

Public Document Pack

Mid Devon District Council

Scrutiny Committee

Monday, 30 May 2022 at 2.15 pm
Phoenix Chambers, Phoenix House, Tiverton

Next ordinary meeting
Monday, 27 June 2022 at 2.15 pm

PLEASE NOTE: - this meeting will take place at Phoenix House and members of the Public and Press are encouraged to attend via Zoom wherever possible. The Protocol for Hybrid Meetings explains how this will work. Please do not attend Phoenix House without contacting the committee clerk in advance, in order that numbers of people can be appropriately managed in physical meeting rooms.

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Membership

Cllr S J Clist

Cllr G Barnell

Cllr E J Berry

Cllr L J Cruwys

Cllr Mrs S Griggs

Cllr F W Letch

Cllr Mrs E J Lloyd

Cllr S Pugh

Cllr R F Radford

Cllr Mrs E J Slade

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 **ELECTION OF VICE CHAIRMAN**
To elect a Vice Chairman for the municipal year 2022-2023
- 3 **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**
To record any interests on agenda matters.
- 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 **MINUTES OF THE PREVIOUS MEETING** *(Pages 5 - 8)*
To consider whether to approve the minutes as a correct record of the meeting held on 19th April 2022.
- 6 **DECISIONS OF THE CABINET**
To consider any decisions made by the Cabinet at its last meeting that have been called-in.
- 7 **CHAIRMAN'S ANNOUNCEMENTS**
To receive any announcements that the Chairman of Scrutiny Committee may wish to make.
- 8 **START TIME OF MEETINGS**
To agree the start time of meetings for the remainder of the municipal year
- 9 **LEADERS ANNUAL REPORT** *(Pages 9 - 50)*
To receive the Leaders Annual Report for 2021-2022.
- 10 **CORPORATE PLAN MID POINT REVIEW** *(Pages 51 - 66)*
To receive a mid point review of the Corporate Plan previously presented to the Cabinet.
- 11 **WORK PLAN** *(Pages 67 - 86)*
To review the existing Work Plan and consider items for the committee's future consideration, taking account of:

- (a) Any items within the Forward Plan for discussion at the next meeting;

- (b) The update from the Policy Research Officer on existing projects and forthcoming matters;
- (c) Proposal form on Participating Budgeting; and
- (d) Suggestions of other work for the committee in 2022/23.

Stephen Walford
Chief Executive
Friday, 20 May 2022

Covid-19 and meetings

From 7 May 2021, the law requires all councils to hold formal meetings in person. The Council will enable all people to continue to participate in meetings via Zoom.

Please read the new meeting protocol which is available here: [REVISEDMeetingProtocolupdateMay2022.docx.pdf \(middevon.gov.uk\)](#)

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 last working 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

Public Wi-Fi is available in all meeting rooms.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **SCRUTINY COMMITTEE** held on 19 April 2022 at 2.15 pm

Present

Councillors

B G J Warren (Chairman)
S J Clist, Mrs F J Colthorpe, L J Cruwys,
P J Heal, F W Letch, S Pugh, R F Radford
and Mrs E J Slade

Apologies

Councillor(s)

Mrs S Griggs and Mrs E J Lloyd

Also Present

Councillor(s)

E J Berry, J Buczkowski, Mrs C P Daw, C J Eginton and
B Holdman

Also Present

Officer(s):

Andrew Jarrett (Deputy Chief Executive (S151)), Karen Trickey (District Solicitor and Monitoring Officer), Dean Emery (Corporate Manager for Revenues, Benefits and Recovery), Lisa Lewis (Corporate Manager for Business Transformation and Customer Engagement), Matthew Page (Corporate Manager for People, Governance and Waste), Tanya Wenham (Operations Manager for Public Health and Housing Options), Julia Ryder (Community Safety & Emergency Planning Officer), Clare Robathan (Policy and Research Officer) and Carole Oliphant (Member Services Officer)

141 APOLOGIES AND SUBSTITUTE MEMBERS (0.03.16)

Apologies were received from Cllrs Mrs H S Griggs and Mrs E J Lloyd. Cllr E J Berry attended via Zoom.

142 ELECTION OF VICE CHAIRMAN (0.03.31)

Cllr S J Clist was duly elected Vice Chairman for the remainder of the municipal year.

143 DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (0.05.36)

Councillors were reminded of the need to make declarations where appropriate.

144 PUBLIC QUESTION TIME (0.05.43)

There were no members of the public present.

145 **MINUTES OF THE PREVIOUS MEETING (0.05.57)**

The minutes of the last meeting were approved as a correct record and **SIGNED** by the Chairman.

146 **DECISIONS OF THE CABINET (0.06.31)**

The Committee **NOTED** that none of the decisions made by the Cabinet on 5th April 2022 had been called in.

147 **CHAIRMAN'S ANNOUNCEMENTS (0.07.24)**

The Chairman had no announcements to make.

148 **DRAFT STAFF SURVEY ACTION PLAN (0.07.24)**

The Committee had before it, and **NOTED**, a *report from the Corporate Manager for People, Governance and Waste presenting an updated establishment report and the draft staff survey action plan.

The Officer outlined the contents of the report and explained that it was a follow up report and provided detail on an independent staff survey completed from September 2021 to October 2021.

He explained that the pandemic had made a difference to the result and had highlighted numerous challenges faced by employees which included hybrid working.

Consideration was given to:

- A wide range of services were offered to employees with regard to their wellbeing and mental health
- Updated employment offerings would have an impact on budgetary considerations
- The Council was looking at a myriad of solutions to tackle the shortfall in recruitment. It could not afford not to look at its employment offerings to attract permanent staff due to the increase in costs in employing temporary agency staff to cover the shortfall
- Existing levels of employee pay would not be lowered but the wider employment offer may change (subject to role, service requirements and budget)
- The pandemic had highlighted challenges with communication as staff were working in different ways and the Council was looking to address this including the introduction of staff briefings
- The survey was sent to all staff and departments and included questions from the independent facilitator
- The acronym PDR stood for Professional Development Review
- Scrutiny would receive progress against the action plan at its 6 monthly Establishment review report

Note: *Report previously circulated and attached to the minutes

149 **COMMUNITY SAFETY PARTNERSHIP (0.26.43)**

The Committee had before it, and **NOTED**, a *report from the Corporate Manager for Public Health, Regulation and Housing presenting the Community Safety Partnership (CSP) Annual Report for 2021-2022.

The Specialist Lead Community Safety & Emergency Planning Officer outlined the contents of the report and explained that it gave Members the opportunity to look at how the partners were working together.

She explained that the Community PDG had agreed the priorities of the CSP by way of a working group to define the options available.

She further explained that the way the CSP was funded was changing from 2022-2023 and it would no longer receive a grant from the Police and Crime Commissioner (PCC) to distribute to local groups and organisations. In future the individual groups would need to apply directly to the PCC for funding, and the CSP would assist them with their applications. The CSP would receive direct funding from additional sources but this would be ongoing and full details of this was not yet known.

Consideration was given to:

- The issues that local groups would now face in obtaining direct funding from the PCC
- The scheme for 2021-2022 was open to all organisations across Mid Devon and annex 1 of the report provided details of where the PCC funding was spent
- The groups previously funded directly from the CSP qualified for funds from other sources and did not rely solely on the PCC grant to operate
- The argument to introduce body worn surveillance cameras for District Enforcement Officers was under review
- All staff received safeguarding training
- The Community PDG would be considering the Council becoming trauma informed over the summer

Note: *Report previously circulated and attached to the minutes

150 **FORWARD PLAN (1.05.42)**

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

Note: *Plan previously circulated and attached to the minutes

151 **CHAIRMAN'S ANNUAL REPORT (1.06.15)**

The Committee had before it, and **NOTED**, the *Chairman's Annual Report.

The Chairman thanked the Scrutiny Officer, Committee Clerk and Members of the Committee for their support over the previous 12 months.

Note: *Report previously circulated and attached to the minutes

152 SCRUTINY OFFICER UPDATE (1.10.59)

The Scrutiny and Policy Research Officer provided the following update:

- Programming Panel: The Chairman had proposed a Programming Panel meeting next week. Chairs of Scrutiny Audit, PDG'S plus the Chief Executive and the Leader to review the work of the 6 bodies. This would be to take a brief review of current work programmes, progress and to see if anything needed tweaking. Members would also be looking to agree to do some work programming and then to come back together once that was completed.
- Participatory budgeting - Meetings were held with Cllrs Lloyd, Moore and the Deputy Chief Executive (S151) last week to discuss participatory budgeting. It had been agreed to bring a proposal form for a spotlight review on this to the next Scrutiny meeting, with the idea being that a spotlight review would look at how participatory budgeting worked, how it was currently being used in other organisations (and the impact) and consider if there were any projects or ways for MDDC to use it in the budgeting processes.
- Bio-energy – The Chairman and the Scrutiny Officer would be speaking to Torrington Council on this next week to encourage them to join the review.
- Broadband – There was no update on broadband and are awaiting confirmation of who will take over from Paul Nethercott. The Scrutiny Officer apologised to those members who were awaiting meetings. If there was no satisfactory answer soon, the Committee may want to consider a different approach.

153 WORK PLAN (0.14.20)

The Committee had before it, and **NOTED**, the Scrutiny work plan for the municipal year.

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

(The meeting ended at 3.31 pm)

CHAIRMAN

SCRUTINY COMMITTEE

DATE: 30 MAY 2022

PERFORMANCE AND RISK OUTTURN REPORT FOR 2021/22 (LEADERS REPORT)

Cabinet Leader

Responsible Officers

Cllr Bob Deed

Matthew Page, Corporate Manager for People,
Governance & Waste

Nicola Cuskeran, Interim Corporate Performance and
Improvement Manager

Reason for Report: To provide Members with an annual review of the Council's performance against the corporate plan, service objectives and targets for 2021/2022.

RECOMMENDATION: That Scrutiny committee reviews the performance and risks 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: There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level then resources may need to be reviewed or redirected to enable more focused performance.

Legal Implications: There are no direct legal implications arising from this report. However, if performance is not at satisfactory levels, the risk of legal challenge arising increases.

Risk Assessment: If performance is not monitored we may fail to meet our corporate and service 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: Customer feedback can help the council identify any groups of people who may potentially be experiencing a less satisfactory level of service when compared to the majority of our customers. When reviewing performance and making recommendations on priorities, the council should be minded to consider how services might impact on different sections of the community.

Climate Impact Assessment: A number of performance indicators are either directly or indirectly related to our corporate ambition to reduce carbon emissions. Monitoring the performance of these can help evaluate the impact of Council interventions as well as guide future decisions on spend and investment.

1.0 Introduction

- 1.1 This report provides a year end analysis of the overall performance position for the period of 2021/2022.
- 1.2 As outlined in the reports to the Cabinet throughout the year, the pandemic led to a step change being taken to ensure effective service delivery was maintained through staff working remotely and the use of digital platforms. In December 2021 ICT services increased the bandwidth (in computing terms is the maximum rate of data transfer) doubling the existing speed of connection and made some changes to the firewall to improve performance. As of April 2022 ICT services have rolled out 3CX telephony system to support and aid remote working and improve the customer experience by being able to converse with officers.
- 1.3 The attached KPI appendices cover the entire financial year. Progress is monitored throughout the year by reporting against the declared aims for each priority identified.
- 1.4 In terms of the priorities for the coming year, the Cabinet will be focused on embedding a recovery from the pandemic, whilst ensuring that delivery against the corporate plan is maintained and improved.
- 1.5 A mid-point review of the Corporate Plan has been published and was presented at Cabinet on 5 April 2022. The report will also be presented to Audit committee, Cabinet and the Policy Development Groups (PDG's) during June 2022.

2.0 Environment Appendix 1

Aim - Increase recycling rates and reduce the amounts of residual waste generated

- 2.1 A trial of three weekly residual waste collection in parts of the District took place between July and October 2021. This demonstrated a reduction in residual waste of between 24% and 44% in the urban trial locations, and a reduction of between 6% and 30% in rural settings. Analysis suggests that the majority of this change accrues to the diversion of food waste from residual waste – aided by the trial of weekly food caddy collections. This informed the decision taken by the Cabinet in February 2022 to commence 3 weekly collections as standard practice from late September 2022.
- 2.2 Encouragement was drawn from a survey carried out with affected residents after the trial where 71% of those surveyed thought that reducing the carbon footprint was the most important aspect to them when asked about the benefits of collecting non-recyclable waste every three weeks. A communication and soft enforcement plan will be presented to all members on the 14 June 2022 will emphasise the importance of each household directly contributing to the District reducing its carbon footprint and achieving carbon zero net status through greater reusing, reducing and recycling of waste.
- 2.3 Household recycling rates in Mid Devon for 2021/2022 was 53.4% which was better than the target. The total of residual waste collected was slightly above the target at 364.5Kg per household.

- 2.4 The number of households who pay for their garden waste to be collected at the kerbside increased by 229 customers. The percentage of missed refuse and organic waste collections reported was slightly above target at 0.02%.
- 2.5 The revised Public Spaces Protection (Dog Control) Order (PSPO) was reviewed and a public consultation took place. The Environment PDG recommended the fixed penalty for breaches of the PSPO would be set at the maximum of £100 and the Cabinet approved the recommendation.

Aim - Encourage "green" sources of energy supply new policies and develop plans to decarbonise energy consumption in Mid Devon

- 2.6 Through the Devon Solar Together initiative, the number of solar panels installed is 253 (this succeeded the pre-set target of 250).
- 2.7 All 5 Council-owned locations for 10 fast charger points under the Deletti scheme were approved and the lead partner Devon County Council has prepared for procurement with installations taking place during 2022. The total usage of electric car charging was well above the target (2,300) at 4,639.

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

- 2.8 The Council's Property Services team has carried out improvement works at all 3 leisure sites. 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 reduced maintenance costs.

Aim - Encourage new housing and commercial developments to be 'exemplars' in terms of increasing biodiversity and reducing carbon use.

- 2.9 The Council's planned modular housing development in Cullompton has been shortlisted for four awards in the South West's Construction Excellence Awards. This is being delivered in partnership with innovative modular house builder Zed Pods Ltd. The zero carbon homes are set to be installed on a council-owned site on the St Andrew's estate in Cullompton and, once completed, will be an exemplar social housing scheme.

3.0 Homes Appendix 2

Aim - Deliver more affordable housing and greater numbers of social rented homes

- 3.0 The Council has been working hard and recently developed and adopted a new, comprehensive and innovative housing strategy (2021-2025) ensuring a whole organisation approach to housing enablement, delivery and management. This new approach has created a multi-disciplinary Housing Strategy Delivery team.

- 3.1 Our Housing Strategy sets out a clear direction, for the next five years, to offer more housing with more choice by developing new homes and improving existing homes and communities. There is a particular focus on affordable and social rent properties alongside a strong commitment to having low-carbon, accessible and adaptable homes. This means we can support our most vulnerable residents to access and maintain good quality housing which meets their needs. This will help our hamlets, villages and towns to be sustainable in the longer term and contribute to the district's prosperity and wellbeing.
- 3.2 The percentage of emergency repairs to our tenants properties completed on time met its target of 100%. The percentage of urgent repairs completed on time was above the target (95%) at 99.3%. The percentage of routine repairs completed on time was above the target (95%) at 98.8%.
- 3.3 During the last year the council has commissioned contracts following approval of our planning applications for 3 homes in Tiverton, 6 modular carbon-zero homes in Cullompton, 8 modular carbon-zero homes in Tiverton and the projects are currently being commissioned. In the next few weeks a major planning application submission for 70 homes on land at Post Hill Tiverton will become part of Mid Devon's housing stock.

Aim - Work with landlords to ensure the quality of homes in the private rented sector

- 3.4 During 2021-2022 a total of 54 empty homes were brought back into use while in 2020-2021 the total of empty homes reintroduced was 101. The combined total exceeds the target of 72 homes each year (155 compared to the target of 144).

4.0 Economy Appendix 3

Aims - 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. Develop and deliver regeneration plans for all 3 main towns in partnership with Town and Parish Councils, private and third sector organisations and communities.

- 4.1 The Minister of State for Transport has discussed the importance of regional connectivity as proposals to reopen a station in Cullompton gather momentum. The importance of regional connectivity and the role that railways play in terms of connecting people and places, people in their communities, people and jobs and opportunities.
- 4.2 During the last year the District Council launched two rounds of Love Your Town Centre funding. Both rounds received bids from local businesses, town councils or organisations across Crediton, Cullompton and Tiverton, with proposals to generate and support the town centres economic recovery. The scheme has proved vital this year, providing funding for quick-win projects and supporting footfall return to the town centres, which has been welcomed by community groups.

- 4.3 Over the last year the Cullompton High Street Heritage Action Zone has achieved:
- Higher Bullring Public Realm Enhancement scheme - concept design work is underway following the appointment of consultants last autumn, in partnership with Devon County Council and Historic England.
 - The Cultural Consortium 'Creative Cullompton' were successful in their bid to Historic England and awarded a grant of £90,000 to support local cultural and historic activities in the town centre as part of the High Street Heritage project.
 - The updated Cullompton Conservation Area Appraisal (CAMP) has been completed.
 - The Building Grants Scheme is progressing and the High Street Heritage Officer is working with owners of various properties to develop eligible projects for funding. Properties have been identified following a Condition Survey and the preparation of a Building Priority list.

Aim – Work with developers to secure our ambitious plans for the J27 'Devon Gateway' development site

- 4.4 In terms of strategic development, one of the district's most significant future development opportunities exists at Junction 27 of the M5 – where the M5 and the A361 north Devon link road intersect. The Eden project has received £250k of Community Renewal Fund monies in order to progress its outline proposals for the site which include using Junction 27 to create a gateway to Devon / North Devon in a highly accessible location on the strategic highway network.
- 4.5 The Council was one of the first to go live nationally across the UK and first in Devon and Somerset with applications on the 12 March 2022 for the Council Tax Energy Scheme, payments could not be made until on or after 01 April 2022 as per Government guidance. As at 16 May 2022 the Council has paid out a total of £3,505m to eligible Mid Devon households this is 84% of the total budget.
- 4.6 Mid Devon have issued millions of pounds of assistance in business rate grants over the past 2 years.
- 4.7 The Benefits Service delivered the test & trace scheme where £500 was paid out to more vulnerable people when they had to isolate.
- 4.8 The community response to support the 74 Asylum Seekers, accommodated at Tiverton Hotel, as part of the Government's Initial Asylum Seekers Accommodation has concluded.
- 4.9 The government has launched the 'Homes for Ukraine Scheme' to support the refugees seeking a safe home in our communities whilst fleeing from the war in the Ukraine. Team Devon are working closely together to deliver a wraparound package of support (access to benefits; health services; education; wellbeing).

5.0 Community Appendix 4

Aim - Seek opportunities to address public health issues and disparities to improve the health and wellbeing of everyone in Mid Devon

- 5.1 There was an increase in the number of Health Referral Initiatives across our Leisure centres last year. Conversations have taken place at a regional level through the Active Devon group, supported by Sport England, to ensure a consistent approach to this element of the Leisure provision.

Aim – Encourage communities to deliver their own projects to reduce carbon emissions

- 5.2 The State of the District Debate this year returned and was on the subject of the Climate Change Agenda. A number of topic specialists provided valuable insights, speaking on themes such as energy advice for our homes, impacts on farming and successful green projects that are taking place within the district. The debate was well received and Members will be considering what was discussed and will look at ways to work with communities to address the issues raised.

Aim - Promote new, more integrated approaches to promoting good health and healthier living especially in the context of planned new developments.

- 5.3 The Council consulted on the Plan Mid Devon 2023 – 2043 Issues Paper between 31st January and 28th March 2022, involving both on-line and face to face public engagement events. This is the first stage in preparing the new Local Plan, in which views have been invited about what the new Local Plan will include and how Mid Devon should be planned for in the future. Consultation responses are currently being considered and work is now progressing across a range of technical evidence that will be used to help inform the preparation of a Draft Policies and Site Options Report that will be consulted on in mid-2023.

Aim – Promote community involvement in Council activity

- 5.4 The number of complaints received during 2021/2022 was 404 and the percentage of complaints resolved within the timescales of 10 to 12 weeks was 91%, slightly above target.

6.0 Corporate Appendix 5

- 6.1 The Planning KPIs are all on target or better than target. Considering the relatively undiminished volume of applications, this is a significant success.
- 6.2 The Building Control service has exceeded their performance targets relating to the assessment of full plans and applications examined within 3 weeks.
- 6.3 The response rate to FOI requests answered on time was 98% against 100% for the previous two years.

- 6.4 The Council's own industrial units had 98% occupancy rates at the end of the year.
- 6.5 Collection rates for Council tax in the financial year of 2021/2022 had a target of 96% with the team securing a rate of 96.69%.
- 6.6 NNDR rates (Business Rates) in the financial year of 2021/2022 had a target of 96% with the team securing a rate of 98.62%. The service has worked very hard to secure a 1.5% increase on the pre-set target.
- 6.7 In 2021/2022 an average of 7.47 days per fte were lost due to sickness absence which is an increase compared to 5.80 days in 2020/2021. There were fewer formal restrictions during the autumn and winter months of 2021/22 which led to increased amounts of sickness and COVID related infection amongst the workforce.

Despite these pressures all services were maintained during this difficult period including the collection of all waste and recycling despite a third of the workforce having COVID-19 in the last quarter of 21/22.

- 6.8 An independent staff survey was carried out in the autumn of 2021 to assess staff feedback on key components of their employment experience and to compile an all staff action plan which was presented to Scrutiny in April 2022. All local authorities including Mid Devon have a considerable challenge as we emerge from the pandemic and face the current cost of living crisis to recruit and retain our most vital asset; our people.

7.0 Risk

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

- 7.1 The Corporate risk register is regularly reviewed by both the Corporate Management Team and Leadership Team and updated as required.
- 7.2 Risk reports to committees include strategic risks with a current rating of 10 or more in accordance with the Risk and Opportunity Management Strategy. (Appendix 6)
- 7.3 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.
- 7.4 Like all local authorities the council is facing the challenge of increased turnover and high level of vacancies. Part of this challenge is down to wage stagnation due to current levels of inflation vastly outstripping the cost of living rise that local authorities cannot afford to make. Talks are being conducted nationally across the regions on what can be achieved to address the situation.

- 7.5 There is a risk of the 'Homes for Ukraine scheme' failing should the host relationship breakdown and re-matching is not an option. Where refugees cannot afford to pay for private accommodation the council has a Homelessness Duty.
- 7.6 This would see an increase in the need for our homelessness service to find suitable alternative safe temporary accommodation at a cost to the authority and that may be some distance from the location of the original hosting arrangement due to availability pressures.
- 7.7 There is a risk around safeguarding vulnerable individuals and children who may fall outside of the 'Homes for Ukraine scheme' by not having their needs met and /or refugees being vulnerable to exploitation.

8.0 Recommendations

- 8.1 That Scrutiny review the performance and risks and feeds back any areas of concern.

Contact for more Information: Matthew Page, Corporate Manager for People, Governance & Waste email: mpage@middevon.gov.uk, Nicola Cuskeran, Interim Corporate Performance and Improvement Manager email: ncuskeran@middevon.gov.uk

Circulation of the Report: Leadership Team and Leader of the Council

Corporate Plan PI Report Environment

Monthly report for 2021-2022
 Arranged by Aims
 Filtered by Aim: Priorities Environment
 For MDDC - Services

Key to Performance Status:

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

Corporate Plan PI Report Environment																
Priorities: Environment																
Aims: Increase recycling and reduce the amount of waste																
Performance Indicators																
Title	Prev Annual Year End	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	Corporate Team Manager	Officer Notes
<u>Residual household waste per household (measured in Kilograms) (figures have to be verified by DCC)</u>	379.8	362.0	33.7	62.3	93.1	124.2	154.3	185.2	213.3	243.9	272.1	306.3	333.3	364.5	Darren Beer	(April - March) Vt slightly ov target however : 3.06% decrease comparec pervious year contributi to the 3.2 decrease overall waste arisings. (LD)
<u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u>	10		0	0	0	0	0	0	0	0	0	0	0	0	Darren Beer	(March) Manager post now and a change to team members (NC)
<u>% of Household Waste Reused, Recycled and Composted (figures have to be verified by DCC)</u>	53.5%	54.5%	52.1%	51.4%	53.6%	53.8%	53.9%	54.8%	54.9%	54.6%	54.0%	53.8%	53.6%	53.4%	Darren Beer	(March) Household recycling tonnage f decrease: by 3.04% comparec last year; residual waste has also decrease: resulting i 3.24% reduction waste arisings. The effec on the recycling rate is therefore 0.1% poir reduction comparec the previc year. Results fr the recen: trial indic: that the introducti of three weekly collection: will have : considera

Corporate Plan PI Report Environment																
Priorities: Environment																
Aims: Increase recycling and reduce the amount of waste																
Performance Indicators																
Title	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	Corporate Team Manager	Officer Notes
																positive impact on the recycl rate. (LD)
Number of Households on Chargeable Garden Waste	11,653	11,200	11,620	11,620	11,620	11,791	11,861	11,879	11,888	11,713	11,695	11,691	11,758	11,882	Darren Beer	(March) A increase of 229 customer: compared 2020/21 (LD)
% of missed collections reported (refuse and organic waste)	0.02%	0.03%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.03%	0.03%	0.02%	0.02%	0.02%	0.02%	Darren Beer	(March) Within target for the year (LD)
% of Missed Collections logged (recycling)	0.02%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	Darren Beer	(March) C target for year (LD)

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Print Date: 19 May 2022 15

Corporate Plan PI Report Climate Change

Monthly report for 2021-2022
 Arranged by Aims
 Filtered by Aim: Priorities Climate Change
 For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below
target

Below target

On target

Above target

Well above
target

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

Corporate Plan PI Report Climate Change

Priorities: Climate Change

Aims: Green Sources of Energy

Performance Indicators

Title	Prev Year 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	Corporate Team Manager	Officer Notes
<u>New Solar Initiatives</u>	251	250	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a	253	Jason Ball, Andrew Busby	(Quarter 4) Thus far, through the Devon Solar Together initiative, the number of solar panels installed is 246; and 31 kWh of battery storage capacity, across 7 installation sites. (JB)
<u>Electric Car Charger usage</u>	1,867	2,300	279	633	1,017	1,442	1,918	2,322	2,768	3,130	3,546	3,838	4,194	4,639	Jason Ball, Andrew Busby	
<u>Electric Car Charger Units</u>	0	8	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	Jason Ball, Andrew Busby	(Quarter 4) The installation and operation contract for the Deletti partnership scheme has now been procured by Devon County Council (as the lead partner) and chargepoint installations are expected to begin in May 2022 (completion before end

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Corporate Plan PI Report Climate Change																
Priorities: Climate Change																
Aims: Green Sources of Energy																
Performance Indicators																
Title	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	Corporate Team Manager	Officer Notes
																of 2022). (JB)

Aims: Biodiversity																
Performance Indicators																
Title	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	Corporate Team Manager	Officer Notes
<u>Corporate Tree Planting Scheme</u>	0	500	n/a	n/a	0	n/a	n/a	0	n/a	n/a	35	n/a	n/a	650	Jason Ball, Andrew Busby	(Quarter 1) Winter 2020-2021 planned planting was deferred due to pandemic restrictions. Planting planned for winter 2021-2022 and we are working to secure funding. (JB)
<u>Community climate and biodiversity grants</u>	No	Agree funding. Options paper to be considered by Env PDG.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	No	Jason Ball, Andrew Busby	(2021 - 2022) Climate and Biodiversity fund is a priority in the Climate Strategy. Proposal included in the Budget Options for Climate Investment report to Environment PDG 11 Jan 2022. (NC)

Aims: Retro-fitting measures																
Performance Indicators																
Title	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	Corporate Team Manager	Officer Notes
<u>Corporate Renewable Energy Projects</u>	1	4	n/a	n/a	0	n/a	n/a	0	n/a	n/a	1	n/a	n/a	6	Jason Ball, Andrew Busby	(Quarter 4) 2020-2021: Carlu Close solar PV project completed. 2021-2022: Retrofit of ASHP (Air Source Heat Pump) at Lords Meadow Leisure Centre; retrofit energy saving light installations at all 3 leisure centres; retrofit energy saving lighting measures installed at Tiverton multi-storey car park. The hydro project is a live planning application at present. (JB)
<u>ECO Flex</u>	1,028	300	133	191	259	289	322	375	413	438	469	503	555	625	Simon Newcombe	
<u>Housing Assistance Policy</u>	5	5	0	0	0	2	3	6	7	7	13	15	18	28	Simon Newcombe	
<u>Home Improvement Loans</u>	10	10	n/a	n/a	2	n/a	n/a	3	n/a	n/a	4	n/a	n/a	5	Simon Newcombe	

Aims: Other																
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Corporate Plan PI Report Climate Change																
Priorities: Climate Change																
Aims: Other																
Performance Indicators																
Title	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	Corporate Team Manager	Officer Notes
<u>Community Schemes</u>	0	4	n/a	n/a	4	n/a	n/a	4	n/a	n/a	6	n/a	n/a	8	Jason Ball, Andrew Busby	(Quarter 4) Active liaison with at least 8 groups across the district, e.g. online workshops, correspondence, events, promoting their activities on the Climate and Sustainability website, and outreach to ask for their input on Council activities. (JB)
<u>Council Carbon Footprint</u>	19,407	18,250	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Jason Ball, Andrew Busby	(2021 - 2022) Quarter 4 - we are waiting for the figures to be checked before we can publish them. (NC)

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Corporate Plan PI Report Homes

Monthly report for 2021-2022
 Arranged by Aims
 Filtered by Aim: Priorities Homes
 For MDDC - Services

Key to Performance Status:

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

Corporate Plan PI Report Homes

Priorities: Homes

Aims: Deliver Housing

Performance Indicators

Title	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	Corporate Team Manager	Officer Notes
<u>Net additional homes provided</u>	335	393	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Tristan Peat	(2021 - 2022) Data not yet available until 2022, due to lag time in receiving Building Control completion notices and the need for quality checks (TP)
<u>Self Build Plots</u>	1			n/a	6	n/a	n/a	6	n/a	n/a	12	n/a	n/a		Tristan Peat	(Quarter 3) Permission granted on 1.10.21 for a dwelling at Bow, Crediton (application reference: 21/01088/FULL), and 5 CSB plots at the Tiverton EUE (21/00128/MFUL) on 11.11.2021 (TP)
<u>Gypsy & Traveller Pitches delivered</u>	1	2	n/a	n/a	0	n/a	n/a	1	n/a	n/a	1	n/a	n/a	1	Tristan Peat	(Quarter 2) Retrospective planning permission granted for one pitch at Yeoford (TP)
<u>Number of affordable homes delivered (gross)</u>	30	94	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Tristan Peat	(2021 - 2022) Data not yet available until 2022, due to lag time in receiving Building Control completion notices and the need for quality checks (TP)
<u>New Social Rent Council Houses</u>	0	17	n/a	n/a	0	n/a	n/a	0	n/a	n/a		n/a	n/a	6	Andrew Busby, Simon Newcombe	(Quarter 4) A total of 6 homes, 5 were built and 1 was a new home. (NC)
Number of Homelessness Approaches	587		n/a	n/a	144	n/a	n/a	316	n/a	n/a	493	n/a	n/a	675	Simon Newcombe	

Aims: Community Land Trusts

Performance Indicators

Title	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	Corporate Team Manager	Officer Notes
<u>Community Land Trusts Assisted</u>	2	1	n/a		0	n/a	n/a	0	n/a	n/a	0	n/a	n/a	1	Tristan Peat	(Quarter 4) Release of £500 from the Co Community Led Housing Fund to the Ch Community Trust, as part of approved grant support. (TP)

Aims: Private Sector Housing

Performance Indicators

Title	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	Corporate Team Manager	Officer Notes
<u>Deliver homes by bringing Empty Houses into use</u>	101	72	0	9	16	20	20	30	35	42	43	45	48	54	Simon Newcombe	(January) In the last 12 months the team has carried out a number of visits and has been delivering a national pilot project regarding the enforcement of the Minimum Energy Efficiency Standards in the private sector. As a service we have clearly also been tasked with supporting our core Public Health role regarding the pandemic which has directed resources across the team, especially in the last 12 months. This has meant the focus of the team has been on empty homes. A decision to prioritise of statutory, high-risk duties.

Corporate Plan PI Report Homes**Priorities: Homes****Aims: Private Sector Housing****Performance Indicators**

Title	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	Corporate Team Manager	Officer Notes
																versus lower risk and less non-statutory work was at a corporate level in consultation with the re portfolio holders and wholly consistent with regulatory guidance provided by MHCLG (now DLUHC) the time. Despite this we continued to monitor private and intervene where there has been a serious impact on neighbours. 2 properties have caused problems been listed for sale through property auction partner year. Going forward we introducing a new role to have a greater focus on homes work and we have clear commitment to empty homes from 2020 under the new Housing Strategy. (SN)
Houses in Multiple Occupation (HMOs) investigations	96%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Simon Newcombe	
Landlord engagement and Support	14	9	n/a	n/a	1	n/a	n/a	4	n/a	n/a	10	n/a	n/a	14	Simon Newcombe	(Quarter 4) 1 x mailout MEES, 2 x press releases media engagement, 1 x pinpoint news bite (TW

Aims: Council Housing**Performance Indicators**

Title	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	Corporate Team Manager	Officer Notes
Tenant Census	34%		n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Simon Newcombe	(Quarter 4) and an update on the plan for the next 20 months (N
% Emergency Repairs Completed on Time	104.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Simon Newcombe	
% Urgent Repairs Completed on Time	99.9%	95.0%	99.0%	99.5%	99.7%	99.6%	99.6%	99.4%	99.4%	99.3%	99.3%	99.2%	99.3%	99.3%	Simon Newcombe	
% Routine Repairs Completed on Time	99.6%	95.0%	97.7%	98.3%	98.7%	98.8%	98.9%	99.0%	99.0%	98.6%	98.8%	98.7%	98.7%	98.8%	Simon Newcombe	
% Properties With a Valid Gas Safety Certificate	99.4%	100%	100%	99%	99%	99%	99%	100%	100%	99%	99%	100%	100%	99%	Simon Newcombe	
% Complaints Responded to On Time	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98.5%	98.6%	97.6%	97.9%	98.2%	98.4%	98.6%	98.8%	Simon Newcombe	

Corporate Plan PI Report Economy

Monthly report for 2021-2022
 Arranged by Aims
 Filtered by Aim: Priorities Economy
 For MDDC - Services

Key to Performance Status:

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

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Incubator and start-up space

Performance Indicators

Title	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	Corporate Team Manager	Office
<u>Incubator and Start-up space</u>	0	2	n/a	n/a	0	n/a	n/a	0	n/a	n/a		n/a	n/a	0	Adrian Welsh	(Que reco
<u>Sites for Commercial Development</u>	0	2	n/a	n/a	0	n/a	n/a	0	n/a	n/a		n/a	n/a		Keith Ashton, Andrew Busby	

Aims: Improve and regenerate our town centres

Performance Indicators

Title	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act
<u>Number of business rate accounts</u>	3,356		3,358	3,362	3,366	3,375	3,381	3,384	3,405	3,429	
<u>Business Rates RV</u>	£45,601,082		£45,614,697	£45,572,772	£45,572,772	£46,111,792	£46,092,812	£46,128,787	£46,258,944	£46,312,564	£46,312,564
<u>Empty Business Properties</u>	244					250	250	242	249	232	
<u>Tiverton Town Centre Masterplan</u>			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
<u>Cullompton Town Centre Masterplan</u>	n/a				Yes		Yes	Yes			
<u>Crediton Town Centre Masterplan</u>	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
<u>Pannier Market Regular Traders</u>	53.2%	85%	63%	73%	75%	76%	78%	80%	81%	82%	
<u>West Exe North and South</u>	13		n/a	n/a	13	n/a	n/a	13	n/a	n/a	
<u>Fore St Tiverton</u>	4		n/a	n/a	5	n/a	n/a	5	n/a	n/a	

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Corporate Plan PI Report Economy**Priorities: Economy****Aims: Improve and regenerate our town centres****Performance Indicators**

Title	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec
<u>Market Walk Tiverton</u>	14		n/a	n/a	14	n/a	n/a	14	n/a	n/a	

Aims: Community Land Trusts**Performance Indicators**

Title	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	Corporate Team Manager	Offic
<u>Community Land Trusts Assisted</u>	2	1	n/a	n/a	0	n/a	n/a	0	n/a	n/a	0	n/a	n/a	1	Tristan Peat	(Qua to th

Aims: Digital Connectivity**Performance Indicators**

Title	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	Corporate Team Manager	Offic
<u>Digital connectivity</u>			n/a	n/a	0	n/a	n/a		n/a	n/a		n/a	n/a		Adrian Welsh	(Qua Covi Man CDF

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Corporate Plan PI Report Community

Monthly report for 2021-2022

Arranged by Aims

Filtered by Aim: Priorities Community

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

For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below target

Below target

On target

Above target

Well above target

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

Corporate Plan PI Report Community

Priorities: Community

Aims: Health and Wellbeing

Performance Indicators

Title	Prev Year 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	Corporate Team Manager	Officer Notes
<u>Annual Community Safety Partnership (CSP) Action Plan</u>	12	12	1	3	5	7	11	13	13	15	15	15	15	15	Simon Newcombe	(November) Reclaim the night - promotion of issues around safe places and violence against women and girls Workforce Development Felt Trauma - training delivered to 10 staff (TW)
<u>Safeguarding standards for drivers</u>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Simon Newcombe	
<u>Mental Health First Aiders</u>	0	5	n/a	n/a	0	n/a	n/a	2	n/a	n/a	15	n/a	n/a	15	Matthew Page	(Quarter 4) 15 were trained in the previous quarter. which has meant the numbers have remained the same which is well above the target of 5 Officers trained each year. (NC)
<u>National and regional promotions</u>	7	9	1	1	1	1	2	3	3	3	4	5	5	6	Simon Newcombe	(January) Big Energy Saving Week (TW)

Aims: Community Involvement

Performance Indicators

Title	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	Corporate Team Manager	Officer Notes
<u>% of complaints resolved w/in timescales (10 days - 12 weeks)</u>	90%	90%	100%	99%	97%	97%	96%	95%	95%	93%	93%	93%	93%	91%	Lisa Lewis, Brian Trebilcock	(March) 36 completed at 1st check (RT)
<u>Number of Complaints</u>	273		38	78	116	145	179	214	235	269	292	320	355	404	Lisa Lewis, Brian	

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Corporate Plan PI Report Community																	
Priorities: Community																	
Aims: Community Involvement																	
Performance Indicators																	
Title	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	Corporate Team Manager	Officer Notes	
															Trebilcock		

Aims: Leisure Centres																	
Performance Indicators																	
Title	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	Corporate Team Manager	Officer Notes	
<u>Health Referral Initiative starters</u>	6	15	3	7	17	25	39	48	48	54	56	74	87	102	Corinne Parnall	(March) 15 (K)	
<u>Health Referral Initiative completers</u>	0	10	3	3	3	3	3	12	12	19	23	42	53	58	Corinne Parnall	(March) 5 (K)	
<u>Health Referral Initiative conversions</u>	0	5	2	2	2	2	2	11	11	16	19	24	31	33	Corinne Parnall	(March) 2 (K)	

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Corporate Plan PI Report Corporate

Monthly report for 2021-2022

Arranged by Aims

Filtered by Aim: Priorities Delivering a Well-Managed Council

For MDDC - Services

Key to Performance Status:

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

Priorities: Delivering a Well-Managed Council

Aims: South West Mutual Bank

Performance Indicators

Title	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	Corporate Team Manager	Officer Notes
<u>South West Mutual Bank</u>		No target set for this indicator	n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a	n/a		Paul Deal, Andrew Jarrett	(October - March) An update went to October. A further £125,000 investment during the last financial year. The latter obtain a Banking Licence means it is before the first product openings. (N

Aims: Commercial Opportunities

Performance Indicators

Title	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	Corporate Team Manager	Officer Notes
<u>Tiverton Other</u>	8		n/a	n/a	8	n/a	n/a	8	n/a	n/a	8	n/a	n/a	7	Keith Ashton, Andrew Busby	(Quarter 4) x1 void - Shoe Zone Fore
<u>Industrial Units Cullompton</u>	15		n/a	n/a	14	n/a	n/a	14	n/a	n/a	15	n/a	n/a	14	Keith Ashton, Andrew Busby	(Quarter 4) Unit 4 Kingsmill is vacant

Aims: Other

Performance Indicators

Title	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	Corporate Team Manager
<u>Sickness absence %</u>	2.10%	2.78%	n/a	n/a	2.08%	n/a	n/a	2.45%	n/a	n/a	2.96%	n/a	n/a	2.73%	Mat Pag
<u>Appraisals completed</u>	97%	100%	n/a	n/a	n/a	n/a	n/a	94%	n/a	n/a	n/a	n/a	n/a	62%	Mat Pag
<u>% total Council tax collected - monthly</u>	96.96%	96.00%	11.02%	19.86%	28.76%	37.56%	46.15%	53.43%	64.54%	72.60%	79.81%	91.20%	96.09%	96.69%	Dea Em
<u>% total NNDR collected - monthly</u>	96.81%	97.00%	9.29%	15.07%	31.84%	39.83%	45.54%	57.36%	60.58%	69.36%	75.47%	84.72%	95.65%	98.62%	Dea Em
<u>New Performance</u>	100%	100%	n/a	n/a	100%	n/a	n/a	100%	n/a	n/a	100%	n/a	n/a	100%	Ang Will

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Corporate Plan PI Report Corporate															
Priorities: Delivering a Well-Managed Council															
Aims: Other															
Performance Indicators															
Title	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	Cor Tea Mar
<u>Planning Guarantee determine within 26 weeks</u>															
<u>Major applications overturned at appeal (over last 2 years)</u>	5%	10.00%	n/a	n/a	7.14%	n/a	n/a	6.30%	n/a	n/a	5.81%	n/a	n/a	5.53%	Ang Will
<u>Major applications overturned at appeal % of appeals</u>	0.05%	10.00%	n/a	n/a	8.33%	n/a	n/a	4.51%	n/a	n/a	3.01%	n/a	n/a	2.26%	Ang Will
<u>Minor applications overturned at appeal (over last 2 years)</u>	2%	10.00%	n/a	n/a	0.43%	n/a	n/a	0.22%	n/a	n/a	0.36%	n/a	n/a	0.43%	Ang Will
<u>Minor applications overturned at appeal % of appeals</u>	1.66%	10.00%	n/a	n/a	0.70%	n/a	n/a	0.63%	n/a	n/a	0.71%	n/a	n/a	0.78%	Ang Will
<u>Response to FOI/EIR Requests (within 20 working days)</u>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Hair Fair
<u>Working Days Lost Due to Sickness Absence</u>	5.80days	7.00days	n/a	n/a	1.35days	n/a	n/a	3.20days	n/a	n/a	5.75days	n/a	n/a	7.80days	Mat Pag
<u>Staff Turnover</u>	24.5%	15.0%	n/a	n/a	5.8%	n/a	n/a	10.7%	n/a	n/a	15.1%	n/a	n/a	21.3%	Mat Pag

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Corporate Risk Management Report - Appendix 6 2021-2022

Report for 2021-2022

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+)

Corporate Risk Management Report - Appendix 6 2021-2022

Risk: Civil Contingencies Act Responsibilities Civil Contingencies Act 2004 set certain responsibilities for category 1 responders to have in place

Service: Public Health

Mitigating Action records

No Mitigating Action records found.

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Simon Newcombe

Review Note: Contingencies and responses have been well tested over the last 18 months as a result of the pandemic. Severity remains high and likelihood increased as a result of the ongoing uncertainties around how the pandemic will impact communities with the easing of restrictions and entering the autumn months.

Corporate Risk Management Report - Appendix 6 2021-2022

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	Climate Change Strategy and Action Plan	Approved by Cabinet on 1 October 2020. The Climate Action Plan (CAP) was published December 2020. The Climate Strategy and Handbook was published December 2020 (to be updated with a link to the new Sustainable Mid Devon website). The Strategy, the CAP and Carbon Footprint (GHG Accounting Report) will be published and updated on the Sustainable Mid Devon website, on an annual basis.	Nicola Cuskeran	09/12/2020	01/05/2022	Satisfactory (2)
In progress	Consideration by the Environment PDG	This PDG was tasked with considering the Council's own policy response(s) to the Climate Change Declaration made at Full Council on 26 June 2019. Actively engaged in this work supported by the NZAG, the C&S Specialist and the Corporate Manager for Property, Leisure and Climate Change.	Nicola Cuskeran	19/07/2019	01/05/2022	Satisfactory (2)
Completed and evaluated	Devon Climate Emergency – Tactical Group	MDDC are part of the tactical group for the climate emergency that has strategic links to our own plans.	Nicola Cuskeran	18/05/2020	01/05/2022	Fully effective(1)
In progress	Net Zero Advisory Group	Meetings and minutes of these meetings are presented to the Environment PDG	Nicola Cuskeran	18/05/2020	01/05/2022	Satisfactory (2)

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Corporate Risk Management Report - Appendix 6 2021-2022

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
		thorough out the year. Performance Indicators relating to the Corporate Plan are updated				

Current Status: High (20)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 4 - High

Service Manager: Jason Ball

Review Note: The Climate and Sustainability Specialist is prioritising work streams for future consideration. A report on budget options for climate investment went to Environment PDG on 11 January 2022.

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. Meetings of managers and Leadership Team via Skype now monthly.	Catherine Yandle	06/03/2020	02/05/2022	Satisfactory (2)
Completed and evaluated	Financial and Economic effects monitoring	To ensure that local authorities including MDDC are reimbursed in full for the Covid 19 response by Central government. Assurance has been received from Internal Audit reviews of our claims.	Catherine Yandle	13/05/2020	02/05/2022	Fully effective (1)

Current Status: High (20)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 4 - High

Service Manager: Simon Newcombe

Review Note: Staff absence rates are at present the highest they have been during the entire pandemic, it is expected that BCPs may need to be invoked over the next few months.

Corporate Risk Management Report - Appendix 6 2021-2022

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	Adrian Welsh	03/02/2021	29/04/2022	Satisfactory (2)
In progress	Further bids for capacity funding	To continue to secure external funding to support the project	Tristan Peat	29/03/2019	29/04/2022	Satisfactory (2)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 3 - Medium**

Service Manager: Tristan Peat, Adrian Welsh

Review Note: Future bid opportunities unknown at this stage and will be announced by Government in due course

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
In progress	Regular user awareness training	Staff and Member updates help to reduce the risk	Lisa Lewis	03/01/2019	28/04/2022	Satisfactory(2)
Completed and evaluated	Technical controls in place	Required to maintain Public Sector Network certification	Lisa Lewis	03/01/2019	28/04/2022	Fully effective (1)

Current Status: No Data **Current Risk Severity: 5 - Very High** **Current Risk Likelihood: 4 - High**

Service Manager: Brian Trebilcock

Review Note: Continued email warnings ongoing. DAP and MHCLG audits completed. Member briefing scheduled 28th Sept 2021 and Desktop exercise for Senior Managers/Members scheduled for 5th October. Cyber risk mitigation plan in place work programme due to be commenced shortly.

Corporate Risk Management Report - Appendix 6 2021-2022

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	29/04/2022	No Score(0)
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	29/04/2022	No Score(0)
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	29/04/2022	No Score(0)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		

Service Manager: Adrian Welsh

Review Note: The pandemic has had a critical impact on the local, national and global economy. Distribution of grant assistance again being required following the impacts of the Omicron variant. Development of a longer term approach to recovery is currently being considered by the Economy PDG.

Corporate Risk Management Report - Appendix 6 2021-2022

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	29/04/2022	Satisfactory (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	29/04/2022	Satisfactory (2)
In progress	Project Management	Continue rigorous project management, monitoring and reporting of economic development projects	Adrian Welsh	10/06/2019	29/04/2022	Satisfactory (2)
In progress	Recovery Plans	Recovery Plans will be put in place to aid recovery.	Adrian Welsh	12/05/2020	29/04/2022	Satisfactory (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	29/04/2022	Satisfactory (2)
Current Status: High (20)		Current Risk Severity: 4 - High		Current Risk Likelihood: 5 - Very High		

Service Manager: Adrian Welsh

Review Note: Work is underway with regard to Economic Strategy actions with a number of projects being progressed; however many other actions will be reviewed as part of the longer term recovery plan work and the need for revised prioritisation.

Corporate Risk Management Report - Appendix 6 2021-2022

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	29/04/2022	Satisfactory (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	29/04/2022	Satisfactory (2)
In progress	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	29/04/2022	Satisfactory (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 and the scale of the challenges to the GED team at this time there has been need to carefully prioritise project delivery. Funding opportunities are actively being pursued.

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

No Mitigating Action records found.

Current Status: Medium (10) **Current Risk Severity: 5 - Very High** **Current Risk Likelihood: 2 - Low**

Service Manager: Nicola Cuskeran

Review Note: Covid working arrangements unchanged. RAs continue to be kept under review.

Corporate Risk Management Report - Appendix 6 2021-2022

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: Public Health

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.	Michael Parker	21/12/2020	27/04/2022	Satisfactory (2)
In progress	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 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	Michael Parker	21/12/2020	27/04/2022	Satisfactory (2)

Corporate Risk Management Report - Appendix 6 2021-2022						
Mitigating Action records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
		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.	Michael Parker	22/06/2017	27/04/2022	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.	Tanya Wenham	21/12/2020	27/04/2022	Satisfactory (2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		
Service Manager: Tanya Wenham						
Review Note: Position essentially unchanged from previous review. The number of approaches continues to increase. The temporary accommodation and homelessness strategy are being reviewed alongside wider housing policies to take account of the growing need for temporary accommodation of varying types. See also Affordable Housing risk for wider update						

Corporate Risk Management Report - Appendix 6 2021-2022

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	Data Protection Officer	Following the departure of the Corporate Lead for Performance, Governance and Data, a new post has been created of Data Protection Officer and is being recruited too.	Lisa Lewis	20/05/2022		No Score (0)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: None

Review Note: IS and IS Incident policies were reviewed and approved by Cabinet on 4 January 2022. Policies updated on LMS.

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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 County 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.	Adrian Welsh	13/01/2021	10/03/2022	Satisfactory (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 example seeking the revision of project milestones to reflect the latest project programme.	Adrian Welsh	13/01/2021	10/03/2022	Satisfactory (2)
In progress	Partnership working	Close working with delivery partners to	Adrian Welsh	12/05/2020	10/03/2022	Satisfactory (2)

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Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
		attempt to mitigate risks.				
In progress	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	10/03/2022	Satisfactory (2)
In progress	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	10/03/2022	Satisfactory (2)

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

Service Manager: Adrian Welsh

Review Note: Officers are working closely with Homes England on both HIF schemes and looking to mitigate project risks as and when they occur. The Cullompton Relief Road has been granted planning permission and the project is progressing. As Levelling Up Funding was not made available to this project in the first round, additional funding opportunities to help deliver the Cullompton Relief Road scheme are being explored.

Work on re-opening Cullompton Railway Station is progressing well, a report went before the Cabinet on 8 March 2022, proposing a transfer of the lead to Network Rail given the intricate level of rail specific knowledge and expertise required to secure timely approvals and decisions in order to meet DfT requirements and key gateways. This change to the project is seen to be a significant mitigation with regard to project risks.

Corporate Risk Management Report - Appendix 6 2021-2022

Risk: Multi Storey Car Park ASB may result in injury, may also be reputational damage if not seen to be dealing with issues.

Service: Property Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Essential Maintenance / Improvement Project is underway	A full review of the MSCP structure and maintenance requirements has been fully assessed and works completed. New upgraded CCTV installed.	Andrew Busby	02/05/2020	09/05/2022	No Score (0)
Completed and evaluated	MSCP Improvement Project	A full review of the MSCP structure and maintenance requirements has been fully assessed and works are completed.	Andrew Busby	23/08/2020	09/05/2022	No Score (0)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 3 - Medium**

Service Manager: Keith Ashton, Jason Ball, Andrew Busby

Review Note: Corporate Risk Assessment in place - completed in conjunction with the Health and Safety Officer. Increased risk following

Risk: Out of Hours ICT Cover Ineffective out of hours ICT cover for services (eg leisure and Pannier Market) runs reputational risk of not having full system functionality

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	Managed links in place and manual contingency plans available	to enable Leisure Centre continue to function outside of office house	Lisa Lewis	22/10/2015	06/09/2021	Fully effective (1)
Completed and evaluated	Managed links, remote access to resolve issues	Support all businesses within MDDC	Lisa Lewis	12/09/2017	06/09/2021	Fully effective (1)

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

Service Manager: Brian Trebilcock

Review Note: Remote connectivity limits risk/access to staff. Mitigations in place at Leisure Centres, e.g. removing door access requirements and broadband for kit run off separate adsl lines.

Corporate Risk Management Report - Appendix 6 2021-2022

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	Paul Deal	28/09/2017	27/04/2022	Satisfactory (2)
In progress	Medium term planning	Work to close is on-going. A range of options are being considered but Covid, business rates and uncertainty over fair funding review make the situation extremely challenging	Paul Deal	28/09/2017	27/04/2022	Satisfactory (2)
In progress	We continue to work with managers to reduce costs and explore new income streams	To close the budget gap and maintain services	Paul Deal	07/02/2019	27/04/2022	Satisfactory (2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		

Service Manager: Paul Deal

Review Note: The 2022/23 Finance Settlement was better than forecast, but failed to provide any information about the future funding for Local Government. At the time of review, the S151 is confident that we will balance the 2022/23 budget without significant management action required. However, a budget deficit is still forecast in future years than must be addressed. The 2023/24 progress will need to begin promptly and thoroughly review all aspect of the budget. All options identified will be Cabinet and PDG's in the Autumn 2022.

Corporate Risk Management Report - Appendix 6 2021-2022

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.	Paul Deal	28/05/2013	27/04/2022	Satisfactory (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.	Paul Deal	28/05/2013	27/04/2022	Satisfactory (2)
No Data available	Reserves	Cabinet have taken the decision to recommend a minimum general reserve balance of 25% of Net annual budget.	Paul Deal	28/05/2013	27/04/2022	No Score(0)
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.	Paul Deal	28/05/2013	27/04/2022	Fully effective (1)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Paul Deal

Review Note: At the time of review, the S151 is confident that we will balance the 2022/23 budget without significant management action required. However, a budget deficit is still forecast in future years than must be addressed. The 2023/24 progress will need to begin promptly and thoroughly review all aspect of the budget. All options identified will be Cabinet and PDG's in the Autumn 2022.

Corporate Risk Management Report - Appendix 6 2021-2022

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	25/04/2022	Satisfactory (2)

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Jane Lewis

Review Note: A new SM governance group has been formed. SM will also be included in LMS and a database of those who access will be kept. IT have been contacted to put SM access on the leavers list too.

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Risk: Resourcing Risk If the Council fails to recruit and/or retain sufficient, suitable staff it may not be able to maintain essential and/or statutory services.

Service: Human Resources

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Turnover Figure	<p>The actual turnover figure came in as 21.23% which was an increase from 14% in the year 2020/2021. The council is currently able to continue business whilst carrying a number of vacancies.</p> <p>You would expect to have a reasonable turnover during the financial year, it is natural to have a number of leavers and gives opportunities to bring in to the Council different skill set and knowledge</p>	Matthew Page	14/04/2022	14/04/2022	Satisfactory (2)

Current Status: No Data **Current Risk Severity: 4 - High** **Current Risk Likelihood: 3 - Medium**

Service Manager: Matthew Page

Review Note: The vacancy rate for the organisation is around 10% with turnover looking to come in at 18% for the 21/22 financial year. Sickness has been fairly low to date given the rise of the Omicron variant but we expect this to be more challenging in quarter 4.

Corporate Risk Management Report - Appendix 6 2021-2022

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	Board report and action plan recommendations	The Board of 3 Rivers deliver a bi-monthly report to the Cabinet which provides progress still ongoing. All 33 governance and finance recommendations from the action plan are completed.	Andrew Jarrett	28/04/2022	28/04/2022	No Score (0)
Completed and evaluated	Cabinet	Regular meetings with Shareholder Representatives and updates to Cabinet on progress with the recommendations action plan and projects.	Andrew Jarrett	09/11/2020	28/04/2022	Satisfactory (2)
Completed and evaluated	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	28/04/2022	Satisfactory (2)

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

Service Manager: Paul Deal

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Review Note: The MDDC accounts (which includes 3R within the Group Accounts) was audited and no issues were identified. The company's latest business plan was recently approved by Cabinet and continues in line with that plan.

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	28/04/2022	Satisfactory (2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		

Service Manager: Stephen Walford

Review Note: With matters of governance now addressed, this risk sits predominantly with the actions of members who must work to balance the need for process checking, challenge and assurance.

With regular updates at Cabinet continuing, alongside auditing, members have structurally embedded a range of mechanisms to give confidence in the governance, oversight and assurance process.

Corporate Risk Management Report - Appendix 6 2021-2022

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	29/04/2022	Satisfactory (2)
In progress	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	29/04/2022	Satisfactory (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	29/04/2022	Satisfactory (2)
In progress	Masterplan Implementation	To realise benefits from the Masterplan to increase visibility of market and increase footfall.	Adrian Welsh	10/06/2019	29/04/2022	Satisfactory (2)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Adrian Welsh

Review Note:

the current challenges and future opportunities arising from changing retail habits as a result of the pandemic. The Market Manager is embarking on a number of initiatives to attract more traders and customers to the market.

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CABINET
5 APRIL 2022

Corporate Plan 2020-24 – Mid Point Review

Cabinet Member(s): Leader, Cllr Bob Deed
Responsible Officer: Chief Executive, Stephen Walford

Reason for Report: To consider the progress against delivery for the Corporate Plan 2020-2024 at its midway point. This report reflects on performance against achievement of the priorities over the past two years, undertakes a brief gap analysis to understand where delivery is untracked via existing KPIs, identifies a range of challenges to delivery moving forward and, ultimately, recommends a refreshed corporate plan be brought back to cabinet for consideration and onward recommendation to full council as appropriate.

RECOMMENDATIONS:

- 1. That the Cabinet notes the progress on delivery of the Corporate Plan.**
- 2. That an updated version of the Corporate Plan be brought back to Cabinet in due course, reflecting the known gaps and refreshed delivery priorities.**

Relationship to Corporate Plan: This report provides an update on the current corporate plan 2020-2024.

Financial Implications: There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level then resources may need to be reviewed or redirected to enable improved performance.

Legal Implications: There are no direct legal implications arising from this report. However, if performance is not at satisfactory levels, the risk of legal challenge arising increases.

Equalities Impact Assessment: Customer feedback can help the council identify any groups of people who may potentially be experiencing our services differently to the majority of our customers. When reviewing performance and making recommendations on priorities, the council should be minded to consider how services might impact on different sections of the community.

Risk Assessment: Any areas at risk of missing target are highlighted within this report. Members are asked to consider these areas and consider any proposed remedial actions.

Climate Change: There are no direct climate change implications arising from this report. However, some individual supporting projects reflect specific elements of the council's climate change agenda as set out in the corporate plan.

1.0 Introduction

- 1.1** It is now two years since the Council adopted its second Corporate Plan, a period in which there have been major changes locally, nationally and globally. The Corporate Plan was adopted a matter of weeks before the pandemic

struck, therefore it is safe to say that the first half of this plan period is not quite what the council may have envisaged at the time of its approval in February 2020. It is therefore appropriate to take some time to reflect on the progress against the Council's Corporate Plan, to review our successes and to review the priorities where necessary as we move into the second half of the Corporate Plan (2022-2024).

- 1.2 Additionally, it has created an opportunity for the business planning and performance framework to be reviewed and realigned to the needs of the council at this point in time as it reflects on the successes of the past two years and the challenges going forward.

2.0 Background

- 2.1 The Council's Corporate Plan included at Appendix A, was adopted by the Council in February 2020. It set out the Council's aims and priorities, and expanded on these with an explanation of the Council's thinking and the key actions that would deliver on these priorities.
- 2.2 The Corporate Plan is a document which sets out what the council want to achieve in the district to support and enrich our communities and businesses and the environment we live in. The Plan retained the four key priority areas that were identified in 2016 and these continue to 'map' onto the thematic 'Policy Development Groups' (PDGs) that make up part of the council's governance structure to enable targeted focus by elected members in each of those areas.

3.0 Pandemic Delivery

- 3.1 The global pandemic has clearly impacted on virtually all aspects of life over the last two years. Mid Devon District Council has played an important role in responding to this challenge, along with our partner agencies to develop 'Team Devon' and support our business communities and the welfare of our residents.
- 3.2 During the pandemic the council facilitated the Mid Devon Shielding Hub for the Clinically Extremely Vulnerable and has been managing the Covid Financial Hardship Fund. With support from officers across the council (including from Leisure, Housing and Customer First) the Community Support Hub has provided essential food supplies, practical support and advice to 585 vulnerable households in need of help and during the national lockdowns delivered 236 emergency food parcels.

The Council has also administered a financial hardship fund, in partnership with CHAT and Navigate charity, with funding from Devon County Council and Central Government. The scheme has received a large number of applications, with a total of 554 applications to the fund, and has distributed over £48k in emergency relief as well as providing signposting to other emergency support and money and debt advice.

- 3.3 The council has also administered the COVID Test and Trace mandatory scheme (where of 925 applicants 42.49% received support) and the discretionary scheme (where of 827 applications 41.89% received support).
- 3.4 The pandemic led to a step change in the way the council works, with services able to continue being delivered digitally and remotely. Officers (and councillors) have made use of modern technology for example by having virtual meetings instead of face to face meetings. The Council implemented virtual meetings live streamed to the public with recordings placed on our website, making the decision process transparent and accessible. While legislation allowing remote votes has since lapsed, the council continues to broadcast its meetings and holds many non-decision making meetings in a digital way to minimise travel requirements, improve sustainability and fit better with the range of other time commitments of its members (as well as increasing public access and engagement).
- 3.5 Officers have continued to show a high level of dedication and flexibility with many taking on additional duties or being redeployed as necessary to support the numerous front line activities required as part of the response.
- 3.6 To achieve our strategic priorities within the current financial constraints, and while we continue to emerge from the pandemic, it was necessary to continue to reform how key services and activities are designed and delivered, and also how we work across the local public sector system and with our partners in the most efficient and effective way. This learning continues and while in some areas a reversion to a pre-pandemic 'normal' is returning, in others the last two years have opened a window into a new way of working that is being felt across the country from both a business and employment perspective.

4.0 Gap Analysis

- 4.1 There is a requirement to review our use of internal and external sources of data to ensure our performance can be appropriately benchmarked, compared and assessed in a specific, measurable, achievable, realistic and timely (SMART) way. A large amount of the council's operational performance (and hence strategic delivery) is tracked via a basket of key performance indicators (KPIs) reported to members regularly.
- 4.2 What is clear is that there are a range of aspects in the corporate plan where no specific KPI (or suitable proxy indicator) exists to measure performance. As part of this review, a short gap analysis was undertaken to review the existing framework and highlight any gaps that will not be addressed without intervention outside of the existing performance management framework.
- 4.3 The gap analysis can be located at Appendix B.

5.0 Risks

- 5.1 Throughout the planning and performance management cycle, risks are identified, assessed and appropriately managed. Mid Devon District Council has a comprehensive risk management framework in place with clear governance, including reporting of strategic level risks to Cabinet and the Audit

Committee. Strategic risks and operational risks are reviewed regularly, with high-scoring risks reported through the relevant corporate and council channels.

- 5.2 The latest high-scoring risks, alongside a report on performance went before the Audit Committee on 22 March 2022.

6.0 Successes

- 6.1 Given the background of significant challenges posed by the pandemic, the Council has made significant progress against the aims in the plan. Achievements include:

6.2 Homes

The Council has been working hard and recently developed and adopted a new, comprehensive and innovative housing strategy (2021-2025) ensuring a whole organisation approach to housing enablement, delivery and management.

- Planning consent has been secured to deliver a number of new zero carbon council houses and construction / delivery of these will take place later this year
- The creation of a multi-disciplinary Housing Strategy Delivery team
- A 5 year rolling development programme for 1-4-1 receipts
- An additional, emerging 5 year non-1-4-1 development programme
- Identification for potential areas/sites for up to 500 new social and affordable homes
- 2019-2020 – brought 138 empty homes back into use and in 2020-2021 brought back 101 empty homes, strong performance against a target of 72 each year
- Commissioned a major new Housing Revenue Account scheme of 70 new affordable homes at Post Hill and will be added to our Council Housing Stock, now at RIBA Stage 2-3;
- Regular engagement with Homes England and the Affordable Homes Programme, and
- Initiatives to focus on brownfield regeneration and sustainable development - including meeting life tenure needs through physical adapted standards and emerging neuro-diversity work to support the most vulnerable customers

6.3 Environment

One of the most notable initiatives is related to the commitment to increase recycling rates and reduce the amount of residual waste being generated and collected through our waste services.

A trial of three weekly residual waste collection in parts of the District took place between July and October 2021 – demonstrating a reduction in residual waste of between 24% and 44% in the urban trial locations, and a reduction of between 6% and 30% in rural settings. Analysis suggests that the majority of this change accrues to the diversion of food waste from residual waste – aided by the trial of weekly food caddy collections.

71% of those surveyed thought that reducing the carbon footprint was the most important aspect to them when asked about the benefits of collecting non-recyclable waste every three weeks. Plans are progressing to roll out district wide 3 weekly collections. It is estimated that this will generate significant improvements in recycling rates and put us on track to meet national targets, as well as delivering a reduction in operational carbon emissions from council vehicles and deliver a revenue saving of up to £143k per annum.

Key objectives are now to ensure the communication plan effectively prepares and educates the public for the change in service delivery accompanied by in-person guidance and assistance for anticipated areas of challenge. Wider consideration of how we mobilise our workforce and transport to deliver services to expanding areas of housing development and population over the coming months and years will be an important area of efficiency planning.

The Litter Strategy was approved by Cabinet in February 2022 which asserts the importance of Education and Enforcement working hand in hand to improve public behaviours and attitudes towards litter collection and management. The new Environment and Enforcement Manager has this high on his agenda in terms of implementation.

The recruitment and retention of the workforce in this service area remains an urgent priority due to the external environment and pressures of the labour market e.g. high demand for loaders and drivers with some private firms offering an extensive range of incentives and benefits – often making direct approaches to staff while on rounds. This makes our own position challenging and the consideration for how we respond to these challenges vital.

With the Culm Garden village, various initiatives are underway; the mobility strategy seeks to identify and promote options to reduce and design-out car dependency alongside wider initiatives to reduce commuting for work and connectivity with historic Cullompton to retain the ethos of buy locally and boost the high street.

6.4 Economy

The Council and Somerset West and Taunton Council together secured a portion of £5 million of funding through the 'Restoring your Railway' fund to progress plans for the re-opening of Cullompton railway station – supporting wider development initiatives within the town and the Culm Garden Village, and working in conjunction with other rail initiatives across the wider south-west network.

Work to enhance Cullompton high street have commenced and is backed by Historic England through a Heritage Action Zone. The Council was not successful in securing Levelling Up funding for the Cullompton Town Centre relief road however progress is being made to support the economic development initiatives such as the local farmers markets, and facilitating investment in many of the historic buildings making them more suitable for modern use whilst preserving them for the future.

In terms of strategic development, one of the district's most significant future development opportunities exists at Junction 27 of the M5 – where the M5 and the A361 north Devon link road intersect. The Eden project has received £250k of Community Renewal Fund monies in order to progress its outline proposals for the site – this Eden-led component having considerable scope to create a significant destination at Junction 27, creating a gateway to Devon / North Devon in a highly accessible location on the strategic highway network.

The economic development team have been promoting a campaign to shop local, 'Taste Mid Devon' seeks to encourage local producers and suppliers to interact with consumers by organising special events and local farmers markets.

Mid Devon District Council was one of 14 councils in England chosen to take part in a fully-funded pilot programme to test the Government's new National Model Design Code, the code is to give planning authorities a set of design principles to consider for new developments such as street character, building type, as well as environmental, heritage and wellbeing factors. The shortlisted councils all took part in a six-month testing programme to explore how the code could be applied in their area.

6.5 Community

The council has set their own local target, following the climate declaration in 2019, where the council is aiming to become carbon neutral by a more ambitious date of 2030. We have invested in specific plant at our 3 leisure centres to reduce our utility consumption (this included a biomass boiler at one of the sites). Recently, the council has secured in excess of £300k of government funding towards decarbonising our 3 leisure centres and have circa £5 million of bids at various stages of deployment to further reduce the carbon emissions from our corporate estate and our 3,000 council houses.

The Council will hold a public 'State of the District Debate' purely on the Climate Agenda on 5 April 2022. The public will be encouraged to explore topics to reduce individual and communities' carbon footprint as the council aims for Net Zero by 2030.

The council has launched a consultation on 'Plan Mid Devon' as it works towards planning the future of Mid Devon for decades to come; the current Local Plan was adopted by the Council in July 2020 and has a lifespan up to 2033. This plan helps guide multi-million pound investment across the district and provides greater certainty about where new homes, employment, schools, roads and other supporting infrastructure will be located. It will also help us regenerate our town centres and protect and enhance those parts of Mid Devon where we do not wish to see unplanned development taking place, including the open countryside and high quality landscapes. Consultation closed at the end of March 2022.

7.0 Peer Review

- 7.1 The council has recently participated in a peer challenge review under the auspices of the Local Government Association's sector-led improvement process. These reviews are an established tool that supports councils across

the country to drive improvements and efficiency in specific areas, including finance, communications, health and wellbeing, equalities, housing, planning etc.

- 7.2 These reviews are undertaken typically every 4-5 years and the council had its previous review back in early 2017. The peer team included experienced officers and members spending significant time with us to identify and address issues and challenge progress across themes including local priorities and outcomes, organisational and place leadership, governance and culture, financial planning and management and capacity for improvement.
- 7.3 This peer-led process acts as a critical friend providing feedback on how the council is performing and delivering for its communities. As a follow up to the time spent on site the council will receive a comprehensive report and recommendations which will be shared widely in order to encourage participation in opportunities for improvement.

8.0 Challenges

- 8.1 The lifting of all remaining covid restrictions on 24 March 2022 could impact our service delivery; the government has removed the legal requirement for self-isolation and free testing. The focus on prevention moves to individuals and communities, and the Council has seen an increase in the number of cases both across its workforce and across Devon as a whole. The emergence of new variants will be a significant factor in determining the future path of the virus.
- 8.2 Employers across the public and private sectors continue to face growing skills shortages due to what has widely been described as a perfect storm of pressures arising from the pandemic, a change in employment priorities for many people, a reduction in foreign labour arising from Brexit, and a resultant fiercely competitive jobs market, so it's more important than ever to try and retain existing talent. Mid Devon District Council's turnover figure for 2021/2022 is approximately 20%.
- 8.3 Like many councils, our largest cost is manifested in our workforce through whom council services are delivered. We have recently experienced severe difficulties in recruiting officers in several service areas. This has led to temporary engagement of agency workers at much greater cost which is unsustainable in the long term. It is also likely to be exacerbated in the coming months as inflationary (cost of living) pressures force people to seek better paying jobs, with local government unlikely to be able to offer the same rises in salary as other sectors (and all sectors unlikely to be able to offer salaries that keep pace with inflation).
- 8.4 The council continues to face a number of challenges in the way it is funded, how it is able to manage demand for services and demographic pressures, and how it responds to policy and legislative changes. At the same time, new technology and ways of working represent opportunities to transform our business processes and systems, to work in more modern and productive ways.
- 8.5 The council began a Parish Review (formally known as a Community Governance Review) in November 2021, and the first public consultation

finished on 28 February 2022. The review is taking into consideration a number of options, for example looking at the number parishes, creating, merging, altering or grouping parishes and the number of parish / town councillors to improve the effectiveness and convenience of local government at the most local level. Any changes as a result of the review will come into effect for 2023 all out elections.

- 8.6 The challenges of unknown or unplanned tasks or priorities continues to ensure that the deployment of council resources is more reactive than we would like. The most recent example being that of government asking councils to process and deliver the £150 council tax rebate for Band D and below households; this rebate is to assist with the energy costs crisis.
- 8.7 A further challenge over the coming months is likely to the work required to support and assist with the Ukrainian refugee crisis under the Homes for Ukraine scheme. Team Devon authorities have pledged to work together to support Ukrainian refugees seeking sanctuary in the UK, albeit it remains unclear quite how significant these demands on resources could be. This is in addition to the work that continues on supporting other refugees an asylum seekers under previous national schemes.
- 8.8 Finally on the challenges, we are currently working through the Devon, Plymouth and Torbay 'county deal' devolution conversation with government to understand where there is potential to secure meaningful devolved powers, funding, influence and control closer to the democratic decision-making in Devon. This is the subject of a separate report being brought to Cabinet, however it represents an additional new workstream that may be of significant benefit to the people of Devon.

9.0 Business Transformation Update

- 9.1 During the past two years there has been a significant programme of transformation taking place across our services which have looked at how we deliver our services, how we have developed our customer focused processes and systems, and how we have been meeting customer expectations and accessibility needs throughout the pandemic.
- 9.2 Appendix C outlines the achievements that various services have made during the past two years whilst dealing with a range of new challenges and finding innovative ways to deliver essential services.

10.0 Conclusion

- 10.1 In conclusion, good progress has been made against many of the objectives identified in the current Corporate Plan. A key element of any plan review is to ensure it remains relevant, current, and continues to identify the key priorities.
- 10.2 In addition to considering the information contained within this report, members are asked to consider whether the proposed actions as projected/anticipated are adequate and appropriate to address concerns and improve performance to the desired level. Or, alternatively, to provide a steer on delivery priorities for the remaining two year period so that officers can bring back an updated corporate

plan for review to give clarity on delivery objectives over the remaining life of this corporate plan.

Appendices

Appendix A - Corporate Plan 2020-24 ([hyperlinked](#))

Appendix B - The Corporate Plan Gap Analysis

Appendix C - Business Transformation and Improvement Activity – Corporate Plan 2020-2024

Appendix A – Corporate Plan 2020-24

[Corporate Plan 2020-2024](#)

Appendix B - Corporate Plan Gap Analysis

Corporate Plan 2020-2024 Aims with limited data available or without progress/mitigation tracking via KPIs (SPAR)

Portfolio	Aim	Deliverable in next 2 years?		Comments/updates/mitigation
		YES	NO	
Climate Change 1	Facilitate networking across volunteer and community groups to spread knowledge, expertise and awareness on climate issues	✓		Actively engaging with groups and individuals on work ranging from the Sustainable Mid Devon website (events, resource map, etc), to tree planting at the Tiverton Community Orchard, to public art ideas. The 2022 State of the District Debate. Groups and networks e.g. Exeter Community Energy, CAG Devon, Blackdown Hills Transition, Sustainable Bradninch, Sustainable Crediton, Sustainable Tiverton, Uffculme Green Team.
	2	✓		Research begun - calls and correspondence with local farmers, growers, land owners / managers, advisors. Initial report due soon to Environment PDG, work expected to expand; albeit the MDDC role is likely best promotional of good practices and facilitative of existing networks and services rather than to develop and implement.
	3	✓		Strategic partnership opportunities to be identified. Neighbourhood Plans being developed in many areas; presents some opportunities. A Sustainability Strategy is being developed for the Culm Garden Village. MDDC housing being retrofitted with insulation and low-carbon tech to improve sustainability and affordability of energy consumption. MDDC new housing projects seek to achieve and set high standards, e.g. modular homes with Net Zero annual energy performance; looking into designs such as Passivhaus. Private development is harder to influence, but action through the LPA and other council services/communications can make people aware of opportunities and encourage a shift towards more sustainable living.
	4	✓		Climate and Biodiversity fund is a priority in the Climate Strategy. Proposal included in the Budget Options for Climate Investment report to Environment PDG 11 Jan 2022.
Environment 5	Consider promoting the designation of the Exe Valley as an Area of Outstanding Natural Beauty (AONB)		✓	Preliminary research project could be devised to understand the scope and scale of the challenge, albeit early estimates suggested a timeframe of many years and a cost in excess of £250k. No budget or resource has been identified for this work and it is not currently being progressed.
Homes 6	Lobby to see the abolition of the 'Right-to-Buy' or the devolvement of discounting powers to individual local housing authorities	✓		Opportunities are being taken to lobby government for positive change via operational/technical routes (service-led) and through strategic influencing routes such as MPs and the emerging county deal conversation. However, as a flagship government policy it is unlikely that radical change is on the cards; we are probably realistically aiming for greater local influence on parameters and variables rather than the policy concept itself.
Economy 7	Use car park pricing mechanism to effectively balance the needs of vehicular access with those of reducing car use.		✓	Cross-cutting between economy, community, climate change - so this work needs to be coordinated with the other travel / transport / sustainable community aims. Until travel patterns (re)stabilise in the wake of the pandemic, it is unclear how much pricing policy levers are needed to influence a change / reduction in car use.
	8		✓	This is a transport authority function, but opportunities will be taken to try and influence transport policy and planning priorities where possible in order to encourage active travel and healthier travel options.
	9	✓		The Economic Development team has been working on a 'Taste Mid Devon' initiative to promote the farming economic and local food production. Opportunity exists to develop this initiative further – once the team returns to full strength in light of other community priorities.
	Working in partnership with farmers to develop		✓	No budget or resource has been identified for this work and it is not currently being progressed.

Portfolio	Aim	Deliverable in next 2 years?		Comments/updates/mitigation
10	and grow markets on the principle of reducing carbon emissions and sustainability			
11	Facilitate the creation of exciting new commercial opportunities within strategic developments at Culm Garden Village and Tiverton Eastern Urban Extension	✓		Work is underway to consider how commercial development could come forwards in conjunction with the development of the new garden village at Culm and how development can also support the existing town centre in Cullompton. Discussions are also underway in relation to Tiverton EUE in terms of both community assets and employment opportunities.
12	Promote zero carbon exemplar sites within commercial settings	✓		The Council continues to support carbon exemplar sites within the commercial settings.
13	Work with local stakeholders to initiate delivery of the new garden village at Culm	✓		Culm Garden Village has a comprehensive governance arrangements which facilitates the involvement of key stakeholders – allowing them to participate in shaping the future community and support delivery.
Planning 14	Work with developers to secure our ambitious plans for J27 'Devon Gateway' development site	✓		Work is underway to engage landowners in relation to development at Junction 27. It will be necessary to reflect on plans for the development in light of the effects of covid-19 – but this work will be undertaken in the coming months.
Community 15	Work with education providers to secure appropriate post-16 provision within the district to minimise the need to commute out for A/T level studies	✓		Work is underway to consider skills provision within the district and what interventions could be supported or promoted to support improvement or retention within the district. Early conversations around localised skills development funding is taking place as part of the devolution conversation i.e. devolving decision making a funding on skills development.
16	Work with the NHS and other health bodies to promote use of our leisure centres	✓		Leisure has been working with local GP surgeries in order to identify Covid safe systems for the provision of elements of NHS referrals during the pandemic. This conversation has also been taking place at a regional level through the Active Devon group, supported by Sport England, to ensure a consistent approach to this important although non-statutory element of the Leisure provision. Our efforts to increase the number of Referrals is on-going.
17	Lobby DCC and others to introduce 20 mph speed limits where children play, and take opportunities to pilot car-free days/routes	✓		Would need agreement from members on specific locations to target for 20mph zones or decisions on days for traffic to be restricted. No work is yet taking place on this.
18	Promote new approaches to Rural Transport in partnership with Town and Parish Councils through the deployment of emerging technologies	✓		There may be some locations where MDDC can do more by facilitating opportunities for transport hubs in larger settlements (Tiverton, Crediton and Cullompton) by considering what interventions could be delivered as we develop and deliver against masterplans for these towns. However, rural transport provision remains the responsibility of the transport authority.
19	Work with County, Town and Parish Councils to identify safer walking journeys to school	✓		We will participate as part of the consultation on safer routes to schools projects and programmes (or their equivalents) as appropriate.
20	Work with Parish and Town councils to promote the development and retention of parks and play areas across the district	✓		Work on this continues and talks with Town and Parish Councils are on-going.
Corporate 21	Produce business plans for the creation of a commercial Economic Development function perhaps in partnership with other agencies		✓	This concept has not been revisited since it was last considered (2018/19?) and with priorities in the economic development team this is unlikely to be taken forward in the near future.

Appendix C

Business Transformation and Improvement Activity – Corporate Plan 2020-2024 Mid Point Assessment

Revenues

- Provision of Citizen Access portal enabling 24/7 access to account information and ability for customers to self-serve such as, apply for discounts, moves in and out of district, apply for Council Tax Reduction, set-up Direct Debits
- Pilot of Revenues Information Service role with a view to improving customer resolution at first point of contact “there and then” service
- Service restructure and cross-training of staff to improve resilience and responsiveness
- Creation of Customer Welfare Officer

Planning

- Management changes to address perceived failures and service review in progress (planning performance now among the best in the south west for delegated decisions)
- Increased enforcement resources to address outstanding issues
- S106 - relocation of resource and responsibility to revenues - improving recovery and oversight

HR

- Improved quality and return rate of Appraisal/Personal Development Review through online portal.
- Successful introduction of Evolve project, commencing with revised staff competency measure that were recorded in online portal.
- Mobile/hybrid contract clause negotiated and agreed with Union in new staff contract to allow it to become a permanent fixture.
- Independent and online external staff survey instigated which gave comparative sector results on leadership, communication, development and wellbeing.
- New HR structure brought in including the introduction of an HR Service Desk that can provide instant advice and information to customers and employees.
- New Union Recognition agreed with the Union to prioritise meaningful consultation on all relevant employment issues.

ICT

- Restructure completed
- Skills and resource analysis - resulting in additional training and resources procured
- Review of ageing network infrastructure and replacement project underway
- Improved and improving system/data backups for resilience
- Support of hybrid working and mobilisation of workforce
- Identification of additional communication tools and work programme devised
- Provision of accessible websites and content, including Climate and infrastructure projects

Customer Services

- Increased scanning at post opening
- Removal of waste calendars with online (and downloadable/printable) alternatives
- Increased outsourcing of correspondence printing

- Customer Satisfaction Survey
- Enabling working from home
- Implementation of appointment based visits
- Facilitating changing/identified business needs with staff secondments and flexing resources e.g. Customer Welfare, Revenues Information Officer and various Grant work during pandemic.

Waste/Street Scene

- Pilot of 3 weekly waste collections gauged through online feedback portal to assess resident views.
- Recycling rates assessed and reported using national Waste data flow tool. This is then available for viewing to the general public.
- Online transport portal used to collect key documents from drivers including car insurance and other information.
- Update current software in relation to vehicle tracking to improve efficiencies in relation to performance and environment targets.
- Review of some enforcement practice arising from different cases undertaken e.g. abandoned vehicles and future practice to be strengthened led by the Environment and Enforcement Manager.
- Review of Transport practice e.g. future use of electric vehicles to be led on by new Transport Manager working with Environment Officer.

Property

- Multi-Storey Car Park refurbishment
- Migration of play areas to parishes
- CCTV Policy and procedures
- Capital asset/S106 spend improvements by regular stakeholder engagement (Capital Strategy Asset Group meetings)
- Revised Capital Strategy Asset Management Plan 2021-2025
- Recruitment of a Climate & Sustainability Specialist with Policy and Action Plan been costed
- Securing circa £3.1 Million from the Business, Energy and Industrial Strategy (BEIS) fund
- Merging front of house duties to the property services caretaker function for improved value for money
- Support Housing Revenue Accounts on the provision of additional homes via construction and the purchase of ex Right To Buy properties
- Providing draft plans and options for moving to mobile, agile/hybrid ways of working
- Corporate Health and Safety work on Corporate risk assessments for different ways of working during the pandemic

Housing

- Review of business against new Social Housing White Paper (SHWP) and regulatory framework
- Creation of a single Mid Devon Housing service and combined tenant support team across tenancy and building functions
- Restructure and amalgamation of teams improving knowledge and resilience, new roles in response to SHWP especially regarding decarbonisation, safety, tenant engagement, policy resource and complaints management

- On-going revision and streamlining of policy framework to align with Regulator of Social Housing core standards and emerging new Tenant Satisfaction Measures
- E-lettings
- Revision and significant update to Housing Strategy – working across Planning, Public Health, Sustainability and Asset Management functions
- Innovative, zero-carbon modular social-housing solutions including new St Andrews scheme and 5-year development programme

Public Health

- New 'Report it' and 'Noise' apps for complainants regarding nuisance and Anti-Social Behaviour activity
- Restructure and relocation of Housing Needs into the team
- Developing joint Private Sector Housing and Homelessness working at strategy and delivery level
- The Minimum Energy Efficiency Standard project - must not renew existing tenancies or grant new tenancies if the building has less than the minimum energy performance certificate (EPC) rating of E unless the landlord registers an exemption. For Districts, this applies to private sector residential rental properties and our regulation of housing standards in that sector.
- Covid response lead role externally including new ways of working with businesses, guidance and support via Better Business for All/HotSW working
- Contain Outbreak Management Fund: funding utilisation to support Covid outbreak mgt and enforcement including project and dedicated officer resource
- Review and restructure of technical business support into dedicated areas with improved service request triage and case management

Leisure

- Business adaptation to the on-going changes with the pandemic
- Top level management restructure to create Operations Manager post
- Wider restructure underway for the whole service

Finance and Procurement

- Supported the payments of Covid-19 Support Grants to businesses
- One of the first Councils in the country to publish draft accounts
- Unqualified Accounts
- Balanced the budget – no reductions in service levels
- Successfully implemented software update
- Joined the Devon Procurement Partnership
- Worked fully remotely for 2 years
- Successfully claimed over £2m from Governments Income Compensation Scheme for 2020/21
- Cross training of Exchequer staff
- Team members passed various professional exams

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MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

June 2022

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)
Progress against the Corporate Plan To consider the progress made against Corporate Plans aims (taking into consideration the views of the PDGs) and agree actions for the remaining life of the plan.	Environment Policy Development Group	24 May 2022	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
	Economy Policy Development Group	26 May 2022			
	Scrutiny Committee	30 May 2022			
	Homes Policy Development Group	31 May 2022			
	Community Policy Development Group	7 Jun 2022			
	Cabinet	12 Jul 2022			

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)
Unauthorised Encampment Policy To receive the 3 yearly review of the Unauthorised Encampment Policy	Community Policy Development Group Cabinet	7 Jun 2022 12 Jul 2022	Corporate Manager for Property, Leisure and Climate Change	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
The Crediton Area History & Museum Society To receive business case from The Crediton Area History & Museum Society for financial support (tbc)	Community Policy Development Group Cabinet	7 Jun 2022 28 Jun 2022		Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Tiverton A361 Junction HIF Scheme To consider the outcome of the tender process.	Cabinet	28 Jun 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Part exempt
LGA Peer Challenge Report To receive the peer review report as undertaken by the Local Government Association as part of its national sector-led	Cabinet	28 Jun 2022	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
improvement programme and to consider the recommendations contained therein.					
Mid Devon (Public Spaces Protection) (Dog Control) Order 2021 - Variation Following objections to the variation in one of the areas, further consideration is required.	Cabinet	28 Jun 2022	Darren Beer, Operations Manager for Street Scene	Cabinet Member for the Environment and Climate Change (Councillor Colin Slade)	Open
Levelling Up Fund Bid and Cullompton Town Centre Relief Road - update To consider a report with regard to a LUF Bid and to receive an update with regard to the project.	Cabinet	28 Jun 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Financial Outturn To receive the outturn for the 2021-22 financial year	Cabinet	28 Jun 2022	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Crediton Neighbourhood Plan To agree the Examiner's modifications and proceed to a referendum.	Cabinet	Not before 28th Jun 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
UK Shared Prosperity Fund To consider a plan for approval.	Cabinet	12 Jul 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
South West Mutual Bank Update To receive an update	Cabinet	12 Jul 2022	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Open
Cullompton Town Centre Masterplan and Delivery Plan SPD To consider the masterplan	Cabinet Council	12 Jul 2022 31 Aug 2022	Adrian Welsh, Strategic Manager for Growth, Economy and Delivery Tel: 01884 234398	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Custom and Self Build Supplementary Planning Document To consider a draft SPD for consultation	Cabinet	12 Jul 2022	Tristan Peat, Forward Planning Team Leader	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Culm - Garden Village Masterplan To consider a masterplan for consultation.	Cabinet	12 Jul 2022	Tina Maryan, Area Planning Officer	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Non Statutory Interim Policy Statement on Planning for Climate Change To consider the policy statement	Cabinet	9 Aug 2022	Tristan Peat, Forward Planning Team Leader	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Play Area Safety Inspection Policy To receive the 3 yearly review of the Play Area Safety Inspection Policy and if appropriate make	Environment Policy Development Group Cabinet	19 Jul 2022 9 Aug 2022	Corporate Manager for Property, Leisure and Climate Change Andrew Busby, Corporate Manager	Cabinet Member for the Environment and Climate Change (Councillor Colin Slade)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
recommendations to Cabinet on 9 August 2022			for Property, Leisure and Climate Change Tel: 01884 234948		
Economic Recovery Plan To receive the draft Local Economic Recovery Plan	Economy Policy Development Group Cabinet	21 Jul 2022 9 Aug 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Shopfront Enhancement Scheme To receive a report regarding the Shopfront Enhancement Scheme	Economy Policy Development Group Cabinet	21 Jul 2022 9 Aug 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Market Environmental Strategy To receive a report regarding the Market Environmental Strategy	Economy Policy Development Group Cabinet	21 Jul 2022 9 Aug 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Meeting Housing Needs SPD To recommend a draft for consultation to the Cabinet	Homes Policy Development Group Cabinet	26 Jul 2022 9 Aug 2022	Richard Marsh, Director of Place	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
Neighbourhood & Community Standard Policy To consider a revised policy.	Homes Policy Development Group Cabinet	26 Jul 2022 9 Aug 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
HRA Fees and Charges To consider fees and charges.	Homes Policy Development Group Cabinet	26 Jul 2022 9 Aug 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
Town and Parish Charter To receive the 3 yearly review of the Town and Parish Charter	Community Policy Development Group Cabinet	2 Aug 2022 6 Sep 2022	Forward Planning Team Leader Tristan Peat, Forward Planning Team Leader	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Mid Devon as a Trauma Informed Council To receive details of how the	Community Policy Development		Corporate Manager for Public Health, Regulation and	Cabinet Member for Community Well Being	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Council can become Trauma Informed and the steps required and costs associated with this and whether to recommend the approach to the Cabinet.	Group Cabinet	2 Aug 2022 6 Sep 2022	Housing	(Councillor Dennis Knowles)	
Crediton Masterplan - Procurement To consider the procurement of services for the Crediton Masterplan.	Cabinet	9 Aug 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Part exempt
Air Quality Supplementary Planning Document for consultation To consider an Air Quality SPD	Cabinet	Not before 9th Aug 2022	Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Crediton NHS Hub Phase 2 To consider a funding request.	Cabinet	6 Sep 2022	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Andrew Moore)	Part exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Tiverton EUE Area B Masterplan To consider the outcome of the playing pitch and sports provision review	Cabinet	6 Sep 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Tiverton Town Centre Masterplan To agree the draft masterplan for public consultation.	Cabinet	Not before 6th Sep 2022	Richard Marsh, Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Review of Development Management - Discretionary Fees To consider a review of discretionary fees	Cabinet	6 Sep 2022	Director of Place	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Asbestos Management Plan To consider a revised plan.	Homes Policy Development Group Cabinet	20 Sep 2022 4 Oct 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Housing Assistance Policy To consider a revised policy.	Homes Policy Development Group Cabinet	20 Sep 2022 4 Oct 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
Private Sector Housing Fees and Charges To consider revised fees and charges.	Homes Policy Development Group Cabinet	20 Sep 2022 4 Oct 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
Channel Access Policy To consider a revised Policy	Cabinet	4 Oct 2022	Lisa Lewis, Corporate Manager for Business Transformation and Customer Engagement Tel: 01884 234981	Cabinet for the Working Environment and Support Services (Councillor Clive Eginton)	Open
Post Hill Tiverton–Tender results and project award for 70 Council homes To consider the outcome of the tender process.	Cabinet	4 Oct 2022	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change Tel: 01884 234948	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	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)
Strategic Allocations Policy & Strategic Tenancy Strategy To consider a revised strategy.	Homes Policy Development Group Cabinet	15 Nov 2022 29 Nov 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
Empty Homes Plan To consider a revised plan.	Homes Policy Development Group Cabinet	15 Nov 2022 29 Nov 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open
Housing Strategy update and annual review To consider a review of the strategy.	Homes Policy Development Group Cabinet	15 Nov 2022 29 Nov 2022	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing Tel: 01884 244615	Cabinet Member for Housing and Property Services (Councillor Stuart Penny)	Open

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SCRUTINY WORK PLAN 2022-2023

Agenda Item	Theme	Lead Officer(s)	Comments
Meeting Date: 11 July 2022 - no items programmed			
Meeting Date: 25 July 2022			
Whistleblowing 6 month update: To receive details of any Whistleblowing instances in the previous 6 months	Update report for information and review	Director of Business Improvement and Operations and Returning Officer Corporate Manager for People, Governance and Waste	
Meeting Date: 22 August 2022			
Establishment 6 month update	Half year interim update report for information	Director of Business Improvement and Operations and Returning Officer Corporate Manager for People, Governance and Waste	
Meeting Date: 19 September 2022			
Update on Planning Enforcement Working Group Recommendations	Progress Report on implementation and impact of recommendations	Director of Place Corporate Manager for Revenues, Benefits, Corporate Recovery, Development Management and Corporate Fraud Development Management Manager	
Update on 'Does Local Government Work for Women' Spotlight Review recommendations	Progress Report on implementation and impact of recommendations	Director of Business Improvement and Operations and Returning Officer	

Agenda Item	Theme	Lead Officer(s)	Comments
Meeting Date: 17 October 2022			
Annual Report of Complaints and Compliments	Annual Review	Director of Business Improvement and Operations and Returning Officer Corporate Manager for Digital Transformation and Customer Engagement	
Meeting Date: 14 November 2022			
Drivers Development Ltd Business Plan: To receive the company business plan and if appropriate to make recommendations to Audit Committee on 22 November and / or Cabinet on 29 November	Review	Deputy Chief Executive (S151)	
Meeting Date: 12 December 2022 - no items programmed			
Meeting Date: 16 January 2023			
Whistleblowing 6 month update: To receive details of any Whistleblowing instances in the previous 6 months	Update report for information and review	Director of Business Improvement and Operations and Returning Officer Corporate Manager for People, Governance and Waste	
Budget Update: To consider the initial draft 2023/2024 Budget and options available to set a balanced budget and if appropriate make recommendations to Cabinet on 7 February 2023 and full Council on 22 February 2023	Review of annual budget proposals	Deputy Chief Executive (S151) Corporate Manager for Finance	

Agenda Item	Theme	Lead Officer(s)	Comments
Meeting Date: 20 February 2023 - no items programmed			
Meeting Date: 20 March 2023 - no items programmed			
Meeting Date: 17 April 2023			
Update on 3 Rivers Development Ltd Business Plan and if appropriate to make recommendations to Cabinet	Annual Review	Deputy Chief Executive (S151)	

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Mid Devon District Council – items for agenda

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

Proposer's name and title	Cllr Elizabeth Lloyd	Date	May 2022
Proposed issue and brief description	Participatory budgeting (PB) – explore what we can learn from PB processes in other places in the UK and internationally, and think about how this might inform our own budget-setting process and increase community engagement.		
Background	<p>Participatory budgeting is a process whereby residents play an active role in deciding where parts of an authority's budget are spent, through discussion, briefings and debate. (See information from LGA website below).</p> <p>In the UK, most cases of participatory budgeting have been small scale community grant allocations. Even on a smaller scale, they have been credited with encouraging greater local involvement, increasing confidence in local service providers, and increasing control for residents over the allocation of resources. MDDC does this to some extent with S106 funding.</p> <p>Having heard about PB being used in other places (e.g. London, Scotland, Brazil), and hearing that some residents feel there is a lack of meaningful community engagement at the Council, and a lack of involvement in decision-making, there could be an opportunity to explore other ways of shaping budgets. Whilst much of the council's core budget is statutory and prescribed, where there are new areas that are self-contained, the Council could explore if there is a way to open up engagement and participation.</p> <p><u><i>Statutory duty to consult on the budget</i></u> Under the Local Government Finance Act 1992, the Council has a statutory duty to consult ratepayer representatives on annual spending proposals, ahead of setting the budget.</p> <p>The Council conducted a combined residents' and budget setting survey in November 2021. The survey ran for one month.</p> <p>There were 1683 responses to the resident and budget survey. In that survey there were 48 comments about increased communication, engagement and consultation with residents. Residents requested: increased involvement in decision making; greater consultation about forthcoming changes; and increased citizen participation in policy making like working groups.</p>		
What will the outcome be?	<p>This proposal is that the Scrutiny Committee hold a Spotlight Review to consider whether participatory budgeting is something that MDDC could consider. The review could:</p>		

	<ul style="list-style-type: none"> • Review the current system of budgeting (with input from 42 elected representatives) particularly through the lenses of community engagement, democracy, and use of public resources; and understand the available methodologies of participatory budgeting (some of which we already use), and undertake an assessment of the potential benefits, outcomes and impact to learn about other ways to set budgets and support residents; • Explore how other Local Authorities are using this process and the impact it has had; • Talk to stakeholders, including other Local Authorities doing this and the LGA, to create informed recommendations on whether this is something that could work in MDDC; • Consider how Members can be more involved in the process; • Consider the pros and cons of alternative methods, and make recommendations as to whether and how the process might be taken forward in MDDC, for example whether it could be a single theme, a single ward, project based, a trial across a couple of town/parish councils, and/or a process that extends and develops existing spending processes, e.g. determining S106 spending. <p>This could be a collaborative and fresh way to shape our place, by adapting existing processes, which might be welcome given the challenges and financial pressures that Councils and residents face. The outcome would be that residents feel more engaged, clear and confident on how Councils decide to spend money. It can help deepen democracy, build stronger communities, and create a more equitable distribution of public resources.</p>
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LGA - Participatory budgeting

Participatory budgeting is a form of citizen participation in which citizens are involved in the process of deciding how public money is spent. Local people are often given a role in the scrutiny and monitoring of the process following the allocation of budgets. Costs of participatory budgeting can vary anywhere between £400 and £40,000 depending on the size and the scope of the project.

Participatory budgeting began in Porto Alegre in Brazil in 1989 and was credited with shifting priorities to better support the poorest parts of the city, improving services, improving infrastructure, strengthening governance, and increasing citizen participation. It was a real success in terms of involving people typically left outside of the political process. The money allocated to the participatory budget in Porto Alegre was US\$64 million, or 21% of the total budget in 1999.

In the UK, most cases of participatory budgeting have been small scale community grant allocations. Even on a smaller scale, they have been credited with improving the self-confidence of individuals and organisations, improving intergenerational understanding, encouraging greater local involvement through increased volunteering and the formation of new groups, increasing confidence in local service providers, and increasing control for residents over the allocation of resources.

Participatory budgeting can be used after a devolution deal has been agreed. While based on use in local settings, it has the ability to be scaled up to make decisions about entire regions as well, as in the case of Porto Alegre.

The decisions made by the participatory budgeting forums should be binding. Careful consideration should be given towards ensuring that the citizens involved are given sufficient information and support to reach decisions that can be enacted. This helps avoid feelings of disenfranchisement which result from decisions not being acted on.

Participatory budgeting gives citizens real control over where a budget is spent. As such, budgets can be spent in a way which better reflects the strengths, needs and aspirations of the population and can be more effective.

Key considerations for devolution

- A forum where citizens decide how to spend a set amount of public money in their local/devolved area;
- Usually applied locally but can be scaled up to sub regional/combined authority level;
- Most useful after a devolution deal has been agreed and decisions need to be made about budget allocations from the Single Investment Fund, for example. Costs vary but can be done for as little as £400;
- Budgets can be spent in a way which better reflects the strengths, needs and aspirations of the local community. Can improve self-confidence, increase volunteering and faith in local service providers, helping to establish positive relationships with citizens and organisation within devolution areas.

How do I get started?

- Work to understand the size and scope of the devolution budget, alongside the relevant outcomes required;
- Speak to lead officers to explore where there might be an opportunity to experiment with participatory budgeting, initially on a relatively small scale;
- Identify areas most appropriate for participatory budgeting and opportunities to scale up from hyperlocal, to local and combined authority levels;
- Hold roundtables with local stakeholders who may be interested in participating and helping recruit citizens to be involved. Think carefully about legitimacy and how you can make your participatory budgeting forum representative of the stakeholder population across the devolved area.

For further information, and detailed case studies, please see the LGA website.

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