workplace and shared the key outcomes with the Group.

What is the menopause?

The menopause is a natural stage of life that most women experience. It is marked by changes in hormones and the ending of menstruation. Women may experience a range of physical and psychological symptoms. It can also affect transgender and non-binary people.

The menopause usually occurs between the ages of 45 and 55, and in the UK the average age is 51. It can, however, happen much earlier - many women experience the menopause before 45 (early menopause) and a significant number of women (1 in 100) experience the menopause before the age of 40 - this is known as a premature menopause or premature ovarian insufficiency.

The menopause usually happens over a number of years. During peri-menopause (the period of transition that takes place several years before the menopause) the ovaries gradually produce less oestrogen in the four to five years leading up to menopause. In the last two years of peri-menopause, oestrogen levels drop significantly. This is usually the stage where the most severe menopausal symptoms are experienced. Twelve months after the last period marks the official stage of the menopause.

In the years after the menopause, symptoms like hot flushes usually ease while health risks caused by decreased oestrogen levels typically increase. This is known as post menopause.

What are the symptoms?

There are a range of symptoms associated with the menopause and each woman feels them differently. Most women will experience some menopausal symptoms, but the duration and severity varies from woman to woman. Some symptoms can be quite severe and have a significant impact on everyday activities, including within the work place.

Menopausal symptoms can begin months or years before periods stop and last for around four years after the last period, although some women experience them for much longer.

Women may find that their symptoms change and other symptoms may develop over time. The TUC lists the following as symptoms that women commonly report:

- hot flushes and palpitations
- night sweats (increased sweating may also be experienced during the day)
- insomnia and sleep disturbances
- fatigue
- poor concentration
- headaches
- joint aches
- skin irritation and dryness
- dry eyes
- urinary problems
- hair loss
- changes to periods such as irregular, heavy bleeding or painful periods
- vaginal dryness, itching and discomfort
- loss of libido

There may also be associated psychological symptoms including:

- depression
- anxiety
- panic attack
- mood swings
- irritability
- problems with memory
- loss of confidence

Because they may still be having regular periods when they first start to get symptoms, many women do not always realise that they are experiencing the perimenopause and may not understand what is causing their symptoms. This can be a barrier to accessing support.

Menopause in the workplace

Local Government is a female dominated workforce. It also has an average age of 40 and therefore a significant portion of our workers will be affected by the menopause while working. Line managers and employees, however, often find it difficult to discuss how the menopause is affecting a woman's working life and relationships. Problems associated with the menopause can be made worse by the fact that there remains considerable ignorance and misunderstanding about the menopause, with it often being treated as an embarrassing or taboo subject.

Not all women suffer the symptoms of the menopause, but some can suffer from symptoms that have a significantly negative impact on their performance and attendance at work. According to the Chartered Institute of Personnel &

Development (CIPD), three out of five working women experiencing menopause symptoms say it has a negative impact on them at work. Additionally, according to the LGA it is estimated that for around 10% of women, the symptoms are so bad that they feel unable to continue working.

Symptoms can be exacerbated by the work environment, for example if the office temperature is too high. Symptoms such as insomnia can reduce concentration and focus, and changes in mood and irritability can also impact on relationships with others. According to Unison, women find that some symptoms may mean they miss out on promotions and training, have to reduce their hours or lose confidence in the workplace. Some symptoms also impact on absence rates.

In Mid Devon District Council we currently have 51% of workers who are female, and 33% who are over the age of 40, so the menopause may affect a significant proportion of our workforce. Through this review the Group wanted to provide an opportunity for MDDC employees and line managers to give their experience of the issue so that the Council can understand how best to support them.

The expert view

The Members of the Group agreed it would be useful to fully understand the symptoms, impact and treatment of the menopause with a medical expert. Dr Megan Parkin from Castle Place GP Practice in Tiverton attended a virtual meeting of the Group to talk through her experience of treating menopausal patients.

The Group heard how symptoms can affect women, when they are experienced and for how long. There was discussion on the medical reasons for both the physical and the cognitive symptoms, and how each can have a significant impact on personal and professional lives. They heard information on the treatment for the menopause and the side effects that can occur.

Dr Parkin's key message was that every woman experiences the menopause differently, and as such, a one size fits all approach is not helpful. Dr Parkin stressed the need for employers to recognise that adaptations needed may change through the course of the menopause, over many years as symptoms change. She recommended ensuring that line managers have the tools to support their team on an individual basis, and that they truly understand the impact of symptoms on individual roles. Dr Parkin suggested that managing stress can have a big impact on helping to mitigate other symptoms (because it can help oestrogen levels to rise), and that the workplace has an important part to play in that.

Dr Parkin also provided information on ways in which GPs can help (for example providing a 'fit note' detailing the adaptations an employee needs to work) and how employers can helpfully encourage employees to discuss symptoms with a GP. In addition, she stressed that normalising the conversation will help encourage people to seek help.

The Working Group would like to extend their thanks to Dr Parkin for sharing her knowledge and experience with the Group.

Discussions with staff

The Group wanted to understand some lived experiences of the menopause in the Council and as such invited staff to discuss their experiences with them in a safe and confidential environment.

Over the course of the review, the Group heard first hand from seven members of staff who openly talked about their experiences as an employee and (where relevant) as a line manager (either in person at a remote meeting, or where this was not possible, in writing).

During discussions, the Group particularly heard how staff found it difficult to talk to line managers about issues related to the menopause, particularly if line managers were younger or male. There were discussions on organisational culture and how awareness could be raised so that staff are made more aware of the symptoms and issues that might be faced within the Council. Members heard about issues faced not just by those working in an office, but also those who work off site. Staff stressed how a supportive and understanding line manager could make a big difference in helping to deal with symptoms or problems associated with those symptoms. Staff also raised that unisex toilets in some areas of the building make it difficult to deal with certain symptoms.

The Members of the Working Group would like to particularly extend their thanks to these members of staff for talking so honestly about the impact of the menopause on their working lives and what the Council could do better to support them. These conversations enabled Members to fully understand the impact of the menopause and the specific problems and issues faced by staff in the Council.

Results of staff surveys

In order to get the full picture of how the menopause is affecting staff, line managers and the organisation as a whole, and the solutions that might make a difference, the Group agreed to undertake two staff surveys. Anonymous surveys were sent, one for all staff (regardless of age or sex); and one for all line managers. The all staff survey was based on the Unison model workplace survey found in their guidance and model policy on the menopause.

It was agreed that the survey would be sent to all staff, partly as an awareness raising exercise, but also because the group were aware that there would be employees for which if the menopause was not affecting them directly, they likely knew someone that it did. The survey asked about personal experiences of the menopause in the workplace, and for those that had not experienced it, asked what support might help colleagues with symptoms. Consideration of all experiences was important for the Members of the Group and the survey greatly assisted in understanding how the menopause impacts on health and wellbeing in the Council.

The line manager survey aimed to understand how line managers would currently deal with an issue if it was raised with them, and what tools they would like to see introduced in order to better support staff.

Key findings – All staff survey

There were 119 responses to the all staff survey (out of 498 staff). Of those that responded to the questions 67 (56%) have experienced, or are experiencing symptoms associated to the menopause or perimenopause. Of those:

- 48% report experiencing hot flushes.
- 79% report suffering from interrupted sleep patterns.
- 81% experience mood swings, irritability, tearfulness, lowered confidence, feelings of not being able to cope, anxiety and depression.
- 78% suffer from physical symptoms like headaches and/or migraines, aches and joint pains, dry or sore eyes and menstrual problems such as flooding.
- 53% have not/would not discuss their symptoms with a line manager.
- The most common reason for not discussing symptoms with a line manager is embarrassment (58%) followed by having an opposite sex line manager (45%) (please note – you could choose more than one option).
- 29% have taken time off work due to the menopause.
- Of all that responded, 81% believe it would be useful to have a designated person to talk to about experiencing the menopause in the workplace.

Comments in the survey raised some specific environmental issues that the Council should consider reviewing. For example, staff commented that desk fans provided are too large (and that papers are blown around) and that meeting rooms are often very warm or it is not clear how to adjust the temperature.

Flexible working was also raised regularly, with staff recognising that when they were offered flexible working, it had improved their ability to cope and mental health considerably – particularly if they were experiencing sleeplessness. A number of staff admitted that they had used annual leave or flexi leave when symptoms of sleeplessness were particularly bad. Staff also highlighted that it is helpful, for a range of symptoms, if they are able to work from home on occasion.

Comments also raised issues about culture, and why staff do not feel comfortable raising symptoms with their line manager. A number of staff said they felt that the menopause is something that they 'just had to get on with' or was just not well understood within the Council. Staff were very supportive of having a designated person to speak to within the workplace, and there was similar support for forums where they could talk to other staff going through similar issues.

A number of staff expressed just how severely their symptoms were affecting their working life, some said they had considerably lost confidence in their abilities and one even said she was considering leaving her job. Many staff also made the link between their symptoms and their mental health, and the importance of recognising that the two are connected, as well as noting that stress can exacerbate symptoms.

Line manager Survey

55 line managers responded to the survey, which is just over two thirds of all line managers in the organisation. The key findings from the survey were:

- Just 16% have had an employee come to them to discuss issues associated with the menopause in the workplace.

- 62% felt they would benefit from further training or guidance on how to deal with employees enquiring about support for menopausal symptoms.
- Line managers commented that they would welcome training to understand how to support staff both practically and emotionally.
- Additionally, a large number commented that they would welcome formal guidance that sets out options available and where to signpost staff.

There was recognition, however, that some staff may find this a difficult topic to discuss with their line manager, and that normalising the issue would help more women speak up.

Conclusions

It is clear from the staff surveys and discussions with staff that many women in the Council are impacted by symptoms associated with the menopause. The wellbeing of employees is integral to how staff feel about their jobs, how they perform and can also impact on retention and sickness rates. There are clear benefits to providing better support for women experiencing the menopause, or symptoms associated with the menopause, and in doing so creating a positive working environment where individuals and the organisation can thrive.

Workplace culture

A massive step towards ensuring the wellbeing of staff is to normalise the issue of the menopause. The Council should create a workplace where employees can talk about the menopause openly and without embarrassment. This could include:

- Work place support - in order to promote wellbeing in the organisation, the Council should consider introducing 'Wellbeing Ambassadors'. These would be members of staff who will be supported by relevant training to be able to provide advice to employees on a range of issues, including menopause, mental health and other relevant workplace issues. Ambassadors should have clear knowledge about where to signpost staff for further support if necessary. The Council should also set up an online forum, for staff and/or line managers, as a safe space to discuss with other employees problems and issues they are having. This would help empower staff and enable them to self-manage, share knowledge and get informal support from other colleagues in the same position.
- Providing information – in order to communicate a positive attitude towards the menopause, the Council should initiate an awareness raising campaign. It was clear from our survey that staff find it difficult to talk about the issue of menopause because it is still seen as private and embarrassing. Aimed at both men and women, awareness could be raised through posters, internal communications and utilisation of the Wellbeing Ambassadors.
- Workplace training – training would help demystify the symptoms and challenges of the menopause and can equip managers to be able to normalise the menopause at work. It would help provide the tools needed by line managers (as shown in the line manager survey) on how to respond to

staff that come to them with issues associated with the menopause. It would also give managers the confidence to start the conversation with staff and know how to signpost staff to the appropriate support available in the organisation.

Workplace policy

A work place policy on the menopause should be drawn up, agreed and promoted to all staff. A workplace policy on the menopause can provide valuable advice and information to support women experiencing the menopause so that any barriers to discussion may be removed. A policy will clearly set the options available to staff experiencing symptoms, and how line managers can best support them. Guidance will help to foster an environment in which employees can openly and comfortably hold conversations about the menopause, and promote greater understanding of the symptoms and support available. It will also help employees to feel confident in discussing it with their line manager so they can work together to ensure the necessary support they need.

Work place environment

The all staff survey raised some specific issues that staff are facing with regards to the working environment. In order to ensure an inclusive environment for women experiencing symptoms of the menopause, the workplace environment and the support available should be reviewed by the Council. This could include whether desk fans are too large and how to ensure all staff know how to regulate the temperature in meeting rooms. Consideration should also be given to ensuring understanding needs of staff not working in an office space, and whether the current unisex toilets could be changed. There should also be a discussion regarding whether the First Aid room on the first floor of Phoenix House could be promoted as a quiet space that staff could use to rest if needed.

Recommendations

1. That MDDC introduces 'Wellbeing Ambassadors'. These will be members of staff who will be supported by relevant training to be able to provide advice to employees on a range of issues, including menopause, mental health and other workplace issues. Ambassadors should have clear knowledge about where to signpost staff for further support if necessary.
2. That a review of support available to staff with menopause symptoms takes place. This could include whether desk fans are too large and how to ensure all staff know how to regulate the temperature in meeting rooms. Consideration should also be given to ensuring understanding needs of staff not working in an office space, and whether the current unisex toilets could be changed.
3. That MDDC has an awareness raising campaign on the menopause to normalise the issue and make staff aware of the support available. This could be through posters, internal communications and utilisation of the Wellbeing Ambassadors.

4. That a MDDC work place policy on the menopause is drawn up, agreed and promoted to all staff. The policy should help signpost support and links to other relevant policies as well as include clarity around: options available for staff experiencing symptoms; how to log time taken off; options for flexible working including the ability to work out of hours if needed.
5. That all line managers receive menopause in the workplace training. This will help ensure line managers are clear about the symptoms and impact of the menopause, as well as the support available to staff. A booklet for staff and line managers should also be produced as guidance on options available.
6. That an online forum is set up, for staff and/or line managers as a safe space to discuss with other employees problems and issues they are having.

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