

Public Document Pack

Mid Devon District Council

Scrutiny Committee

Monday, 19 April 2021 at 2.15 pm
Virtual Meeting

Next ordinary meeting
Monday, 24 May 2021 at 2.15 pm

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

Join Zoom Meeting

<https://zoom.us/j/92877955455?pwd=VkJEVzdVWXdndGZPaUJhcnByTjhBUT09>

Meeting ID: 928 7795 5455

Passcode: 477578

One tap mobile

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Meeting ID: 928 7795 5455

Passcode: 477578

Membership

Cllr F W Letch

Cllr G Barnell

Cllr E J Berry

Cllr W Burke

Cllr Mrs F J Colthorpe

Cllr L J Cruwys

Cllr J M Downes

Cllr Mrs S Griggs

Cllr S J Penny

Cllr R L Stanley

Cllr B G J Warren

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 - 12)*

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 13 - 18)*

Members to consider whether to approve the minutes as a correct record of the meeting held on 15th March 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 **CABINET MEMBER FOR FINANCE** *(Pages 19 - 22)*

To receive an update from the Cabinet Member for Finance

10 **PERFORMANCE AND RISK** *(Pages 23 - 80)*

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.

11 **MOTION 564 - (Councillors: Miss Wainwright and Miss J Norton – 24 February 2020) (Pages 81 - 84)**

Scrutiny Committee Group to consider point 4 of the following Motion agreed by Council on 24th February 2021 and to discuss the Scrutiny Proposal form.:

This Council affirms its role in helping to create an equal and inclusive society for all, and recognises that sexism, racism, bigotry, discrimination, intolerance and bad behaviours in any form play no part in this. This Council also acknowledges that language is a powerful tool for change, inclusion and inspiration, as well as a cause of ignorance and damaged relationships -- it should be used thoughtfully and respectfully, and language and behaviour should be challenged where it is not respectful or conducive to good outcomes for the Council and its residents.

In order that the Council can play its part locally in building a more understanding and inclusive society, it resolves:

1. To review all our relevant policies and conventions, and identify any additional Member and Officer training needs, so as to actively promote diversity, engagement and inclusivity.
2. That the Equality Forum and Community Policy Development Group be tasked with exploring opportunities to increase inclusivity, engagement and representation at Mid Devon District Council, including by identifying hard to reach or underrepresented communities, and considering how best to engage with them.
3. To review and update the MDDC equalities policy and create a diversity and inclusion strategy, seeking input from residents and local organisations that have expertise where necessary, so as to ensure the council is more socially inclusive in its recruitment, member representation and service provision.
4. That the Scrutiny committee be tasked to consider and make any recommendations to the council regarding the findings of the Fawcett Society/LGiU report: 'Does Local Government Work for Women?' (see footnote 1).

(1) The Fawcett Society and Local Government Information Unit report, 'Does Local Government Work for Women?' found that structural and cultural barriers hold back women's participation in local government. The practices and protocols of local government create unnecessary barriers to participation particularly for women with caring responsibilities. <https://www.fawcettsociety.org.uk/does-local->

- 12 **UPDATE ON RECOMMENDATIONS FROM CUSTOMER EXPERIENCE WORKING GROUP** *(Pages 85 - 90)*
To receive an update on the progress of recommendations from the Customer Experience Working Group
- 13 **FORWARD PLAN** *(Pages 91 - 98)*
Members are asked to consider any items within the Forward Plan that they may wish to bring forward for discussion at the next meeting.
- 14 **SCRUTINY OFFICER UPDATE**
To receive an update from the Scrutiny Officer.
- 15 **CHAIRMAN'S DRAFT ANNUAL REPORT** *(Pages 99 - 104)*
To receive the Chairman's draft annual report on the work of the Committee since May 2020
- 16 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**
Members are asked to note that the following items are already identified in the work programme for the next meeting:
- Election of Vice Chairman
 - Start Time of Meetings
 - Options for Accelerating Affordable Housing Delivery

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

Stephen Walford
Chief Executive
Friday, 9 April 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:

E-Mail: coliphant@middevon.gov.uk

1.

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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.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **SCRUTINY COMMITTEE** held on 15 March 2021 at 2.15 pm

Present Councillors

G Barnell, L J Cruwys, Mrs C P Daw,
J M Downes, R L Stanley, B G J Warren,
E J Berry, Mrs S Griggs, S J Penny, A Wilce
and B Holdman

Apologies Councillor(s)

F W Letch

Also Present Councillor(s)

R M Deed, R Evans and C R Slade

Also Present Officer(s):

Stephen Walford (Chief Executive), Andrew Jarrett (Deputy Chief Executive (S151)), Kathryn Tebbey (Head of Legal (Monitoring Officer)), Matthew Page (Corporate Manager for People, Governance and Waste), Andrew Busby (Corporate Manager for Property, Leisure and Climate Change), Jason Ball (Climate and Sustainability Specialist), Clare Robathan (Scrutiny Officer) and Sally Gabriel (Member Services Manager)

185 APOLOGIES AND SUBSTITUTE MEMBERS (00-04-05)

Apologies were received from Cllr F W Letch (who was substituted by Cllr B Holdman).

In the absence of the Chairman, the Vice Chairman took the chair.

186 REMOTE MEETINGS PROTOCOL (00-04-23)

The protocol for remote meetings was NOTED.

187 DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (00-04-36)

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

188 PUBLIC QUESTION TIME (00-05-03)

The Chairman stated that she had received an email from Mr Quinn raising a question with regard to a question he had put at the last meeting, the issue that he raised did not relate to anything on the agenda for this meeting and therefore she did not intend to read it, however she would request that a written response be provided.

189 **MEMBER FORUM (00-05-48)**

Cllr A Wilce referring to Public Question Time requested that any response to Mr Quinn be attached to the minutes of this meeting.

The Head of Legal (Monitoring Officer) responded stating that she understood that an interim reply had been sent to Mr Quinn from the Chairman of the Scrutiny Committee following his questions on 1 March and, she would make sure that this was published on the website alongside the minutes of that meeting.

Cllr G Barnell made reference to the 3 Rivers Developments Limited Bampton business case and his request to the Leader to investigate the set of figures provided by a member of the public. He asked when he might expect the outcome of the investigation into the difference in figures between the planning viability and those in the business case and requested that the answer be provided to all members of the committee.

Cllr G Barnell also referred to his request for advice (and a review of that advice) from the Head of Legal (Monitoring Officer) with regard to the Cabinet's decision to approve the business plan for 3 Rivers Developments Limited on 4 February 2021. The Head of Legal (Monitoring Officer) confirmed that her advice would be circulated and published as soon as possible.

Note: Cllr R L Stanley declared a disclosable pecuniary interest at the start of this item and left the meeting during the discussion thereon as he was a remunerated Director of 3 Rivers Developments Limited.

190 **MINUTES OF THE PREVIOUS MEETING (00-08-48)**

The minutes of the meeting held on 15 February 2021 were approved as a correct record.

The minutes of the meeting held on 1 March 2021 were approved as a correct record.

191 **DECISIONS OF THE CABINET (00-13-13)**

The Committee **NOTED** that none of the decisions made by the Cabinet on 4 March had been called in.

192 **CHAIRMAN'S ANNOUNCEMENTS (00-13-27)**

The Vice Chairman (in the Chair) stated that the Chairman had attended the South West Overview and Scrutiny Network meeting recently where he had noted that at least one council had an Audit Scrutiny Committee.

193 **CABINET MEMBER FOR ENVIRONMENT (00-14-16)**

The Committee had before it and **NOTED** a report of the Cabinet Member for the Environment providing an update on areas within his portfolio.

The Cabinet Member for the Environment was welcomed to the meeting and invited to address the committee. He then outlined the contents of the report stating that he reiterated the Leader's speech to the Council thanking all the staff for their continued hard work, dedication and diligence to deliver a valued service during these testing times. The work was appreciated and on target. He then referred to the following:

- Managing littering and fly tipping which had increased during the summer months of last year and that there would be a strategic review to reduce littering and fly tipping in the community through education and awareness, better cleaning and infrastructure and the improvement of enforcement.
- Transport issues and that the authority was now into the second year of the partnership with Specialist Fleet Services Limited to continue to provide the supply and maintenance of around 210 vehicles; this reflected good economic and climate change practices.
- Utilising the Community Payback Service and the need for members to notify the service of projects to take forward.

Consideration was given to:

- A strategic review of littering, when would this take place and in what format and who by? - work was taking place with the recycling officers to identify those who were not recycling and providing an education programme, this was work in progress.
- With regard to the proposed 3 weekly collection trial, there were concerns that savings had been shown in the budget for this project and therefore was the project being predetermined before a trial had taken place – the Cabinet Member stated that the outcome of the trial would not be pre-empted, it was proposed that the trial would commence from 21 June (if Covid restrictions allowed)
- With regard to the number of fly tipping offences and whether there were any outstanding prosecutions – a written response would be provided in the absence of the Operations Manager for Streetscene.
- Specific fly tipping of tyres in Stoodleigh and littering on the A396 and A361 and that discussions were taking place with the Highway Authority with regard to this – the Cabinet Member stated that littering issues on the highways should be reported via the DCC portal alternatively he would be happy to take this up.
- The impact of 3 weekly collections in town centres because of the lack of storage facilities – the Cabinet Member stated that this was being considered.
- The current recycling rate and whether a target of 60% was unrealistic – the 60% was a strategic target for 2025 and was work in progress.
- The recycling of small metal items – there had been problems with capacity (mainly because of the success of the WEE scheme)
- The need to reduce dog fouling – this would be progressed when the PSPO had been finalised.
- Problems with littering of cigarette ends and the need to commend the work of the street cleaners – the Cabinet Member stated that any littering in specific areas should be reported.
- Funding had been sought for dual bins in the town centres.

- Whether the free parking initiatives that had been put in place following the last lockdown and increased footfall and trade in the town – a report had been requested from the Town Centre Partnership
- The areas identified for the 3 weekly recycling trial – this was being worked up but would be urban and rural areas and would be reported to members.
- The reduction in the number of reminders sent as part of the garden waste scheme – this had been reduced to 2 rather than 3.
- The community payback scheme and whether there was any restriction on parish councils seeking to provide work for the scheme – the Cabinet Member directed the member to the officer.
- Whether the community payback scheme could be used for tree planting – landscaping had been identified as part of the scheme
- Issues with requesting to take part in the garden waste scheme – the Cabinet Member requested details and would follow this up.
- Engagement with local supermarkets with regard to recycling – the Cabinet Member was working with officers on this matter and would be writing to local supermarkets.
- Supporting local people who could not make contact with the authority's online services – assistance was available by telephone.

The Cabinet Member informed the meeting that at the previous meeting he had stated that he would report on the timescales for a costed climate change plan, he was now able to do that: the work would be undertaken by the new climate and sustainability specialist officer and that the plan would be split into work streams and by budget year end. The first report would be provided in May 2021 on the budget outturn, this would be followed by reports in July, September and December 2021 where costs to targets would be provided. Asked whether this work would include housing assets, the officer stated that each section of the work stream would be looked at in time and as much information as possible would be reported.

The Cabinet Member had also attended a meeting with regard to the analysis of the Devon Carbon Plan and a report would be circulated to members of the Environment Policy Development Group and would be shared with other members on request.

The Chairman thanked the Cabinet Member for his attendance.

Note: *Report previously circulated, copy attached to the minutes.

194 **FORWARD PLAN (00-54-29)**

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

It was requested that the Committee consider the Litter Strategy and the formation of a Teckal Company.

It was also agreed that consideration be given to the general external maintenance of shops in the town, it was felt that maybe the Community or Environment Policy Development Groups could consider this matter and provide a report to the Scrutiny Committee.

Note: *Plan previously circulated, copy attached to minutes.

195 SCRUTINY OFFICER UPDATE (1-07-24)

The Scrutiny Officer provided the following update:

- The first formal meeting of the Planning Enforcement Working Group had taken place the previous week, and after a very productive discussion with the Planning Enforcement Officers, Members were considering the next steps.
- Motion 564 had tasked the Scrutiny Committee with considering and making recommendations to the Council regarding the findings of the Fawcett Report 'Does Local Government Work for Women'. The Chairman was proposing that the Committee establish a one off Working Group, like a 'Spotlight Review' where Members would spend half a day or so looking at the report, questioning officers and Members, before making recommendations to bring back to the Committee. This proposal would come to the next meeting.
- In terms of actions from the previous meetings:
 - The Committee had submitted a list of questions on the 3R Business case for the Bampton site and had received answers to those questions. The Cabinet considered the questions put by the Scrutiny Committee and had welcomed the committee's input. (from 1 March special meeting)
 - She had been tasked with providing an update on broadband, which she hoped to send out shortly
 - As requested at the 15 February meeting, the Committee had received: a reply from the Monitoring Officer to Cllr Barnell's questions regarding the Cabinet discussion of the 3R Business plan; response on questions on emergency repairs and rent collection; a response on questions with regard to properties returned to the Council and the charges associated with clearing those.
 - Honorary Alderman Nation had also received a written response to his question posed at Scrutiny Committee on 15th February 2021 and it had been added to the minutes.

196 IDENTIFICATION OF ITEMS FOR THE NEXT MEETING

There were no additional items other than those items identified within the work programme for the next meeting on 19 April 2021.

(The meeting ended at 3.26 pm)

CHAIRMAN

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Update to Scrutiny Committee on 19 April 2021 from the Cabinet Member for Finance

The past 12 months have probably been one of the most ‘unprecedented’ in the Council’s history. However, we have definitely risen to the challenge.

Shielding Hubs were set up virtually overnight, to help look after and protect the most vulnerable in our society. Our Revenues Team (ably supported by colleagues from Economic Development and Leisure services) have provided circa £31.9M in grants / reliefs to local businesses and provided hardship support to a significant number of residents. That team heads the league table for the whole of the South West in getting money distributed to our communities and businesses. Staff have been redeployed across the organisation to help work on new or growing service demands and our Leisure Centres have assisted in the national programme of vaccination roll out and Test & Trace. Yet, despite all these new challenges, normal day-to-day work has, by and large, continued unaffected.

I would personally like to express my gratitude to all of our staff for their herculean efforts over the past year.

In addition to these extra tasks/responsibilities we also managed to maintain our national status as one of the fastest to close our Statutory Accounts. Once again, we received a positive statement on the Accounts from our external auditor Grant Thornton.

Regular financial information was provided to the Cabinet, PDGs and other Committees and I am pleased to confirm that we are forecasting to be virtually on budget for 2020/21, despite all the well documented challenges the Council has faced. Our Finance Team are now well underway with the annual closedown process.

Both Council Tax and Business Rates collection levels have understandably dipped during this year but have slightly recovered over the past couple of months (a Council Tax collection rate of circa 96% is expected based on the most recent data). Housing rents have also held up well, which reflects the hard work of our Housing officers.

Moving forward to 2021/22 we have again managed to set balanced budgets (apart from a small dip into New Homes Bonus), maintained service provision and kept Council Tax to an acceptable level. (Members are reminded that this is set against a backdrop of Government reductions in Revenue Support Grant funding of well over £4.0M since 2010/11).

At this juncture I would like to mention some of the highlights over the last 12 months, also focusing on some of the initiatives that have been introduced to reduce the operational costs of running MDDC and enhance the area:

- Ensured all qualifying recipients of Government business grants (nearly £32M) and hardship funding (circa £0.75M) gained access to necessary funds as soon as practical.
- Introduced a Covid emergency welfare officer post.
- Redeployed officers into areas of most significant short-term need (e.g. Shielding Hub and Business Grants).
- Continued to benefit from the DCC waste saving sharing agreement to the tune of over £275k for 2020/21.
- Continued to benefit from the joint procurement exercise completed with Exeter CC for Fleet Supply and Maintenance contract.
- Seen the Garden Waste customer base continue to grow.
- Continued to progress work on £18.2M of Homes England Housing Infrastructure Fund bids for Cullompton Relief road and Link Road junction off A361. Other bids have also been made for High Street improvement funds.
- Progressed plans advancing additional Social and Affordable Housing delivery.
- Recently appointed a Climate Change Co-ordinator role and budgeted for circa £1.4M carbon reduction work in 2021/22 to work towards our net zero carbon pledge.
- Completed the improvement contract to enhance the Tiverton multi-story car park (MSCP).
- Continued to work with Town & Parish Councils to discuss ongoing service provision of toilets, play parks, grass cutting, etc.
- Continued to dispose of surplus assets. Receipts will be applied to finance future capital projects.
- Introduced a new electronic customer self-service portal for all Council Tax, Business Rates and Housing Benefit transactions as part of our digital transformation agenda. There has been significant resident take-up of this service during 2020/21.
- Our Churches Charities and Local Authorities investment of £5M continued to pay healthy dividends.

- Our property portfolio at Market Walk and Fore St continued to have low void levels despite the nation-wide pressure on the retail sector.
- Secured over £1M for the Cullompton Heritage Action Zone project.
- Gained Government funding of over £300k for carbon reduction improvement works at our leisure centres.
- Maintained funding levels of key partner organisations (CAB, CHAT, TIC, Involve, etc.).
- Provided electric car charging plugs at all leisure centres and the Tiverton MSCP.
- Continued the cost-effective shared Building Control service with North Devon.
- Continued to be a member of the Business Rates Devon Pool in 2020/21. This has provided an end of year profit payment every year since joining.
- Continued work to enable/promote new housing and commercial developments based on current funding criteria for both New Homes Bonus and business rates.
- Continued to invest in our leisure centre sites – to improve/enhance the product offered to our customers.
- Minimised Council Tax, Business Rates and Housing Rent collection levels reductions to around 1-2% in 2020/21. This is likely to see us remain in the top performance quartile nationally.
- Set a balanced budget for 2021/22.
- Have very recently successfully lobbied to keep hold of Council House Right To Buy receipts for 5years.

Covid19

Looking back over the past 12 months and how the Council as a whole has responded to this global pandemic is very encouraging. Clearly, we have had to ensure that some services have had to change or quickly react to a myriad of Government schemes and announcements.

We received 4 tranches of Covid emergency funding – totalling circa £1.2M. In addition to this we are likely to receive around £1.6M in compensation against reduced income from key services areas (e.g. car parking, leisure, planning, trade waste, etc.).

The final clarification on the precise compensation for unrecovered Council Tax and Business Rates is still awaited.

The Future

Looking forward there are considerable uncertainties and potential opportunities, more than experienced in the past. This is perhaps becoming “the new normal” requiring proactive management. Headlines might be identified as:

- The ongoing MTFP Budget Gap, which on its own is a serious challenge amounting to another circa £2M by 2024/25.
- Recovery from Covid19 and associated legacy issues.
- Potential impacts from ongoing Government reviews (Fair Funding, New Homes Bonus and Business Rates).
- Removal of the Housing Revenue Account borrowing cap, our aspiration to build more Council Houses and the recent Housing white paper.
- Continued impact from and changes to Universal Credit.
- Reacting to and applying for various Government initiated grants and support schemes for example levelling-up, decarbonisation, regeneration, and so forth.
- Uncertainty in delivery / growth forecasts, often beyond the Council’s control.

Regarding core Council business, we will continue to explore more innovative ways of working, look to increase income, share resources, prioritise budgets and take on new ways of delivering services. This will all help move towards bridging our estimated funding gap and respond to the uncertainties we face.

To meet its funding challenges the Council must also continue to explore more commercial new opportunities recognising the attendant increased portfolio of risk likely to be more subject to market / demand volatility (notably in the near term). This may require that reserve levels are once again reviewed. However, any such decisions will be the subject of rigorous due diligence.

As you are all aware we have already started to work on the 2021/22 budget (which includes planning 2/3 years thereafter) where these threads come together. This will undoubtedly result in some tough decisions. Of course, Members will need to be involved in that difficult process once some refined options are on the table.

Cllr A Moore

SCRUTINY COMMITTEE 19 APRIL 2021

PERFORMANCE AND RISK REPORT

Cabinet Member Cllr Bob Deed
Responsible Officer Catherine Yandle, Operations Manager for Performance, Governance and Health & Safety

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 Scrutiny 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 is slightly below target and residual waste rate is slightly above target. The other waste and recycling measures are all better than target.

Climate Change Appendix 1B

- 2.2 The latest lockdown has unsurprisingly once again affected electric car charger usage which is now slightly below target for the year to date after 3 good months when things were open. The retro fitting measures are all showing favourable results for the year to date.
- 2.3 The Council has secured more than £300,000 of funding to help its quest to become carbon neutral by 2030. Following on from previous investment in the Council's three leisure sites MDDC's property team has successfully secured £310,821 towards reducing our carbon emissions across the three leisure sites even further.
- 2.4 The funding will allow energy efficiency measures, including the installation of an air source heat pump for reducing gas consumption, as well as both external and internal LED lighting, to be installed. The measures will mean that over the life of the assets CO2 emissions will be cut by 520 tonnes with an annual reduction of around £40,000- £50,000 in electricity charges, as well as the additional benefit of reduced maintenance costs.

Homes Portfolio - Appendix 2

- 2.5 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. These are reported quarterly or annually so no change from the last report.
- 2.6 Regarding the Corporate Plan Aim: Private Sector Housing: Bringing Empty homes into use is well above target, funding may not continue beyond 21/22.
- 2.7 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 13 properties with expired LGSR's. First Time access is less than 55 %

- 2.8 Regarding the Corporate Plan Aim: Support and grow active tenancy engagement: The tenant census had a good response. Work has commenced on analysing the results with a view to developing an action plan in 21/22.
- 2.9 Mid Devon District Council is launching a Call for Sites process to inform a new Local Plan for Mid Devon. The development potential of sites put forward during the Call will be assessed by local authority officers and a panel of representatives from the housing and economic development industries. The conclusions will be published in a 'Housing and Economic Land Availability Assessment' (HELAA). The HELAA will form part of the evidence base for a new Local Plan for Mid Devon.

Economy Portfolio - Appendix 3

- 2.10 Regarding the Corporate Plan Aim: Identify strategic and tactical interventions to create economic and community confidence and pride in the places we live. This includes a continued focus on Town Centre Regeneration: Empty shops; we are now giving data on retail units owned by MDDC, occupancy rates are reasonable.
- 2.11 There has been positive movement on the number of Business rate accounts and empty NNDR properties.

Community Portfolio - Appendix 4

- 2.12 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.
- 2.13 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.
- 2.14 Regarding support through the Covid pandemic the council has paid grants totalling over £28M so far with further payments of £2M 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 263 applications so far; 104 have been paid (£52k), 144 rejected and 15 are awaiting assessment.

Corporate - Appendix 5

- 2.15 Working days lost due to sickness is better than expected for the first 3 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.

- 2.16 The Response to FOI requests have been 100% on time since April 2019.
- 2.17 The Planning performance KPIs are all at or above target.
- 2.18 The % total Council Tax collected and % total NNDR collected are both slightly below target. This has deteriorated due to the pandemic. Staff concentrated on processing small business grants and the council tax relief hardship fund for the first 6 months of the year.

Targets – Appendix 8

- 2.19 The targets for the next financial year against the Corporate Plan Performance framework have been recommended for approval by the 4 PDGs and Audit Committee. The proposals are attached as appendix 8 comments from the PDGs have been reflected on the documents.

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

Contact for more Information: Catherine Yandle Operations Manager for Performance, Governance and Health & Safety cyandle@middevon.gov.uk

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>	297.99 (10/12)	362.0	34.3	63.0	93.8	126.5	154.7	184.4	216.6	248.3	276.3	314.8			Darren Beer	(April - January) A 5.64% increase year to date compared to previous year; The lockdown period has contributed to this rise

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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
																due to residents creating more 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>	13 (10/12)	No Target	0	0	4	4	4	5	10	10	10	10			Darren Beer	(January) Lockdown restrictions during January have reduced the occurrence of offences (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 Household Waste Reused, Recycled and Composted (figures have to be verified by DCC)</u>	53.92% (10/12)	54.5%	52.6%	53.7%	54.3%	54.3%	54.3%	55.4%	54.8%	54.6%	54.0%	53.6%			Darren Beer	(January) The recycling rate for the year to date is slightly lower to date than previous year. 661 more tonnes of recycling materials have been collected however the proportion of waste arisings attributed to household residual waste offsets this in the overall

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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
																recycling rate. (LD)
Number of Households on Chargeable Garden Waste	10,184 (10/12)	11,100	10,007	10,837	10,928	11,088	11,154	11,245	11,251	11,176	11,232	11,315			Darren Beer	(January) An increase of 1,131 customers compared to same period in previous year (LD)
% of missed collections reported (refuse and organic waste)	0.02% (10/12)	0.03%	0.01%	0.02%	0.02%	0.01%	0.01%	0.02%	0.02%	0.02%	0.02%	0.02%			Darren Beer	(January) Remaining on target for the year (LD)
% of Missed Collections logged (recycling)	0.02% (10/12)	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.02%			Darren Beer	(January) 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

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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

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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
																	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	251	n/a	n/a		Andrew Busby	(Quarter 3) 37 customers have now been accepted for solar panel installations and 8 for retrofit batteries (CY)
<u>Electric Car Charger usage</u>	n/a	n/a	2,000	11	58	139	399	762	994	1,248	1,342	1,513	1,603			Andrew Busby	(June) Usage seriously affected by Covid in first 3 months of the year (CY)

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

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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 Cllr Slade has allocated Tiverton Tree Team £500 from his Mayor's Community Fund (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	(2020 - 2021) Following a meeting with Mid Devon District Council, members of the St Lawrence Community Group and Sustainable Crediton have joined forces to take over

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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
																	planting up the flower beds on St Lawrence Green with pollinator friendly varieties. (CY)

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	550	637	744	818			Simon Newcombe	

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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	1	1	1	1	1	1	2	2	4	5			Simon Newcombe	
<u>Home Improvement Loans</u>	n/a	n/a	5	n/a	n/a	0	n/a	n/a	1	n/a	n/a	5	n/a	n/a		Simon Newcombe	(Quarter 3) Figures supplied by Lendology quarterly (CY)

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	19,439	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>	120 (10/12)	138	72	1	9	26	31	34	44	59	60	71	78			Simon Newcombe	
<u>Houses in Multiple Occupation</u>	n/a	n/a	100%						100%	100%	100%	100%	98%			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>(HMOs) 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% (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>% Urgent Repairs Completed on Time</u>	100.0% (9/12)	100.0%	95.0%	100.0%	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% (9/12)	99.3%	95.0%	100.0%	100.0%	100.0%	100.0%	98.4%	99.8%	100.0%	100.0%	99.5%				Simon Newcombe	
<u>% Repair Jobs Where an Appointment Was Kept</u>	99.8% (9/12)	98.9%	95.0%	100.0%	100.0%	99.8%	100.0%	99.0%	99.7%	100.0%	100.0%	99.3%				Simon Newcombe	
<u>% Properties With a Valid Gas Safety Certificate</u>	99.78% (9/12)	99.82%	100.0%	99.6%	99.4%	98.9%	98.9%	99.2%	99.4%	99.5%	99.5%	99.5%				Simon Newcombe	

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Corporate Plan PI Report Economy

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

Key to Performance Status:

Performance Indicators:

No Data

Well below
target

Below target

On target

Above target

Well above
target

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

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Incubator and start-up space

Performance Indicators

Title	Prev Year Target (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>Incubator and Start-up space</u>	n/a	Target not yet set as initial work required													Jenny Clifford	(February) Scoping exercise to understand requirements has been affected by staff redeployment into COVID-19 response work and will not now take place until later in 2021. (JC)
<u>Sites for Commercial Development</u>	n/a	2							0	0	0	0			Andrew Busby	(October) New target no movement to report yet (CY)

Aims: Improve and regenerate our town centres

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Improve and regenerate our town centres

Performance Indicators

Title	Prev Year (Period)	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
Number of business rate accounts	3,205 (9/12)	3,250						3,339	3,340	3,349	3,347				Dean Emery	
Business Rates RV	n/a							£45,519,079	£45,519,379	£45,564,477	£45,584,367				Dean Emery	
Empty Business Properties	n/a							267	258	304			250		Dean Emery	
Tiverton Town Centre Masterplan	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Jenny Clifford, Adrian Welsh	(2020 - 2021) Engagement meetings over draft masterplan are currently being held. Draft masterplan likely to be considered at April 21 Cabinet to allow for these meetings to take place and subsequent feedback. Further phase of public consultation to follow shortly

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Corporate Plan PI Report Economy

Priorities: Economy

Aims: Improve and regenerate our town centres

Performance Indicators

Title	Prev Year (Period)	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
																thereafter. (JC)
<u>Cullompton Town Centre Masterplan</u>	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Jenny Clifford, Adrian Welsh	(2020 - 2021) February Cabinet date to consider the draft of the masterplan is now scheduled for April 2021 in order to allow the meeting to also consider the Cullompton Conservation Area Management Plan on a comprehensive basis (JC)
<u>Pannier Market Regular Traders</u>	n/a	Varies from 75 to 80% depending on the day							77.7%		77.0%				Adrian Welsh	(December) Social distancing limitations and pandemic had an impact on the number of traders over this period. (AW)

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Corporate Plan PI Report Economy

Priorities: Economy

Aims: Improve and regenerate our town centres

Performance Indicators

Title	Prev Year (Period)	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>West Exe North and South</u>	n/a		n/a	n/a	13	n/a	n/a	13	n/a	n/a	13	n/a	n/a		Andrew Busby	(Quarter 3) 92% 1 vacant unit (CY)
<u>Fore St Tiverton</u>	n/a		n/a	n/a	4	n/a	n/a	4	n/a	n/a	4	n/a	n/a		Andrew Busby	(Quarter 3) 80% 1 vacant unit, some interest (CY)
<u>Market Walk Tiverton</u>	n/a		n/a	n/a	13	n/a	n/a	13	n/a	n/a	14	n/a	n/a		Andrew Busby	(Quarter 3) 93% 1 vacant unit, Sustainable Tiverton may occupy this S-T (CY)

Aims: Community Land Trusts

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>Community Land Trusts Assisted</u>	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: Digital Connectivity

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Digital Connectivity

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>Digital connectivity</u>	n/a	>24 Mbps	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Adrian Welsh	(Quarter 2) Town centre wifi projects are proposed to be delivered in 2021. (CY)

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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
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*
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.Update February on draft out-turn for 20/21.													Simon Newcombe	(February) Out-turn for 20/21 Action Plan currently being reviewed and just one project outstanding. This is Junior Life Skills which was due to have been delivered in schools but has not been possible due to the pandemic and school closures. The final financial and Action Plan out-turn will be agreed at 11 Feb CSP Board Meeting together with Action Plan update for 21/22 (subject to funding confirmation) (SN)	
<u>Safeguarding standards for drivers</u>	n/a	n/a	100%						100%					100%		Simon Newcombe	(February) Training has been delivered remotely/online during pandemic. All scheduled training completions due to end of Feb 2021 have been completed for those drivers retaining a licence (SN)	
<u>Mental Health First Aiders</u>	n/a	n/a	5	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a		Matthew Page	(Quarter 3) We have 10 trained mental health first aiders in place. No further training has	

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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>National and regional promotions</u>	n/a	n/a	5	0	1	1	1	2	3	4	5	5	5			Simon Newcombe	taken place this year (CY) (November) Fuel Poverty Awareness Day (TW)

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 resolved w/in timescales (10 days - 12 weeks)</u>	95% (10/12)	94%	90%	100%	100%	96%	91%	94%	93%	90%	90%	89%	86%			Lisa Lewis	(January) 16 completed at 1st check (RT)
<u>Number of Complaints</u>	279 (10/12)	313		5	21	45	64	97	122	145	163	184	211			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	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	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	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		n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a	n/a		Andrew Jarrett	(October - March) A meeting was held in December 2020 by the Dep CE and the Cabinet Member for Finance with SW Mutual Bank's Director to receive an update on progress. Clearly, the prevailing Covid19 challenges have slowed down previously identified actions and delayed key milestones, however, at the conclusion of the meeting it was agreed that a quarterly progress update report would be provided in the future. (CY)

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: Commercial Opportunities

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>	0% (1/2)	75%	100%	n/a	n/a	n/a	n/a	n/a	0%	n/a	n/a	n/a	n/a	n/a		Matthew Page	(October - March) Deadline has been moved to the 31 March 2021 due to the new online Appraisal/PDR system coming in and the need to train/upskill line managers and employees on how to use the system. (CY)
<u>New Performance Planning</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	(Quarter 1) COVID-19 (RP)

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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>Guarantee determine within 26 weeks</u>																Paterson	
<u>Major applications overturned at appeal (over last 2 years)</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	
<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% (10/12)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Catherine Yandle	
<u>Working Days Lost Due to</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	

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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>																	
<u>Staff Turnover</u>	n/a	n/a	14.0%	n/a	n/a		n/a	n/a		n/a	n/a	12.7%	n/a	n/a		Matthew Page	(Quarter 3) Turnover in the first six months of this financial year was unusually high, 66 employees left the Council. (CY)
<u>% total Council tax collected - monthly</u>	92.93% (10/12)	98.50%	98.50%	10.72%	19.37%	28.02%	36.82%	45.54%	54.55%	64.10%	73.26%	80.75%	91.27%	94.34%		Dean Emery	
<u>% total NNDR collected - monthly</u>	89.39% (10/12)	99.20%	99.20%	10.09%	16.52%	31.01%	38.88%	47.90%	55.45%	62.86%	70.21%	77.03%	84.56%	90.94%		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)

Corporate Risk Management Report - Appendix 6

Report for 2020-2021

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

Filtered by Flag: Include: * Corporate Risk Register

For MDDC - Services

Filtered by Performance Status: Exclude Risk Status: Low

Not Including Risk Child Projects records, Including Mitigating Action records

Key to Performance Status:

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

Risk: 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	In progress (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 has strategic	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
		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	In progress (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 and sustainability specialist has been completed, the postholder has started.						

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	In progress (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	In progress (2)
In progress	Plan for recovery	Develop a recovery plan/ strategy in conjunction with partners	Jenny Clifford	12/05/2020	10/12/2020	In progress (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 The 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	In progress (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	In progress (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	Funding opportunities	Lobby for the creation of further funding opportunities and for further rounds of the garden communities capacity funding	Jenny Clifford	03/02/2021	03/02/2021	In progress (2)
In progress	Further bids for capacity funding	To continue to secure external funding to support the project	Jenny Clifford	29/03/2019	03/02/2021	In progress (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 still 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	In progress (2)
In progress	Regular user awareness training	Staff and Member updates help to reduce the risk	Catherine Yandle	03/01/2019	11/01/2021	In progress (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	03/02/2021	In progress (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	03/02/2021	In progress (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	03/02/2021	In progress (2)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		

Service Manager: Adrian Welsh

Review Note: The latest national lockdown has had a critical impact on the local, national and global economy. Officer resource has been prioritised to issuing business grant support. Whilst recovery planning work takes place with our partners, our ability to contribute is less than we would want as a result of the grant work prioritisation.

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	03/02/2021	In progress (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	03/02/2021	In progress (2)
In progress	Project Management	Continue rigorous project management, monitoring and reporting of economic development projects	Adrian Welsh	10/06/2019	03/02/2021	In progress (2)
In progress	Recovery Plans	Recovery Plans will be put in place to aid recovery.	Adrian Welsh	12/05/2020	03/02/2021	In progress (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	03/02/2021	In progress (2)

Current Status: High (20)

Current Risk Severity: 4 - High

Current Risk Likelihood: 5 - Very High

Service Manager: Adrian Welsh

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Corporate Risk Management Report - Appendix 6

Review Note: Although a review of the strategy was programmed for Q1 2021, this has had to be moved back following the further period of national lockdown and resultant business support requirements. The review will be informed by emerging '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. Recovery strategy approach to be considered at May Economy PDG.

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	Actively pursue funding opportunities through Levelling Up Agenda/Shared Prosperity Fund	Work currently being undertaken to be in a state of readiness as opportunities become available	Adrian Welsh	03/02/2021	03/02/2021	In progress (2)
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	03/02/2021	In progress (2)
In progress	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	03/02/2021	In progress (2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		

Service Manager: Adrian Welsh

Review Note: Given ongoing constraints on resource particularly during this latest lockdown and the scale of the challenges to the GED team 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	In progress (2)
In progress	Records Management Action Plan	To improve identified issues with records management	Catherine Yandle	15/06/2018	10/01/2021	In progress (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	In progress (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	In progress (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	In progress (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 Covid19. Our	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
		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	In progress (2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		
Service Manager: Claire Fry						
Review Note: The score for this risk remains the same, as a result of the pandemic there is a need						
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Corporate Risk Management Report - Appendix 6

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	In progress(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	In progress(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	03/02/2021	In progress (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 can be taken- for	Jenny Clifford	13/01/2021	03/02/2021	In progress (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
		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	03/02/2021	In progress (2)
In progress	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	03/02/2021	In progress (2)
In progress	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	03/02/2021	In progress (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 as and when they occur. The Cullompton Relief Road has now been granted planning permission. The SOBC for Cullompton Railway Station has been submitted to the DfT.						

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	In progress (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	In progress (2)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Paul Deal

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	In progress (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	In progress (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	In progress (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: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Paul Deal						
Review Note: The 21/22 budget has now been approved. Work continues on the MTFP going forward						

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	In progress (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: Right to Buy - Re-investing Receipts in New Affordable Rented Homes : Failure to deliver an appropriate housing programme to provide new social rent Council housing may result in existing housing stock not being replaced at an adequate rate to offset RTB sales. This may also result in payment of interest to MHCLG on any unspent, ring-fenced 1-4-1 RTB receipts and have longer term impact on the overall financial health of the HRA over a 30-year plan period.

Service: Housing Services

Mitigating Action records

No Mitigating Action records found.

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: None

Review Note: We have submitted to MHCLG a detailed programme for delivering additional social rent homes over 21/22. The final scope of this programme will depend on on-going negotiations with MHCLG on potential extension to RTB receipts due to be spent in 20/21 (due to Covid etc) as well as 21/22 receipts already assigned in the programme. Going forward, the plan will be informed by a new Housing Strategy. The desired outcome being shaped is to have in place rolling 3-year RTB receipt/housing stock programme set at a minimum 100% stock replacement rate (based on average rates of RTB sales, reviewed annually). This will allow for receipts to be allocated to an identified and approved future development/redevelopment scheme or buy-back opportunity at date of receipt for utilisation over the required 3-year utilisation period, thereby mitigating the risks.

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	In progress (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	In progress (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	In progress (2)

Current Status: High (15)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 3 - Medium

Service Manager: Paul Deal

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	In progress (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	03/02/2021	In progress (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	03/02/2021	In progress (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	03/02/2021	In progress (2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		

Service Manager: Catherine Yandle

Review Note: 28 from 33 actions completed at the last update

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	03/02/2021	In progress (2)
In progress	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	03/02/2021	In progress (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	03/02/2021	In progress (2)
In progress	Masterplan Implementation	To realise benefits from the Masterplan to increase visibility of market and increase footfall.	Adrian Welsh	10/06/2019	03/02/2021	In progress (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 yet another 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	7 Risks	3 Risks
	3 - Medium	1 Risk	1 Risk	8 Risks	6 Risks	3 Risks
	2 - Low	No Risks	1 Risk	16 Risks	12 Risks	6 Risks
	1 - Very Low	3 Risks	1 Risk	No Risks	7 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 Scrutiny Proposal Form

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

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

Proposer's name and title	Cllr Frank Letch	Date of referral	April 2021
Proposed topic title and brief description of the issue	Spotlight Review on Motion 564 – Does Local Government Work for Women: to consider and make recommendations regarding the findings of the Fawcett Society/LGiU report: 'Does Local Government Work for Women?'		
Link to national, regional and local priorities(Corporate Plan) and targets	This is part of ensuring that MDCC is a progressive council and affirming its role in helping create an equal and inclusive society for all.		
Background to the issue	<p>Motion 564, proposed by Cllr Wainwright and Cllr Norton, was agreed by Council in February 2021. Part of that Motion included a specific request for Scrutiny Committee to consider the findings of the 2017 Fawcett report 'Does Local Government Work for Women'.</p> <p>The study found that sexism is commonplace in local government with almost four in ten female councillors having experienced sexist comments from within their own party. Additionally, the culture, practices and protocols of local government can create unnecessary barriers to participation for women with caring responsibilities.</p> <p>Recommendations in the report are around:</p> <ul style="list-style-type: none"> • Getting more women into Local Government; • Improving Diversity; • Removing structural barriers to success; • Challenging sexism and changing council culture; • Networks, mentoring and building confidence; and • Leadership – both Councillors and Officers. 		
Please address as many of the following shortlisting considerations as possible: Why is this issue of concern to merit review? What is the impact on the community/area/Council?	<p>It is proposed that the Scrutiny Committee hold a 'Spotlight Review' for this work. This would be a one off Working Group, over half a day, where Members of the Group will look at the findings in the report, consider research, understand current practices, question Officers, Members and experts, before making some recommendations to take back to the Committee. Ideally this will take place in June or July.</p> <p>The Council has resolved to practice equality, fairness and inclusion, and to play its part in creating an equal society for all.</p>		

<p>Are there performance or risk concerns?</p> <p>What is the urgency?</p> <p>Is there any supporting evidence to justify the issue?</p> <p>What would be the outcome of this work?</p>	<p>There is no place for sexism, racism, bigotry, discrimination or intolerance of any form. This review will go towards helping the Council to meet this aim by reviewing current practices and culture, and recommending areas for improvement.</p> <p>The outcome of the work will be to consider what areas of the Council, or Council culture, could be improved in terms of equality. Some specific outcomes could be around:</p> <ul style="list-style-type: none"> • Engagement with police forces to ensure that women understand the legal protection available against abuse and harassment. • Understand the current situation around maternity and paternity leave for Councillors, and consider a survey as to how this affects Members. Any change may need to be reflected in the constitution. • Review childcare expenses reporting. • Explore the possibility of introducing a sponsorship schemes for new Councillors. • Understand the role of the Monitoring Officer in overseeing member conduct, and promote equality in the next constitution review. • Provide councillors with appropriate training to tackle discrimination. • Review flexible working arrangements for Officers, look at how to promote job sharing; and review successful examples of job sharing. • Review of gender equality networks and support available for women who feel that they have come across sexism in the workplace.
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For Scrutiny Committee Members

Is there sufficient information available to take a decision, or is there a need for further research investigation?	
Will a review of the issue add value?	
Is this a matter for the Scrutiny Committee or another Committee/PDG?	
Decision taken: should this be added to the Work Programme, if so when should work start?	Page 84

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SCRUTINY 19 APRIL 2021

SCRUTINY UPDATE – CUSTOMER SERVICE IMPROVEMENT PROGRAMME

Cabinet Member(s): Cllr Nikki Woollatt
Responsible Officer: Corporate Manager for Digital Transformation & Customer Engagement

Reason for Report: The purpose of the report is to provide Scrutiny with an update of planning for activities relating to a series of recommendations made by the committee in 2020.

Recommendation: To note the update and outline programme plan.

Financial Implications: Budget implications relate to capital and revenue for some of the projects identified in the programme. Funding will be dealt with via separate business cases and within council budget setting processes.

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

Legal Implications: To ensure that all Customer Service in the council is able support all members of our communities.

Risk Assessment: [start text here and continue without indenting]

Equality Impact Assessment: Engagement activities within the programme will strive to ensure participation is offered to the broadest cross-section of our communities via a variety of methods.

Relationship to Corporate Plan: To ensure that the Council provides access to services for customers in whatever way they choose to transact with us. Ensuring extended access via digital means and improving the way that we hold information and deliver our services to customers, placing them at the centre of what we do

Impact on Climate Change: Review and improvement of our customer service across the council has the potential to increase digital access by understanding and removing barriers. Encourage reduction in paper, travel to Phoenix House and enabling mobility of our officers within our communities decreasing travel.

1.0 Introduction/Background

- 1.1 At the end of 2019 a Scrutiny Working Group looking at the Customer Experience was convened. The Chair was Councillor Chris Daw and also included Cllrs. Chesterton, Hill, Warren and included Cllr Letch as an observer as Chair of Scrutiny.

- 1.2 The working group agreed Terms of Reference focussed primarily on the current ICT system(s), the handling of service requests and complaints and communications between departments.
- 1.3 The working group were finalising their recommendations when the Covid pandemic occurred and there was a subsequent delay in publication. However, the recommendations went to Cabinet in August 2020 and were approved.

2.0 Outcomes and Recommendations

2.1 The recommendations of the Scrutiny working group were as follows:

- That a business case for a new Customer Relationship Management (CRM) system to replace the existing technology is developed and considered by the Cabinet. That any new system be designed with customer need at the centre of the process.
- That systems work to full capacity and meet the needs of the customer first and foremost. Back offices should carry out service reviews and review business processes to ensure they are customer focused.
- To ensure customers are at the heart of the Council, a customer focused culture should be promoted across the whole organisation - for all staff from the top down. This could include training (for Leadership Team, Officers and Members), Members/staff workshops or the use of advocates/case studies to promote a new system.
- That a customer survey is carried out with members of the public regarding their experience and satisfaction as customers of the Council. Results are reported back to the Working Group when available.
- That the Planning Department consider re-establishing a dedicated phone answering system, to ensure officers have capacity to focus on applications – this is currently unachievable due to home working during Covid and MDDC technical infrastructure.
- That the phone waiting times are reduced. A review of why the Service Level Agreement is not being met is carried out.

3.0 Activities to date

- 3.1 During the period from Cabinet to the date of this report the council has had two further Covid lockdowns and been carrying multiple vacancies in Customer Services and ICT. Included in this resource deficit were additional duties and secondment regarding Shielding and the Customer Welfare officer respectively which have impacted on availability of resource to progress some of the recommendations. Vacancies are now being filled so that we hope to see the start of meaningful progress.
- 3.2 CRM – Market Engagement. In the late autumn of 2020 a market engagement exercise for a new CRM or Digital Platform took place. This resulted in a number of suppliers providing demonstrations and overviews of their systems. These were attended by Cllrs Woollatt, Daw and Knowles and

a small number of senior officers in order to understand the possibilities that a new CRM or Digital Platform could provide.

- 3.3 In a subsequent meeting to summarise findings and express opinions about what had been presented to them it became apparent that there are opportunities around additional benefits for members, service communications and mobilisation of officers which broadened the potential benefits that a new CRM could give us.
- 3.4 A customer survey is currently in progress and due to finish at the end of March. Participation has been mainly via telephone (no cold calling), with a small amount of online response. The initial three month exercise was extended due to Covid and to try and increase initial response. Any findings will therefore need to be considered through the lens of our customer/council joint experience over the last 12 months.
- 3.5 Member Workshop – A workshop for members to discuss and explore ideas around quality customer service is planned for late March. This is intended to identify what is important to members because of their engagement with their constituents and identify their expectations. This will be facilitated by the South West Contact Centre Forum, which MDDC is a member of.
- 3.6 Staff Training – Work has commenced with a training supplier to explore future requirements and formats, but this work has had to be postponed due to resources being required for Elections.
- 3.7 In discussion with members around the CRM and more broadly with staff and senior managers, it is the opinion of the author that a comprehensive, consistent and planned approach to improvement of Customer Service in MDDC is required. Therefore, the former Scrutiny recommendations have been re-badged as a programme of work consisting of projects and activities that align with the recommendations and ensure that we consider all aspects of the council/customer relationship. See Appendix 1 for a top level overview of the programme.
- 3.8 The timescales for this programme are considerable, predominantly for any potential CRM replacement and implementation. The resources are to be found within existing staff for the most part, so peaks and troughs of work will impact on ability to deliver progress. This will be reviewed as part of the CRM business case. For example, Elections, Annual Billing and other key projects will utilise the same resource and may by necessity take precedence over this longer term improvement. The purpose of the programme is to define the activities, provide focus of attention and where possible only do necessary work once.
- 3.9 The creation of a Programme of work will allow for better planning across services for scheduling service reviews and the inevitable service impacts. The programme of activities can be more easily communicated, and the relationship between activities understood. There are dependencies within the original recommendations that mean service reviews must be done before or during implementation of a new CRM for specific services in order to maximise benefits and improve service.

- 3.10 Monitoring of progress will be done either by reporting against individual projects, or via agreed reporting of activities against the programme as determined by Cabinet/Scrutiny.
- 3.11 That the Planning Department consider re-establishing a dedicated phone answering system, to ensure officers have capacity to focus on applications – this is currently unachievable due to home working during Covid and MDDC technical infrastructure.

4.0 **Customer Service Improvement Programme**

The programme is expected to consist of the following themes:

- **Technical** - Business case and prospective procurement and implementation of new CRM/Digital Platform system(s) to enable us to scrutinise, modernise and digitise our services more effectively. Review of systems to reduce licensing, technical and integration costs.
- **Business** – Service performance and practice reviews done in conjunction with implementation phases of any new system(s). Service Level Agreement review; consideration and centralisation of revised performance metrics and costs/savings as appropriate.
- **Policy** – Review of our Customer Service and Complaints policies, procedures and metrics. Collaboration with officers and members around core values and a common understanding of good customer service.
- **Engagement** – Campaigns to increase engagement with our customers across our communities as we review and redesign services. Increase profile of digital as and when we can, whilst retaining ease of access for customers with varied needs. Regular surveys and feedback requests from our customers on satisfaction and service changes. Exploration and understanding of digital inclusion/poverty.
- **Culture & Training** – Exploration of attitudes and behaviours around customer service. Staff training in line with revised policies, technology and business process review practices.

5.0 **Continuing Member Involvement**

- 5.1 The Portfolio holder for Working Environment will sit on the project board for the CRM procurement and implementation. Members will also be invited to attend workshops and participate in campaigns and engagement exercises with the public.

Contact for more Information: Lisa Lewis, Corporate Manager for Digital Transformation & Customer Engagement

Circulation of the Report: Cabinet Member

List of Background Papers:

CUSTOMER SERVICE IMPROVEMENT PROGRAMME



<ul style="list-style-type: none"> • Customer Profiles • Service Review schedule • Corporate & Customer service level agreements • Performance metrics • Service Reviews and Benefits Realisation • Internal & External Communication Plans • Improve management information 	<ul style="list-style-type: none"> • Review of Customer Care and Channel Access policies/strategy • Review of Complaints Policy and performance metrics • Core Customer Service Values • Equalities & Accessibility 	<ul style="list-style-type: none"> • Focus groups on current attitudes to customer service • Member Training on service access via self-service and the web • Staff/Member Training on Customer Service • Staff training on business/service process reviews. 	<ul style="list-style-type: none"> • CRM Business Case & Procurement • Implementation Plan & Schedule • Technical infrastructure review • Integration assessments & costs • Data Warehousing, Reporting and Performance metrics • Department Service desks for customer enquiries • Mobilisation of officers 	<ul style="list-style-type: none"> • Identification of targeted customer survey schedule in conjunction with Communications • Exploration and understanding of Digital Inclusion/Digital Poverty issues and opportunities • Explore methods of engagement around service change and redesign

MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

May 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)
Public Spaces Protection Order To consider the outcome of the public consultation and any recommendations.	Environment Policy Development Group Cabinet	13 Apr 2021 13 May 2021	Darren Beer, Operations Manager for Street Scene	Cabinet Member for the Environment (Councillor Colin Slade)	Open
Cullompton Heritage Action Zone To consider a report seeking to establish decision making authority for the award of grants under the project	Cabinet	13 May 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Crediton NHS Hub Phase 2 To consider a funding request.	Cabinet	13 May 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Part exempt
Options for the Procurement of Electric Car Charging Units	Cabinet	13 May 2021	Andrew Busby, Corporate Manager for Property, Leisure	Cabinet Member for the Environment	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
To consider options for the procurement of electric car charging units.			and Climate Change Tel: 01884 234948	(Councillor Colin Slade)	
Appointment of consultants to produce a Culm Garden Village Strategic Flood Risk Assessment and Drainage Strategy. To consider the appointment of consultants	Cabinet	13 May 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Sullompton Town Centre Masterplan To consider a report with regard to the stage 2 public consultation.	Cabinet	13 May 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Tiverton Town Centre Masterplan To consider a draft masterplan for public consultation	Cabinet	13 May 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	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)
Levelling Up Fund Submission To consider a report setting out options and proposals for Mid Devon's submissions to the national 'levelling up' fund as announced in the March 2021 budget.	Cabinet	13 May 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Tree Conservation and Maintenance Policy 5 yearly review	Environment Policy Development Group Cabinet	18 May 2021 10 Jun 2021	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for the Environment (Councillor Colin Slade)	Open
Draft MDDC Litter Strategy To receive the MDDC Litter Strategy	Environment Policy Development Group Cabinet	18 May 2021 10 Jun 2021	Darren Beer, Operations Manager for Street Scene	Cabinet Member for the Environment (Councillor Colin Slade)	Open
EHOD Economic Development Strategy To consider a review strategy	Economy Policy Development Group Cabinet	20 May 2021 10 Jun 2021	Adrian Welsh, Strategic Manager for Growth, Economy and Delivery Tel: 01884 234398	Cabinet Member for Planning and Economic Regeneration (Councillor Richard)	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)
				Chesterton)	
Options for Accelerating Affordable Housing Delivery in the District To consider additional governance arrangements for housing delivery	Scrutiny Committee Cabinet	24 May 2021 10 Jun 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	Open
Fees and Charges - Private Sector Housing To consider fees and charges.	Homes Policy Development Group Cabinet	25 May 2021 10 Jun 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
Information with regard to the possible creation of a Teckal compliant company To consider advice surrounding the possibility of creating a new Teckal-compliant company entity.	Scrutiny Committee Cabinet	24 May 2021 10 Jun 2021	Stephen Walford, Chief Executive Tel: 01884 234201	Cabinet Member for Housing and Property Services (Councillor Bob Evans)	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

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)
Tiverton Town Centre CCTV Options for future use To consider the options for the town centre CCTV	Cabinet	10 Jun 2021	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Playing Pitch Strategy To consider the Playing Pitch Strategy for consultation.	Cabinet	10 Jun 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Gullompton Neighbourhood Plan Adoption To consider the adoption of the Neighbourhood Plan following the result of the referendum.	Cabinet Council	10 Jun 2021 30 Jun 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Joint Strategy for strategic planning To consider a report of the Head of Planning, Economy and Regeneration on the proposed joint strategy for strategic planning matters with East Devon, Exeter City	Cabinet	10 Jun 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	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)
and Teignbridge Councils.					
Outturn report 2020/21 To receive the outturn for the financial year 2020/21	Cabinet	10 Jun 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Annual Treasury Management Report To consider the annual report	Cabinet	10 Jun 2021	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Rivers Developments Limited - Company Documents To consider proposals for a revised shareholder agreement and associated documents	Cabinet	10 Jun 2021	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
Cullompton Higher Bullring Public Realm Enhancement Project - Landscape Designer Tender Recommendation The Cullompton Higher Bullring Public Realm Enhancement project, delivered in partnership with Devon County Council,	Cabinet	8 Jul 2021	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Part exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
<p>seeks to enhance the heritage setting of the Higher Bullring public realm while providing a flexible, extended community space for community events and cultural activities. Landscape design consultants are to be appointed to take forward the public realm design in consultation with the community.</p>					
<p>Devon and Torbay Waste Strategy Management Plan To receive a report which outlines the new draft Resource and Waste Management Strategy for Devon and Torbay following public consultation.</p>	<p>Environment Policy Development Group Cabinet</p>	<p>13 Jul 2021 5 Aug 2021</p>	<p>Darren Beer, Operations Manager for Street Scene</p>	<p>Cabinet Member for the Environment (Councillor Colin Slade)</p>	<p>Open</p>
<p>Contracted Out Enforcement Duties Group to receive a report from the Group Manager for Street Scene and Open Spaces on the options to engage an external contractor for additional</p>	<p>Environment Policy Development Group Cabinet</p>	<p>13 Jul 2021 5 Aug 2021</p>	<p>Darren Beer, Operations Manager for Street Scene</p>	<p>Cabinet Member for the Environment (Councillor Colin Slade)</p>	<p>Open</p>

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
littering and dog fouling enforcement duties in the district.					
Housing Strategy (first draft) with formal consultation plan To consider the draft strategy.	Homes Policy Development Group Cabinet	20 Jul 2021 5 Aug 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
Housing Strategy (final version for approval) To consider the Housing Strategy.	Homes Policy Development Group Cabinet	14 Sep 2021 30 Sep 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
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

Scrutiny outcomes for 2020/21

Highlights

Despite Covid 19, it has been a busy year, with many fruitful discussions and Committee recommendations that have made a real impact to the Council and the District, including:

- 14 public (virtual) meetings – with only one meeting cancelled due to Covid19
- 3 Working Groups: Customer Experience; Menopause; and Planning Enforcement
- 2 Working Group reports published, with all 12 recommendations accepted
- 2 Call-ins
- 15 public questions
- Informal joint briefing with the Audit Committee on Three Rivers
- Special meeting with Neil Parish, MP for Tiverton and Honiton.

Review of Customer Experience in MDDC (July 2020)

Work has significantly progressed on the Committee's recommendations: a business case is being drawn up for a new Customer Relationship Management (CRM) system; workshops are planned for Members; phone waiting times have improved; and a customer satisfaction survey has completed. Notably, the Centre for Governance and Scrutiny is planning to include this work in their 2021 'Scrutiny Frontiers' publication.

Menopause in the workplace: a review of support available in MDDC (Feb 2021)

The recommendations made will impact on workplace culture, workplace policy and the workplace environment. A key outcome is to raise awareness and to normalise the issue, and we are grateful to the staff that spoke so openly to us. Already Local Authorities have expressed interest in our report and we have received some national media attention.

Planning Enforcement (ongoing)

Work is progressing on the review of planning enforcement. We received a large response to our All-Member call for information on cases, work continues in the coming months.

Other outcomes include:

- A session with Neil Parish, **MP for Tiverton and Honiton**. Mr Parish gave an overview of broadband problems; answered questions on agricultural issues and Members lobbied on issues relating to the transport from Anaerobic Digesters.
- Members have discussed aspects of **Three Rivers**, including: the St George's site; two call-ins on Cabinet decisions; and the 3RDL Business Plan. An informal joint briefing with the Audit Committee was held to consider roles for each Committee.
- A review of the process and timelines for a **Public Spaces Protection Order** (PSPO), making recommendations to improve future processes; and ensure sufficient officer resource committed to actively enforcing it.
- Consideration of the planning implications of **5G technology**.
- After a Scrutiny Committee recommendation, the Audit Committee reviewed the risks surrounding the **Housing infrastructure fund**.
- The Committee will continue to ensure an impactful work programme, and alongside standing items will consider looking into: Anaerobic Digesters and biofuels; and Motion 564 on diversity and inclusion.

Scrutiny Chairman's Annual Report 2020-21

The first scrutiny meeting of the council's year, a virtual meeting, took place on 18th May. The first task was to elect a Vice Chairman and Cllr Andrew Moore was elected unanimously. The main agenda item was the annual report of the Cabinet Member for Working Environment and Support Services. Members asked questions about line manager intervention, sickness absence and support, and dealing with enquiries from residents with special needs. The Legal Services Team Leader also answered questions about s106 agreements, enforcement notices and anti-social behaviour injunctions.

Our second meeting included a report from the Cabinet Member for Environment regarding corporate property and commercial assets. Members were pleased we would receive a list of all the responsible groups for hedges and cutting of verges. It was also pleasing to note that we had entered into a joint partnership with Exeter City Council which means we will be purchasing new vehicles at a much more advantageous price! Unfortunately electric vehicles are not practicable and also above our budget. It was encouraging to see that in these difficult times recycling is going well and the street scene group are tackling many of the problems in towns. We were all grateful for the staff's efforts in these areas!

The Performance and Risk report from the Group Manager for Performance, Governance and Data Security covered all the Policy Development Groups, and Members questions focused on the future budget that would have to be reset in the autumn and the prospect of the Tiverton Town Centre Masterplan. Members were relieved to hear that section 106 agreements would include more involvement of Ward Members and the relevant Parish and or Town Council.

There is no doubt that if you want the public to take an interest in a Scrutiny meeting put 5G on the agenda. So it was that on 22nd June there were many "virtual" attendees of our meeting and we had received 12 pages of questions. The agenda item was about the planning implications of installing 5G. The public questions, however, focused on the "health" issues of 5G which was not in the Committee's remit to answer (although we noted their concerns). The Head of Planning Economy and Regeneration made it clear that MDDC has no control over the roll out of 5G, just the planning rules. It was pointed out that we are very much governed by the NPPF.

The Leader presented us with the leader's report which highlighted the achievements and challenges of the past year. We also had the first report from the Cabinet portfolio holder for climate change. She highlighted the areas where MDDC has direct control and spoke of the cooperation with other, neighbouring authorities.

After a brief discussion it was agreed to put the item on 3 Rivers Development Limited (3RDL) Governance Review into part two. The Committee discussed the findings and recommendations asked of it and made several other recommendations to go before Cabinet.

In the July meeting, finance was the topic to open the meeting with the Cabinet Member's report to the Committee. All agreed that the finance officers had performed magnificently in difficult and uncertain times. The committee requested that the Cabinet Member for Finance return with detail as to how we are going to maintain a healthy financial position.

Cllr Christina Daw presented the report of the Working Group on Customer Experience.

The report was praised by Members who agreed the six recommendations to Cabinet to improve MDDC's service to the public.

The Committee noted the Community Safety Partnership report but highlighted its wish to receive update reports on the Devon Sexual Abuse and Rape Crisis Support services. It is under great pressure and has up to a nine month waiting list.

The report on the Greater Exeter Strategic Plan (GESP) was discussed. The recommendations to Cabinet were duly noted with a small addition but members were keen to highlight to Cabinet their concerns over democracy, the hierarchy of plans, infrastructure and its Exeter bias.

The final item for discussion was to consider a funding report resulting from the Housing Infrastructure Fund. Members again had concerns about financial risk to the Council. For this reason it was recommended that the report be viewed by the Audit Committee.

The first report of the August meeting, the Establishment Update, was given by the Corporate Manager for People, Governance and Waste. Sickness and illness rates seem to be improving and we noted a small increase in full-time equivalent employees. This was partly because of a downturn in the use of agency workers. It was pointed out that we had lost a few of our more senior officers who had been headhunted. We were informed that staff had responded very well to the new working arrangements caused by Covid-19.

The Group Manager for Performance, Governance and Data Security gave us the performance and risk report, which she highlighted had been affected by the coronavirus measures that have had to be taken. For this reason some risk scores had increased but in general terms there were no areas to cause alarm.

The final report on Section 106 governance was given by the Head of Planning and Regeneration who stressed that the Government is in the process of reassessing the whole planning process which could well affect section 106 contributions. Importantly, we agreed that Ward Members will be consulted on S106 agreements as well as Parish and Town Councils. We were also promised training for Parish and Town Councillors on S106 which is due to commence after Easter.

Following the recent changes in Cabinet, and that two members of the independent group had become ungrouped, the membership of the Scrutiny Committee for 14 September had a different look. One of the departing Committee members was the Vice-Chairman Cllr Andrew Moore. Cllr Christina Daw was elected as Scrutiny Committee Vice-Chairman.

At Members Forum questions were raised about the projected losses incurred by 3RDL at the St George's site, and a wish to have access to the papers of the informal Cabinet meetings. The Monitoring Officer stated that she would provide Members with a written response which was also put in the public domain.

Under Chairman's announcements I gave an update on the progress of the recommendations on customer experience. I was pleased to announce that work on a business case would commence soon, training with staff was going ahead slowly, the issues with a planning officer being available on the phone were being addressed and waiting times for customer services had reduced.

The Group Manager for Development talked us through a report on planning enforcement

and then answered questions from Members who were concerned about resources and the speed of conclusion of enforcement items. As the Enforcement Plan is due for review the Committee agreed to set up a working group to look at the enforcement plan to consider changes to the process.

The Committee also discussed the costs of public consultations. It was noted that most of these were statutory and costs varied greatly. Ironically the most costly consultation was non-statutory and concerned the Cullompton relief road.

At the October meeting we had an update from the Cabinet Member for Housing and Property Services. He pointed out that like every area of activity of the Council housing had been greatly affected by coronavirus. Nevertheless it was pleasing to see a reasonable number of empty homes had been brought back into circulation and repairs of council houses was back on schedule. He was also able to report that the Council had a number of void properties that could be used in an emergency for temporarily housing people in a crisis. The next challenge could well be homelessness because of the change in a landlord's ability to expel tenants. The Cabinet Member was confident that MDDC would be able to rise to this challenge.

This was followed by an update on the Street Scene Education and Enforcement Service. Members were pleased to see that in general terms fly tipping has improved but litter and dog fouling are still major problems. The Committee were concerned that the personnel resources were insufficient in these areas in particular dog fouling; no fixed penalties for dog fouling had been served this year although most members said that it was a major problem in their towns. The Cabinet Member for the Environment agreed that resources were a problem and so he supported Scrutiny Committee's suggestion that more money should be put aside in the forthcoming budget, in particular for education.

The Committee discussed the St Georges site in Tiverton, which is being developed by 3RDL. The Cabinet Member for Housing and Property Services and the Cabinet Member for Finance answered questions around timings, potential losses and the possibility of further loans to the company.

At the November meeting, the Cabinet Member for Community Well Being informed us that our public health and regulatory service had been very active because of the Covid infectious disease work. Again, because of Covid, local authority inspections of food premises had been somewhat relaxed. One area of concern was ICT but we were informed that soon the team would be back to full capacity. Our leisure centres have had an up-and-down year because of lockdown. The Committee stressed liaison with parish and town councils with emergency planning. We were also keen to help public who had problems accessing online functions.

The next major agenda item was the 3RDL report that had gone to Cabinet on 29 October. Consideration was given to a number of topics such as whether Cabinet had exceeded its authority and funding involved in the project. It was decided that we would set up an informal briefing between Audit and Scrutiny to consider our roles.

The final agenda item concerned the viability of council owned commercial property. The Committee gave consideration to the income received for the properties owned by the council but as these are commercially sensitive they were dealt with in part two. The last meeting of 2020 was itself dominated by three important agenda items. Four Members of Council had called in a decision made at the Cabinet meeting of 10 December

which considered land at Post Hill in Tiverton. The call-in asked that the decisions about an allocation should be looked at again by Cabinet because it had not taken into account sufficiently the council's local plan concerning social housing. There was also a request that Cabinet look again at its decision on setting up a Teckal company. Two members of Cabinet were present to answer questions. After debate the two parts of the call-in were put to the Committee. The first recommendation concerning the allocation of the land was defeated, however the second item which asked Cabinet to look again at their decision on setting up a Teckal was passed with my casting vote.

The next large item was an update from the Cabinet Member for Planning and Economic Regeneration. Members were interested in the town centre plans for Tiverton, Cullompton and Crediton, and were informed that the master plans for Tiverton and Cullompton were well on the way to completion and they were looking for consultants to bring forward the plan for Crediton. There were questions about planning performance and also section 106 money. The Cabinet Member informed the Committee that records would be published on 31 December 2020, and I was able to add that, following discussions with the relevant officer, the preceding years going back to 2015 would be published hopefully by the end of March.

The Corporate Manager for Digital Transformation and Customer Engagement gave the Committee a verbal update on the Customer Experience Working Group's recommendations. They had already looked at two companies that supply telephone answering services as recommendation one was to investigate a new Customer Relationship Management system (CRM) and build a business case. She reported that training was also going ahead. She promised a further written update in June.

The first gathering of 2021 was an informal briefing for Scrutiny and Audit Committees to get a clear idea of their roles in connection with 3RDL. The briefing was given by the Cabinet Member for Housing and Property Services, the Cabinet Member for Finance and the Director of Finance, Assets and Resources. The Cabinet Member for Housing and Property Services "walked us through" the progress of the 32 recommendations made to the company and the Cabinet Member for Finance concentrated on the financial processes with checks and balances. It was resolved a clearer role for Audit would be beneficial.

In the meeting of 18 January the first major item for discussion was the report by the Cabinet Member for Working Environment and Support Services. Questions were raised about the impact of Covid on staff morale, and absence. It was noted that there was a greater dependence on distance communication including digital payments. One area of concern was 40% increase in e-mails received which numbered 1.4 million. It was pointed out that this is not a particularly effective way of communicating as it often requires officers to go back over the e-mail to find out precisely what is in question. The Corporate Manager for Digital Transformation and Customer Engagement said that they would be looking at a more robust system with the new CRM system.

The Director of Finance, Assets and Resources gave a brief overview of the budget position and the efforts being made to produce a balanced budget. There is still £400,000 to be found, no small challenge.

The Committee also received the annual report of compliments, comments and complaints. It was pleasing to see that even with the challenges of Covid compliments had increased and complaints had diminished.

The Committee discussed the 3RDL business plan. As the plan was not finished and would not be ready until the Cabinet meeting of 4 February it was agreed by the Chief Executive and the Leader that, following the Cabinet meeting the business plan would come to scrutiny for further discussion.

The meeting of 15 February looked at the 3RDL business plan. Although this clearly ran the risk of straying into part two members were very careful with their questioning and all of the discussion remained in part one. Members questioned the likely finishing time for the St George's site and were concerned about marketing the site and other properties being built by the company. Members were also informed that all lending to 3RDL had come from short term lending from the Council's reserves and was not directly from Council tax income.

The Chair of the Governance Working Group gave a brief update to the Committee on the work of the group. The Group had met several times but other Members had not attended because of a failure to realise that in 2013 a motion had been carried to allow all Members to attend working groups. Members were still somewhat concerned that alternatives to the beefing up of scrutiny and creating another scrutiny group were not considered. Nor was the role of Cabinet.

There was again some concern about the maps that had been sent out for the Public Spaces Protection Orders. These had been sent to town and parish clerks to be discussed at their council meetings. It was imperative that the protection order be put in place as quickly as possible to give the enforcement officers the right to "enforce".

Cllr Christina Daw introduced the Menopause Working Group report. It was pleasing to hear that officers and the unions were delighted with the recommendations. The Committee was also delighted when the Chief Executive was able to announce that he had read through the recommendations and could see no difficulty in their being implemented.

On 22 February the Scrutiny Committee meeting was attended by Neil Parish MP who answered a range of questions from concerns about broadband, helping farmers after Brexit and considering the impact of Covid on the local economy.

St David's Day saw us meet once again for an extraordinary meeting with just two major topics on the agenda. The first was a report on climate change. The Corporate Manager for Property, Leisure and Climate Change went through the report with some follow-up from the new portfolio holder, Cllr Colin Slade.

The second important item was to consider the 3RDL business case for the nine houses at Bampton. As it was clear that most of this would be discussed in part two it was finally resolved that members would send me their questions for Cabinet and the 3RDL board, which would be answered and considered at Cabinet.

In a year dominated by coronavirus, I would like to thank Officers for their hard work in particularly challenging times. In particular I would like to thank our Clerk, Carole Oliphant, and the Scrutiny Officer, Clare Robathan for their continued support.