

South Hams Overview and Scrutiny Committee



Title:	Agenda												
Date:	Thursday, 3rd November, 2022												
Time:	2.00 pm												
Venue:	Council Chamber - Follaton House												
Full Members:	<p style="text-align: center;">Chairman Cllr Thomas</p> <p style="text-align: center;">Vice Chairman Cllr Smerdon</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Cllr Austen</td> <td style="width: 50%;">Cllr Rose</td> </tr> <tr> <td>Cllr Birch</td> <td>Cllr Rowe</td> </tr> <tr> <td>Cllr Chown</td> <td>Cllr Spencer</td> </tr> <tr> <td>Cllr Jackson</td> <td>Cllr Sweett</td> </tr> <tr> <td>Cllr Jones</td> <td>Cllr Taylor</td> </tr> <tr> <td>Cllr McKay</td> <td></td> </tr> </table>	Cllr Austen	Cllr Rose	Cllr Birch	Cllr Rowe	Cllr Chown	Cllr Spencer	Cllr Jackson	Cllr Sweett	Cllr Jones	Cllr Taylor	Cllr McKay	
Cllr Austen	Cllr Rose												
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Cllr Chown	Cllr Spencer												
Cllr Jackson	Cllr Sweett												
Cllr Jones	Cllr Taylor												
Cllr McKay													
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Committee administrator:	Democratic.Services@swdevon.gov.uk												

- 1. Apologies for Absence**
- 2. Minutes** **1 - 4**
to approve as a correct record the minutes of the Committee held 29 September 2022;
- 3. Urgent Business**
brought forward at the discretion of the Chairman;
- 4. Division of Agenda**
to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;
- 5. Declarations of Interest**
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 6. Public Forum** **5 - 6**
A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. Devon Building Control Partnership - Mr Nigel Hunt to attend and respond to Member Questions** **7 - 16**
Extract of the Devon Building Control Q1 Operational Plan to be read in conjunction with this agenda item
- 8. Fusion - Biannual Report (to include Health Referrals and Usage by Ward)** **17 - 38**
- 9. 2021/22 Performance Management** **39 - 58**
- 10. Task and Finish Group Updates:**
(a) Electric Vehicle Charging
- 11. 2022/23 Committee Work Programme: Latest Version** **59 - 62**
(a) Formal Request from Cllr Birch

(Minute O&S.26(a) below refers)

**MINUTES of the MEETING of the
OVERVIEW & SCRUTINY COMMITTEE,
Held in the Council Chamber, Follaton House, Totnes, on
THURSDAY, 29 SEPTEMBER 2022**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr L Austen	*	Cllr J Rose
*	Cllr J P Birch	*	Cllr H Reeve (substituting for Cllr Rowe)
*	Cllr M Chown	∅	Cllr R Rowe
*	Cllr R Foss (substituting for Cllr Spencer)	*	Cllr P C Smerdon (Vice Chairman)
*	Cllr S Jackson	∅	Cllr B Spencer
*	Cllr L Jones	∅	Cllr J Sweett
*	Cllr M Long (substituting for Cllr Sweett)	*	Cllr D Thomas (Chairman)
*	Cllr J McKay	*	Cllr B Taylor

Other Members also in attendance either in person or via Teams:
Cllrs K Baldry; H Bastone; J Hawkins; K Pringle and J Pearce

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Deputy Chief Executive; Director of Strategy & Governance; Director of Place & Enterprise (via Teams) Economic Development Officer; Democratic Services Manager; Head of Strategy, Corporate Projects & Partnerships (via Teams); and Community Digital Specialist (via Teams)

O&S.20/22 MINUTES

The minutes of the meeting of the Overview and Scrutiny Committee (O&S) held on 21 July 2022 were confirmed as a correct record.

O&S.21/22 DECLARATIONS OF INTEREST

Members and officers were invited to declare any interests in the items of business to be considered during the course of the meeting, but there were none made.

O&S.22/22 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, the Chairman informed that no questions had been received for consideration.

O&S.23/22 BUILT & NATURAL ENVIRONMENT THEMATIC UPDATE

Following the Council's adoption of the Better Lives for All Strategy in September 2021, the Committee was provided with an update on the Built and Natural Environment strand of the Better Lives for All Strategy.

In discussion, the following points were raised:

- (a) The Build projects in Salcombe were slightly behind schedule but the completion date was expected to be before the end of the year with the Business Units currently being out to Tender. Whilst not in a position to predict the tendering process, the local wish (and demand) for these Units to be secured by businesses connected to the marine industry was recognised;
- (b) With regard to Action BN1.1 (Supporting the Delivery of Neighbourhood Plans), it was confirmed that the Council was doing all it could to resolve the issue with the wish to modify the Salcombe Neighbourhood Plan, however the delay lie with the Planning Inspector. In response to a further question regarding whether the Committee could be advised of the Towns/Parishes that had not yet or were not intending to develop Neighbourhood Plans, it was confirmed that developing such plans was a matter for each Town or Parish Council (T&PC) to decide upon. As a result, the Council was always happy to encourage and facilitate the creation of Neighbourhood Plans, but could not insist that a T&PC develop one;
- (c) In respect of Action BN1.2 (Facilitate Urban Tree Planting), officers advised that the Tree Planting Plan extended into the 2023/24 Year and that officers would be asked to liaise with local Ward Members about potential planting sites in their Wards;
- (d) Referencing Action BN1.5 (Commission Work Leading to Delivery of Priority Cycle Routes and a Twenty Year Vision for the Cycle Network in the South Hams), officers informed that the Tender exercise to select the Consultants to produce the report to identify and prioritise potential cycle routes in the district would be circulated by January 2023 with a view to receiving the final report in mid 2023. This exercise was to be funded through the UK Shared Prosperity Fund monies. It was further confirmed that the consultation exercise with the public, Town and Parish Councils and with other parties, such as the Dartmoor National Park, would be fundamental to the report and the development of the Local Cycling and Walking Infrastructure Plan (LCWIP).

In response to a question about whether or not the LCWIP work would continue should the Council's latest bid to the Government for investment not be successful, it was confirmed that Devon County Council could still undertake a high level exercise which would likely result in a lower level of local engagement, but that it would still be a matter for this Council to decide whether it wished to make the funding available for the exercise as part of its Better Lives for All Corporate Strategy;

- (e) On the matter of Action BN1.6 (Work to Facilitate the Delivery of Broadband Connectivity Where it is Needed – Supporting Digital Infrastructure for the Future), it was noted that contracts to install Fibre Broadband within the District were not held with the Council but were national contracts and as such it was almost impossible to gather information from the suppliers about their installation plans but that the Council was doing its utmost to facilitate the work and inform local residents about the progress of the installation. A Member highlighted that the text of this Action within the Thematic Update document might imply that the Council had responsibility for, or control over, the Fibre installation programme and suggested that making a revision to the wording would help to clarify the Council's position. It was agreed that the text would be amended for the next iteration of this Delivery Plan.

In addition, since a number of local authorities in the County were experiencing similar problems, the suggestion was made that the item be added to the agenda of the forthcoming Devon Districts Forum meeting, which was attended by the Leader of Council, following which any affected Councils could approach Devon County Council with a joint request for improved engagement with the both the installation providers and Connecting Devon and Somerset. The Committee subsequently expressed its support for this course of action.

In concluding the item it was **PROPOSED, SECONDED**, and at the subsequent vote, **AGREED** that the Recommendation be amended to take account of the actions that the Leader of Council and Assistant Director for Strategy and Projects had committed to undertaking during the debate.

It was then:

RESOLVED

That the Overview and Scrutiny Committee note the progress made against the Better Lives for All thematic delivery plan for Built & Natural Environment and request that the Leader of Council and Assistant Director for Strategy and Projects take into account and action the comments raised during the debate.

O&S.24/22 PERFORMANCE MANAGEMENT REPORT

Members were advised that, in error, the published agenda report did not adequately reflect performance nor provide sufficiently detailed information to merit being considered at this meeting and as such it was agreed that this item should be deferred to the next Committee meeting (to be held on 3 November 2022) for further consideration.

O&S.25/22 TASK AND FINISH GROUP UPDATES**(a) Electric Vehicle Charging**

In advance of the forthcoming inaugural meeting of the Electric Vehicle Charging Task and Finish Group, Members commented on the value of a recent Webinar on the subject which had provided useful anecdotal experience from other local authorities across the country and which provided helpful suggestions on what aspects of the topic the Task and Finish Group should examine.

O&S.26/22 ANNUAL WORK PROGRAMME 2022/23**(a) Formal Request from Cllr Birch**

Cllr Birch outlined the reasons for his request that the Overview and Scrutiny Committee examine the Council's recently closed Lybridge Regeneration Project, but added that, in view of the fact that this item was being considered at the forthcoming meeting of the Audit and Governance (A&G) Committee, he would recommend that a decision not be taken as to if or when this item would be added to the O&S Committee Work Programme until after the A&G Committee had concluded its work.

The remaining matters on the draft annual work programme for the 2022/23 year were reviewed and the amendments to the scheduling of issues approved by the Committee.

(Meeting started at 2.00 pm and concluded at 2.55 pm)

Chairman

PUBLIC QUESTIONS AT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

There is a period of 15 minutes at meetings of the Overview and Scrutiny Committee during which members of the public can ask questions about items on the agenda.

Any member of the public who wants to ask a question should ensure that the question:

- a) is no more than 50 words in length;
- b) is not be broken down into multiple parts;
- c) relates to an item included on the agenda; and
- d) is suitable to be considered. A question will not be suitable if, for example, it is derogatory to the Council or any third party; relates to a confidential matter; it is about a specific planning matter; or it is substantially the same as a question asked in the past six months.

Questions should be sent to Democratic Services (Democratic.Services@swdevon.gov.uk) by 1.00pm on the Monday before the meeting (the deadline will be brought forward by a working day if affected by a bank holiday). This will allow a detailed response to be given at the meeting. If advance notice of the question cannot be given the Chairman of the meeting has the discretion to allow questions on matters that are felt to be urgent;

For any further advice on questions to the O&S Committee, or to request a copy of the full Public Questions Procedure Rules, please contact Democratic Services (Democratic.Services@swdevon.gov.uk)

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Operational/Business Plan 2022/23

Edition	Q1
Revision Date	22/07/2022
Author	Nigel Hunt

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Section 1 – Introduction and Partnership Drivers

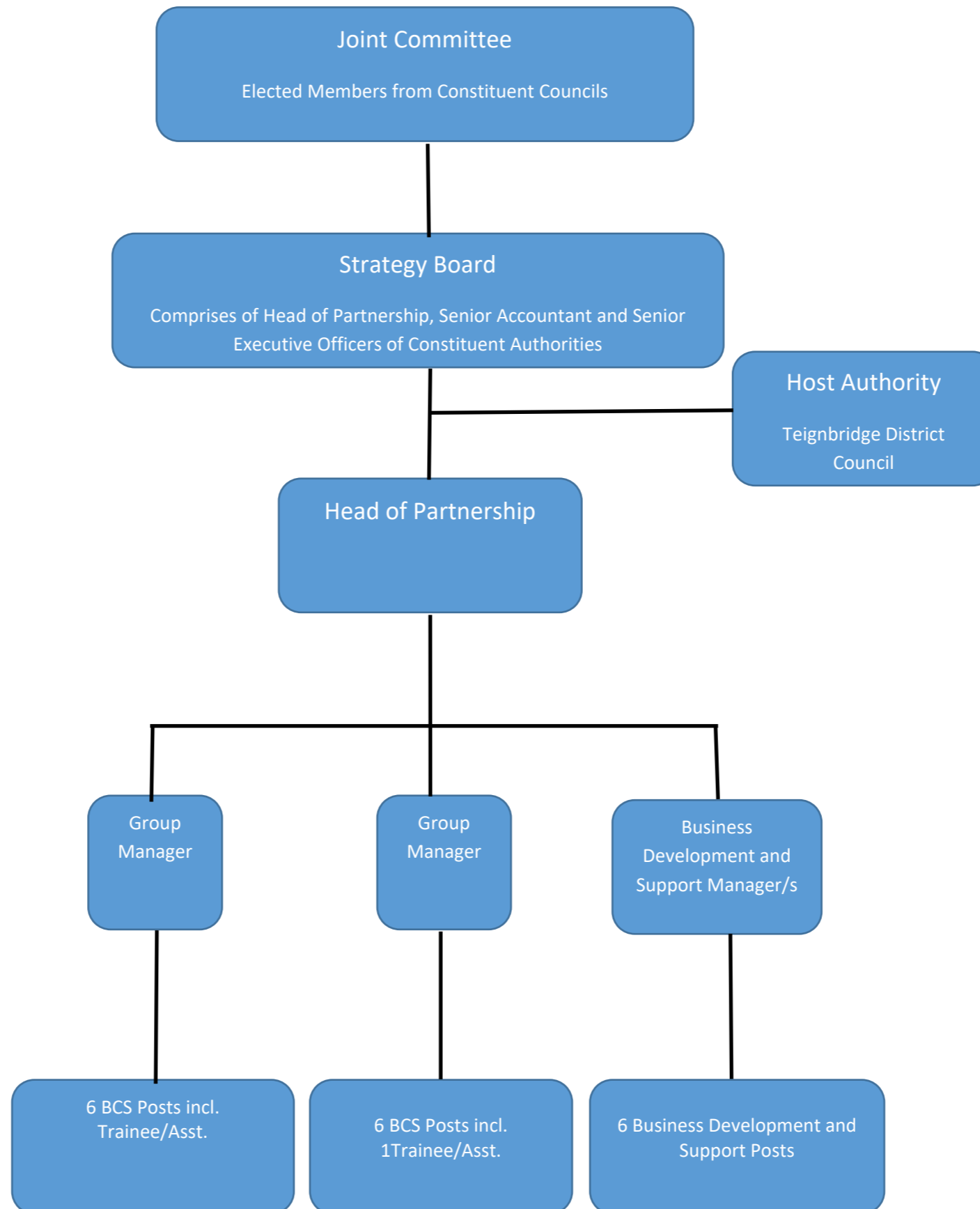
Main functions of the team	
<p>What do we do?</p>	<p>This Operational Plan has been developed for the Devon Building Control Partnership which carries out the Building Control functions for Teignbridge District Council, South Hams District Council and West Devon Borough Council.</p> <p>The main function of the Partnership is to ensure that the Councils can meet their statutory and regulatory duties in respect of building control matters in a timely manner. It is a statutory service, which administers legislation relating to the built environment and operates in such a manner as to establish and maintain a high reputation for both itself and the partner councils. It therefore aims to provide a responsive service, which is of a consistently high standard and gives value for money to its customers.</p> <p>The service has two elements which are described as fee earning and non-fee earning work. The building regulation aspect of the service is income generating and in accordance with The Building (Local Authority Charges) Regulations 2010 and CIPFA accounting requirements. This aspect of the business must be self-financing over a continuous three-year rolling period. The non-fee earning part of the service is funded by the council taxpayer and includes dangerous structures, enforcement, demolitions, support for the safety advisory group and consultancy services to other council services.</p> <p>Local authority building control is subject to competition from private sector building control bodies (approved inspectors or AI's) operating both regionally and nationally. This competitive scenario is applicable across all developments including domestic extensions, new housing, and commercial developments. This gives all applicants a clear choice between the Local Authority Building Control Service (LABC) and private sector building control Approved Inspector (AI) services. This choice may be based on cost alone or a number of other factors such as the quality of site inspection service, ease of contact, early involvement in the design process or flexibility in making decisions. However, it is made, the Partnership must try to compete effectively</p> <p>Despite this choice, the Local Authority retains a statutory duty to enforce the building regulations in its geographical area. Approved Inspectors are not able to perform this function and sites which cannot be signed off by AI's revert to Local authorities for enforcement. Thus, irrespective of workload and income, all councils must retain a Building Control Service at some cost to the Authority.</p> <p>The service is also subject to a continuous programme of both administrative and technical legislative change, this means that management objectives and priorities may change at short notice.</p> <p>Building Regulation Fee Earning Service This service is concerned with determining compliance with Building Regulations by assessing plans and carrying out site inspections at different stages of the building process. Customers are advised of contraventions of the building regulations and how they may be overcome. Legislation allows prosecution in the magistrates' court for contraventions of the Building Regulations but is only used as a last resort. This element of the service's work is subject to competition by the private sector.</p> <p>Non-Fee Earning Work Building Control provides a number of services which are necessary as part of a local authority service. These include:</p> <ul style="list-style-type: none"> • Dangerous Structures. • Enforcement of Building Regulations • Demolitions. • Registering AI Initial Notices and Competent Person Scheme works. • Process disabled person's applications.

	<ul style="list-style-type: none"> • Provide advice to other council services. • Safety advisory group / safety at sports ground. • General pre-application and building regulations advice. <p>These elements of building control work do not require payment of a building regulation charge and are not required to be self-financing.</p> <p>NB Opportunity and Risk Assessments are now held on the internal management system.</p> <p>Main activities</p> <p>The main activities of the Building Control service are as follows:</p> <p>Provide advice to customers about the need for planning and building control permission.</p> <ul style="list-style-type: none"> • Undertake Inspections on building work to ensure compliance with relevant standards and legislation • Ensure the health, safety, and welfare of persons in and about buildings • Provide advice to customers and partners on Building Regulation matters • Enforcement of Building Regulations • Organise and run the annual Building Excellence scheme • Promoting energy conservation in homes. • To contribute to the delivery of the partner council’s corporate housing strategies by helping to improve the quality and standard of private sector housing
<p>Who do we deliver to?</p>	<p>The Partnership has a diverse range of customers, stakeholders and partners (within and outside the organisation). These include. Applicants, agents, internal teams, Parish Councils, members of the public, elected Members, external statutory and non-statutory consultees, other Local Authorities and Professional Bodies</p>
<p>How do we deliver?</p>	<p>The vast majority of services provided by all functions within the service are delivered using a combination of in-house resources and partnership with external organisations. However, it should be noted that a large part of the Building Control function is carried out in a competitive marketplace and is subject to commercial pressures.</p>
<p>Which elements of our service are statutory or discretionary?</p>	<p>The determination of Building regulation applications, dealing with Demolition Notices and ensuring Health and Safety of the public with regard to dangerous structures. All other elements of the service are discretionary.</p> <p>The Partnership will proactively consider additional discretionary services which would generate income, such as fire risk assessments, access statements, SAP calculations and acoustic testing.</p>

Strategy map measuring performance delivering the service



DBCP STRUCTURE



Section 2

Operational Priorities 2021-22

Priority	Specific Actions	Due	Measure and Milestones			Responsible person	Quarterly Progress (RAG)	Comments
			Description	Target	Actual			
Ensure that the Partnerships functions are managed in line with outcomes defined in agreement with the board and supporting agreements	Ensure all finances are effectively managed	Q1-4	CIPFA protocols followed and a balanced budget is delivered of a rolling three to five-year trading period	Annual sign off by Sec 151 Officer	Ongoing	NH	Green	Finances reviewed monthly.
	Yearly Operational/Business plan agreed with partnership board	Q1-4	Produce a plan which clearly sets out the targets and performance levels required.	Annual sign off by Board	New plan to be presented in Q4 each year	NH	Green	Agreed by partnership board
	To provide effective leadership for the Building Control Partnership	Q1-4	Develop the Partnership strategically to provide high quality building control services and ensure that partners meet their statutory obligations under the relevant legislation.	Operational Plan agreed by Board	New plan to be presented in Q4 Each year	NH	Green	As above
Ensure the Partnership is fully aware of the proposed changes in legislation and the responsibilities associated thereof.	The Partnership will need to adapt to the significant changes being brought about by the introduction of a new Building Control Regulator now set in statute as well as new legislation relating to fire safety.	Q1-4	Develop the service to ensure any new proposals can be serviced effectively. All surveyors have registered for training through LABC and New Burdens funding to become licensed.	N/A	N/A	NH	Green	The partnership is already preparing itself for the changes by up skilling existing staff. The Govt. has provided New Burden funding to facilitate this
	Implement the new Building Regulations and associated legislation.	Q1-4	The proposed changes are the most significant and wide ranging in over 30 years and will have a significant impact on the application and provision of Building Control.	N/A	N/A	NH	Green	Updates will be provided to the strategy board throughout the year.
Implement and update the LABC Quality Management System (ISO 9001:2015)	The LABC system will ensure that all LA Building Control providers undertake their roles and responsibilities to agreed standards across the country. In particular it focuses on service delivery, timeliness, and provision of information, professionalism and staff attitudes.	Q1-Q4	Continually review current working practices and protocols.	100%	100%	NH	Green	Quarterly review of performance against requirements.

Develop a Medium-Term Financial Plan	A new MTFP will need to be developed against the background of issues arising from Covid-19 and possible recession. This will contribute to future business planning of the service	Q1-Q4	A MTFP will consider all potential financial impacts on the service over a 5-year period. Consideration will be given to possible changes to the general economy and the construction industry specifically. The plan will also outline proposals for a reserve fund and actions to reduce surpluses.	100%	Ongoing	NH		The MTFP has been updated to reflect previously agreed changes and will continue to monitor market conditions.
Develop a commercial approach to support business growth	Carry out detailed business analysis to understand current market share	Q1-4	Ensure the service fully understands its position in the BC marketplace, including market share, key strengths, and changes over time	100%	Ongoing	NH		Market position/share monitored monthly
	Identify realistic growth (or stabilisation) targets in key market sectors		Regular business analysis supports key business decisions in commercial environment	100%	Ongoing	NH		Business performance monitored closely
			Percentage market share stabilises, and business invests in growing priority areas	Maintain levels of market share 70% or above.	Q1 87%	All Staff		Market share has been maintained above agreed levels
Take a positive and proactive approach to the determination of Building Regulation applications in a timely manner.	Building Control to register submitted applications within 5 working days	Q1-4	Applications registered within prescribed periods. Validation and registration of applications within 5 days.	80%	Q1 100%	All Staff		Commentary provided quarterly
	Initial check for compliance of Building Control application within 3 weeks. Request for additional information if required.	Q1-4	Full plan submissions checked for compliance with building regulations any additional information requested	80%	Q1 95%	All Staff		Commentary provided quarterly
	Approve or reject Building Control Full Plan applications within 8 weeks	Q1-4	Full plan applications need to be decided within a statutory 8-week period. If no decision is made applicants can claim back fees	100%	Q1 99%	All Staff		Commentary provided quarterly
	Requests for site inspections received before 4 pm will actioned the same day	Q1-4	Respond to request for site visits in a timely manner.	90%	Q1 100%	All Staff		Commentary provided quarterly
Promote a healthy and safe environment	Provide a responsive dangerous structure service	Q1-4	Respond within agreed timescales	100%	Q1 100%	All Staff		Commentary provided quarterly
	Respond to demolition notices in a timely manner	Q1-4	95% of notices responded to within 1 week	100%	Q1 100%	All Staff		All notices registered and acted upon within timescales
	Support area Safety Advisory Groups	Q1-4	Attend meetings as required	Ongoing	Ongoing	All Staff		Meetings attended where BC input required
Maintain and improve market share	Devon Building Control Partnership services are used on the majority of applications registered within the	Q1-4	Promote and market the service at all possible opportunities. Utilise customer feedback information and	Ongoing		All Staff		Market share is being maintained and it is hoped that new ways of working will

	geographical area of the Partner Councils. Targets laid out in Marketing Plan/Strategy		industry trends for market intelligence.		Ongoing			increase the percentage.
Provide timely pre-application advice to customers and realise an opportunity for additional income for the Council.	Meet with customers on request to advise on Building Regulation requirements	Q1-4	Building Control surveyors available to customers by attending the partner offices or on site by appointment.	Ongoing	Ongoing	All Staff		Staff are actively engaging with clients via online platforms or in person.
	Building Control Surveyors will act as account managers with registered partners	Q1-4	Will enable single point of contact regarding pre-application consultation	Ongoing	On going	All Staff		All surveyors have a client portfolio.
Use customer feedback to deliver continuous service improvements and increased customer satisfaction.	Meet with customers twice yearly through the liaison panel to identify areas for improvement and report back on actions taken if appropriate.	Q1-4	Twice yearly meetings held with customers and actions taken.	100%	Next meeting TBA in Q3	NH		Meetings are informal and are held after a CPD event. An event has been organised for each quarter.
	Take action where complaints are considered to be justified.	Q1-4	Action taken where complaints are justified.	100%	Ongoing	NH		No complaints during the year
	Ensure that all cases of service feedback whether praise or complaint is recorded and reported. Review each case so that the service can learn and reinforce those areas of delivery.	Q1-4	Praise exceeds justified complaints.	100%	Ongoing	NH		Customer feedback is recorded and in some cases presented on the SBCP website.

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Report to: **Overview and Scrutiny Committee**

Date: **3rd November 2022**

Title: **Leisure Contract - Fusion Quarterly Q2 Update Report**

Portfolio Area: **Health & Wellbeing – Cllr Jonathan Hawkins**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: Immediately

Author: **Jon Parkinson** Role: **Specialist (Leisure) Assets**

Contact: **jon.parkinson@swdevon.gov.uk**

RECOMMENDATION:

That the Overview and Scrutiny Committee note the contents and progress of Fusion’s Quarterly Report – Q2 for 2022.

1 Executive summary

- 1.1 This report provides an update on Fusion’s Quarter 2 performance and a presentation summary for the past 3 months shown in Appendix A.

2 Background

- 2.1 Nationally the leisure sector continues to experience difficult times following the slow recovery from Covid-19 in the operations of leisure centres.
- 2.2 The current global and UK economic instability, the energy crisis, the cost of living challenges, increased supply chain costs and ongoing staff recruitment and retention issues have all resulted in costs increasing and income levels not growing as expected.
- 2.3 The provision of leisure centres is a discretionary service. However the activities align with the Council’s corporate strategic plan – ‘Better Lives for All’ in providing quality services and community wellbeing. This includes increasing active participation in sport and leisure activities.

3 Outcomes/outputs

- 3.1 The leisure contract sets out specific performance indicators which Fusion will deliver through its plans and targets, these include being a more active district, promoting community development,

improving health and wellbeing of local residents, improving quality of services and delivering environmental improvements.

- 3.2 The attached quarterly presentation from Fusion highlights key performance areas and provides an overview on new marketing, activity programmes and a new post for Sport and Community Development in the South Hams.
- 3.3 For August the Centres had their highest usage level, reaching 65,000 visits, a positive performance driven by family activities, casual swimming and the influx of visitors to the region.
- 3.4 Overall leisure centre memberships in September '22 were at 87% compared to pre-Covid levels, 5,857 against 6,764 in March'20;

Total	March 2020	September 2022	%
Dartmouth	560	558	99%
Ivybridge	1,665	1,386	83%
Quayside (Kingsbridge)	1,523	1,315	86%
Totnes	1,117	808	72%
Meadowlands (Tavistock)	1,075	1,145	106%
Parklands (Okehampton)	824	645	78%
Total	6,764	5,857	87%

Swim school has been in very high demand and overall memberships have passed pre-Covid levels, being at 102% compared to March '20.

Total	March 2020	September 2022	%
Dartmouth	162	123	76%
Ivybridge	820	1,004	122%
Quayside (Kingsbridge)	778	647	83%
Totnes	402	386	96%
Meadowlands (Tavistock)	519	496	96%
Parklands (Okehampton)	286	364	127%
Total	2,967	3,020	102%

- 3.5 The centre usage figures and recovery from the Covid-19 restrictions have been good and are in line with national data trends taken from Sport England – Moving Communities up to January 2022. No further recovery data has been provided for this year.

4 Proposed Way Forward

- 4.1 The solar energy project, which received approval for a change in its funding recommendation by Council in July, has been delayed by

a change in contractor to install the panels. Fusion are still seeking to appoint an alternative contractor following site visits and a final tender submission. They have received two initial quotes, both of which look viable at this time.

- 4.2 For Totnes Leisure Centre, Fusion have recently taken the decision not to proceed with the proposed investment at the facility due to the current business case not being viable at this time. Various factors are currently facing Fusion, as highlighted for the national leisure sector, in regards to rising operational, staffing and energy costs, cost of living crisis, rising building costs and the overall economic climate regarding inflation and interest rates.
- 4.3 The local Totnes – Tadpool project group will consider the next steps as to how the facility can be improved and measures to increase usage.

5 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Leisure is a discretionary service. The management of the council's leisure centres are agreed in a formal contract agreement with appropriate reporting structures.
Financial	Y	The investment borrowing and contract arrangements were approved as part of the contract award. Management fee changes were reported at Executive on 3 rd March 2022 E.94/21 and approved by Council on 31 st March 2022. Management fee payments have been received from Fusion for the 2021/22 financial year. For 2022/23 management fee payments, these have been confirmed with Fusion and monthly payments will be made from October '22 to March '23. All management fee payments are set out with the appropriate indexation applied.
Risk	Y	Mitigated through the formal procurement process and the business case appraisal.
Supporting Corporate Strategy	Y	Council, Communities, Wellbeing
Climate Change – Carbon /	Y	Contract targets to reduce energy usage

Biodiversity Impact		
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	All leisure centres remain open and have activities open for all sections of the community
Safeguarding	Y	Relevant policies and practices in place through the contract.
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	Y	Improved though better facilities and part of service delivery.
Other implications		none

Supporting Information

Appendix A – Fusion Quarterly Report Q2; July - September 2022

Fusion Quarterly Review Presentation

**South Hams District Council
West Devon Borough Council**

Period : July - September 2022

October 17th 2022

Quarterly Review

Agenda

- Performance Update:
 - Marketing
 - Sport and Community Development
 - Participation
 - Memberships
 - Customer Satisfaction
- Moving Forwards

Performance Overview

Quarterly Review

Marketing – Key Campaigns

- Spring campaign 'STRETCH your LIMITS'. New digital artwork was created and new collateral artwork was sent to sites to distribute around the Centre.
- Supporting offers include December and January for FREE, 50% off first payment & joining fee, join now & pay nothing until 15th October and 50% off initial payment.
- The campaign was introduced via social and all digital platforms, including emails to casuals, prospects and members as well as app notifications.
- In addition to the refer a friend campaign, refer a friend and both parties receive a month free (month 7) was extended. Refreshed artwork was designed for referrals to fit the 'STRETCH your LIMITS' campaign.
- All South Hams and West Devon centres continue to update their app and web platforms to ensure bespoke content is displayed.

Quarterly Review

Marketing

- Quayside Leisure Centre now feature in Salcombe Rugby Programs.
- Dartmouth now feature in Discover Dartmouth [Dartmouth Leisure Centre – Discover Dartmouth](#).
- Morrison's donation to Meadowlands, in return, the team made an appearance on Mental Health Awareness Day at Morrison's.
- Regular Roller Discos were launched at Dartmouth, Totnes and Ivybridge.
- Young Adult Memberships were launched across the contract 130 ytd
- New Fitness Class Instructors were recruited and NEW group exercise classes were launched, including; Parent and Toddler Fit and Boxfit.
- Meadowlands launched ballet to reach a new dynamic of junior activities.
- Quayside have partnered with Kingsbridge Ladies Rugby Club to enhance their fitness regime.

Local Images



Page 26



You, Esmé Cassidy-Biggs and 18 others 1 Comment

Bouncy Fun all day
 Badminton all day
 Table Tennis all day
 Squash 9:00 - 12:00
 Family Swims 12:00 - 15:00
 Bowls 10:00 - 15:00
 Swim School Drop in
 Group Exercise Classes
 9:00 Spin 9:45 Zumba
 10:30 Balance

20% OFF
All Birthday Parties If Booked Today!

Saturday 24th of September 8:00-16:00



Quayside Leisure Centre pop in and say hi

BOOKINGS NOW LIVE!

AND IT BEGINS.....

@QUAYSIDELEISURECENTRE IM READY FOR YOU

Mark Potter and 62 others 10 comments

at Quayside Leisure Centre

SCAN ME!

Download a **FREE** Gym or Swim Leisure Centre pass...

discover **Dartmouth**

INFO STAYING

Britannia Royal Naval College Tours

Dartmouth Leisure Centre

16 Sep

Setting the Barre

Setting The Barre Dance Academy has s... See more

Timetable
Weddays | Meadowlands Leisure Centre, Tavistock

- 2:30-3:00 BALLET BARRE (3-4YRS)
- 4:00-4:45 PRIMARY BALLET (3-6YRS)
- 4:45-5:30 PRIMARY TAP & MODERN (4-6YRS)
- 5:30-6:15 GRADE 1 BALLET (6-11YRS)
- 6:15-7:00 GRADE 2 TAP & MODERN (6-11YRS)

SETTING THE BARRE
Classical Conditioning

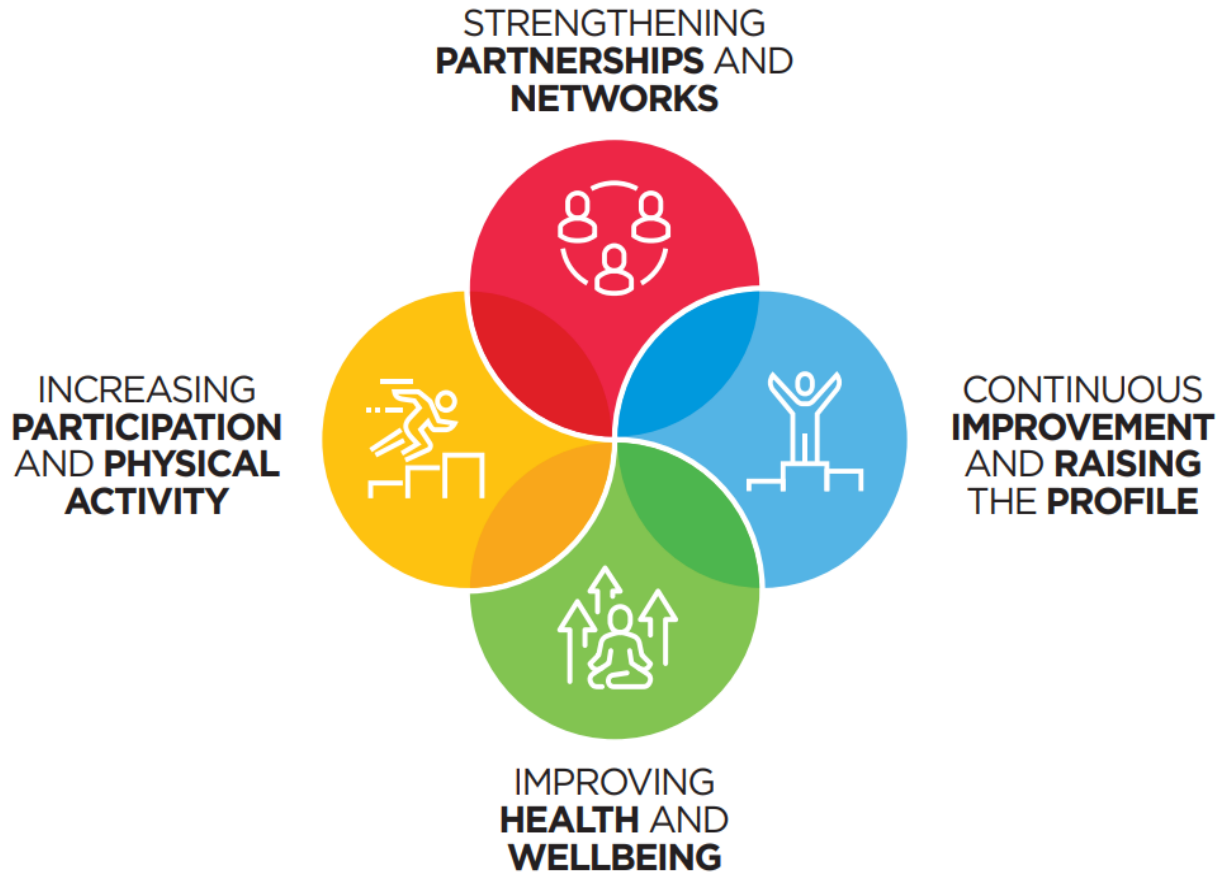
Brand New Dance Classes

COMING TO TAVISTOCK FROM 5TH SEPTEMBER 2022

South Hams / West Devon

Sport & Community Development

Page 27



South Hams / West Devon

Quarterly Review

Increasing Participation

- Youth Leisure Nights
 - Youth Genesis have unfortunately pulled out of Youth Nights in South Hams. Ivybridge are looking to offer a youth provision on a Friday in house without Youth Workers.
 - A new partnership is being made with TRAYE in Totnes and talks are underway with Active Devon to fund the youth workers to start a new session at Totnes.
- Roller Discos
 - A disco took place on 10th September at Totnes with 52 people taking part. More planned for October, November and December. The discos are supported by Tadpool.
- TQ6 Summer Family Sessions
 - TQ6 funded Free summer holiday sessions at Dartmouth throughout the summer holidays. Sports hall with bouncy castle and multi-sport games and family swim.
 - 51 different people registered and 100 attendances.
 - Another 6 weeks of free sessions for TQ6 residents started on 25th September with family swim on Sundays and bouncy fun on Saturdays running until 5th November.
- SEND Swimming
 - Planning to restart SEND swimming lessons at Quayside in Autumn.

Quarterly Review

Increasing Participation

Dartmouth Leisure Centre

FREE FOR TQ6 RESIDENTS

Autumn Family Fun

From 25th September - 5th November

BOOK YOUR FREE SESSION

Bouncy Fun
Every Saturday
10.00-12.00

Family Swim
Every Sunday
12.30-13.30

All Under 8's need to be accompanied by adult, ratio of 1 adult to 2 children, 8-16yrs who are confident swimmers can swim unaccompanied.

Book via the app/website or by contacting the centre
Registration is required prior to booking

Dartmouth Leisure Centre
Wessex Way, Dartmouth, Devon TQ6 0JL
dartmouth-sales@fusion-lifestyle.com
01803 837101
dartmouthleisurecentre.com





Swim School

NEW

SEND swimming lessons

BOOK A SPACE TODAY!

Learn to swim in a safe, friendly & fun environment

Launching at Quayside Leisure Centre

We are excited to launch specialist SEND swimming lessons for children in small groups with their parents or carers.

We will develop their swimming ability and water confidence through fun and sensory activities. Lessons will be for 30 mins and meet the needs of each individual child with teachers who have had specialist training.

The first week is free and is none water based where you and your child will meet the teacher, have a tour of the leisure centre and discuss individual learning needs. This can be done on a 1-2-1 basis if needed.

Ask at reception or visit us online for more details
fusion-lifestyle.com/swimschool

Quayside Leisure Centre
Ropewalk, Kingsbridge TQ7 1HH
01548 857100
quaysideleisurecentre.com





Family ROLLER DISCO

10TH SEPTEMBER Book via the centre app/website.
15TH OCTOBER 50 places available in each age group.
12TH NOVEMBER Roller Skates are provided or you can bring your own.
10TH DECEMBER

1.00PM - 2.30PM
Families with children up to 12yrs
2.45PM - 4.15PM
Families with children 13yrs +

£2.50 PER HEAD

DON'T MISS OUT
BOOK YOUR PLACE TODAY

TOTNES LEISURE CENTRE
Borough Park Road, Totnes, TQ9 5XW
totnesleisurecentre.com
T: 01803 862992





South Hams / West Devon

Quarterly Review

Increasing Participation

- **Exercise on Recommendation (EOR)**

- Total of 95 referrals in Q2, Target of 250 for 2022
- YTD there have been 249 referrals across the 6 leisure centres. Of these 76% have started the 12 week supported programme. Of those who started, 45% have completed the 12 week programme.

	July	August	September	Total
Quayside	3	3	13	19
Totnes	6	12	1	19
Ivybridge	5	13	7	25
Parklands	6	6	7	19
Meadowlands	0	0	0	0
Dartmouth	8	4	1	13
	28	38	29	95

- **Falls Prevention**

- An expression of Interest was submitted to West Devon CVS to deliver a 12 month pilot Falls Prevention service for £25,000 but was unfortunately unsuccessful.
- Karen Edworthy (EOR at Parklands) is undertaking the PSI training hosted by Active Devon to delivery Falls Prevention classes with the Well Moor Project. We are planning to set up chair based sessions at Parklands as an exit route to the Falls prevention programme.

Quarterly Review

Increasing Participation

- **OCRA – West Devon Participation data:**

- July: 4,863 Total (4,385 Junior, 410 Adult, 68 Fifty plus)
- August: 3,004 Total (2569 Junior, 346 Adult, 89 Fifty plus)
- September: 2,967 Total (2,689 Junior, 171 Adult, 107 Fifty plus)
- Includes: Walking Netball & Football, Gymnastics & Trampoline Programme, Holiday Schemes, HAF Funded sessions, Yes Tor project, Just Play Football, school delivery.

- OCRA Sports and Fitness Festival returned for 2022. With the Super Sporting Sunday on 24th July.

Page 31

- **Community Outreach**

- Online consultation organised by Active Devon for Bickleigh & Cornwood residents to help identify physical activity needs. 51 responses
- Outreach Sport & Community Development Officer role appointed and starts 1st November. 20hrs week
- Postcode data of Fusion members has been analysed by SH Wards with fewest members coming from the following 4 wards; Woolwell, Wembury & Brixton, Bickleigh & Cornwood and Marldon & Littlehempstead.

Quarterly Review

Increasing Participation

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- **Funding**

- Trying to secure funding for EOR instructor training for 1 at Parklands and 1 at Dartmouth.
- Working with TRAYE and Active Devon to submit Together Fund Application for Totnes Youth Nights and including physical activity as part of their existing rural provision.
- OCRA - £28k secured to deliver Woodlands Therapy for Veterans including Bushcraft.

- **FANS**

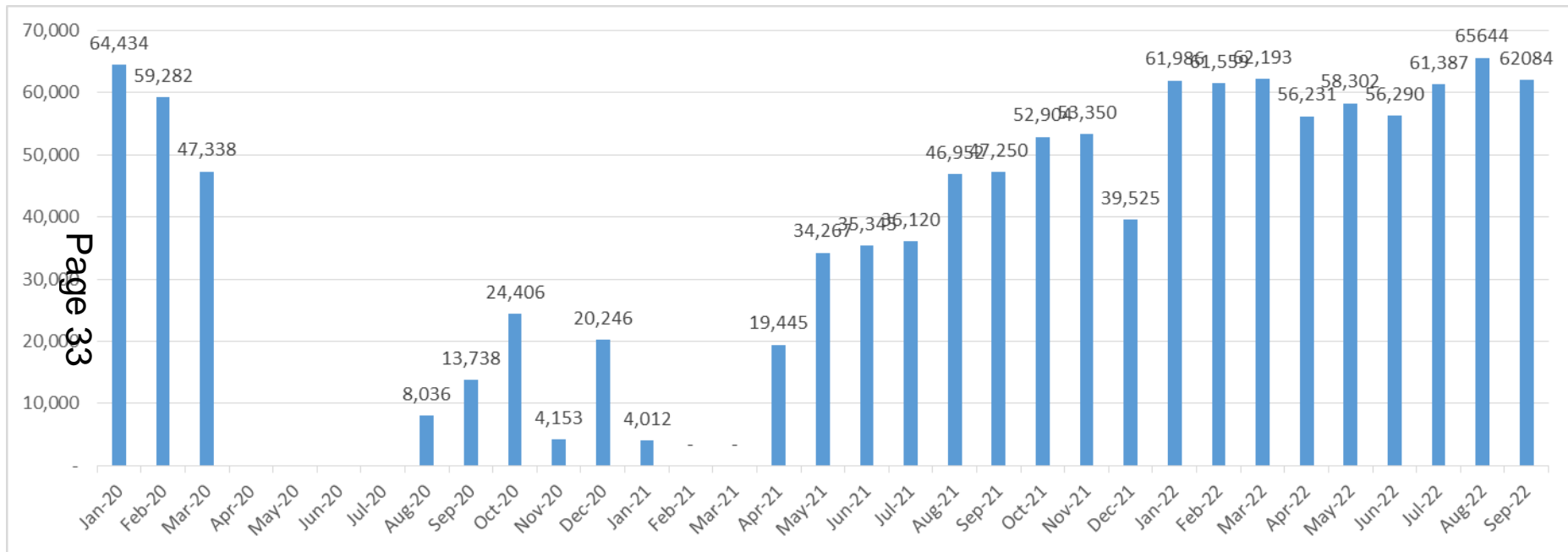
- Soon to launch new Fusion Academy to replace FANS. Filming taken place with Giselle Ansley GB Hockey Player to feature on website.
- 45 people on the FANS scheme (27 SH, 18 WD)



Quarterly Review

Participation

- Total Q2 Participation: c.189k
 - South Hams – c.136k
 - West Devon – c.53k

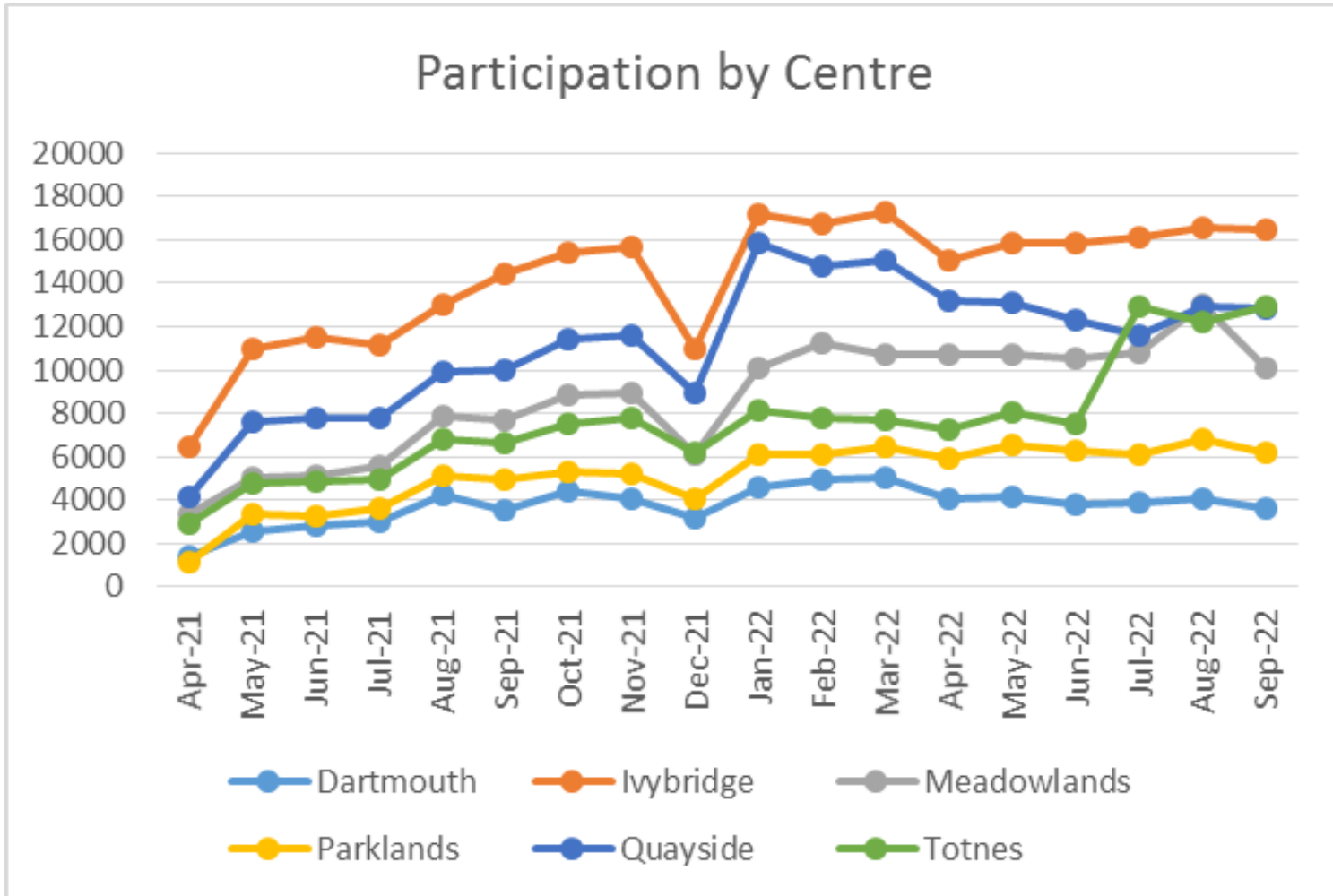


South Hams / West Devon

Quarterly Review

Participation

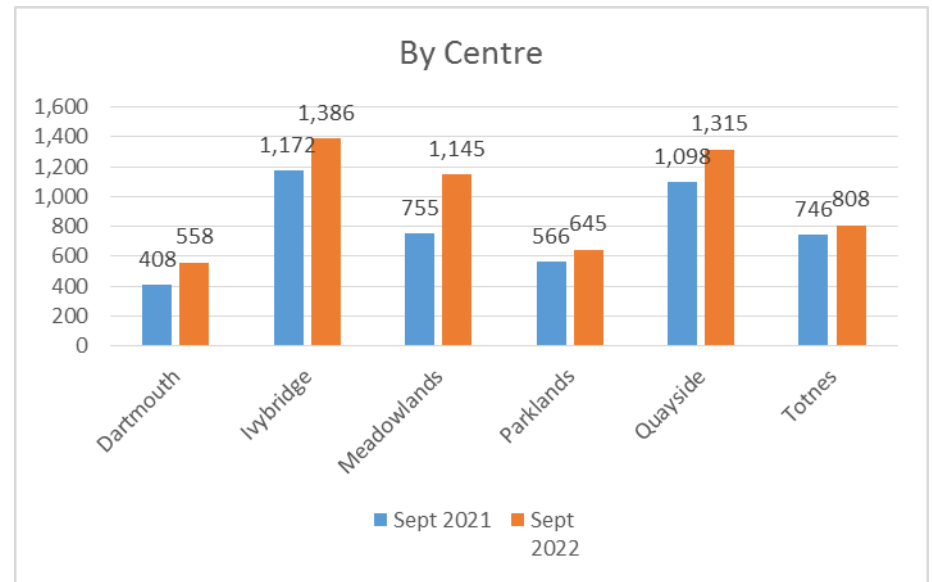
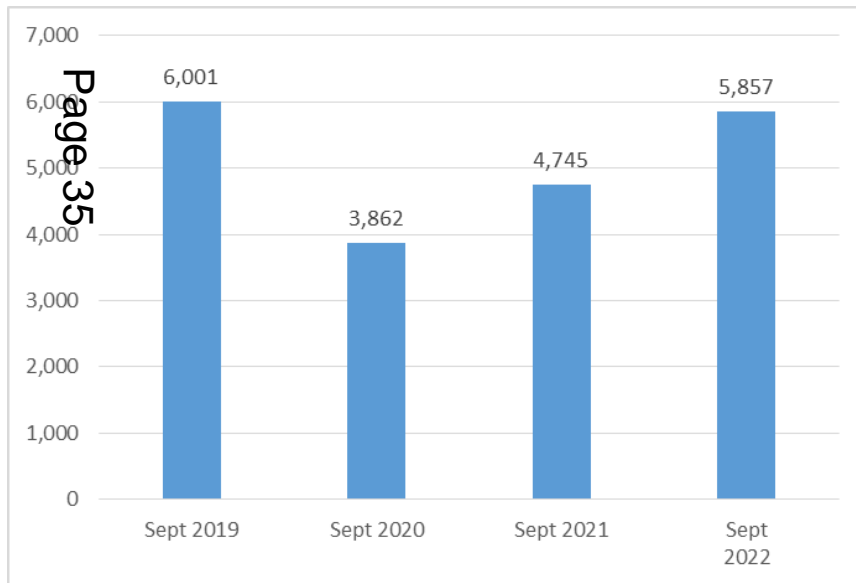
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Quarterly Review

Memberships

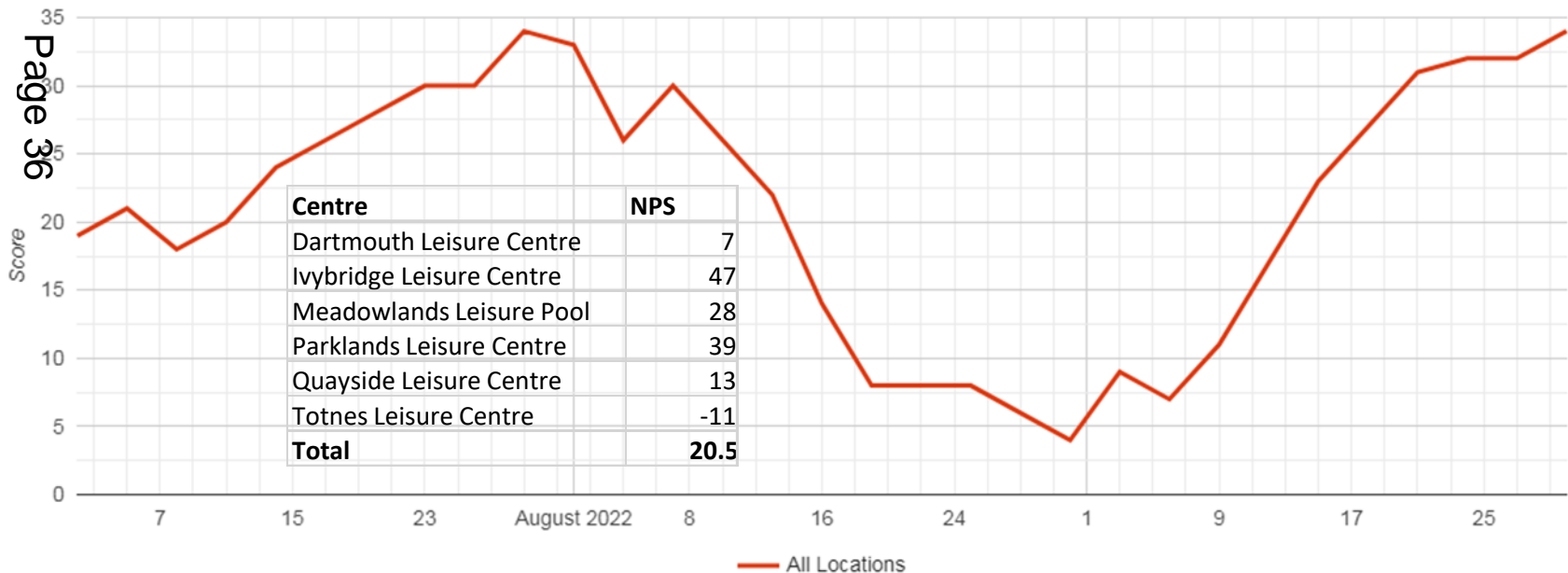
- Total Memberships: 5,857 (at 98% of Pre-Covid)
 - Parklands and Totnes are below pre Covid count
 - Introduction of short term memberships have driven overall membership count this summer.



Quarterly Review

Customer Satisfaction

- NPS Q2 Score 20.5
 - *Promoter mentions:* Staff, Pool, Group Exercise, Equipment
 - *Detractor mentions:* Changing Rooms, Cleanliness
 - Increased footfall over August due to visitor numbers
 - Cost of living crises comments regarding cost
 - Totnes feedback regarding older centre



Quarterly Review

Moving Forwards

- Solar / Renewal Energy
 - Roof survey at Parklands to be completed
 - Contractor visits under way and to be completed 15/10/2022
- Parent and Child
 - New programmes at Parklands, Meadowlands and Ivybridge
 - Increase in parent and child swimming programme

Outreach

- New SCD post to target activities in the local community

Totnes

- Review alternative models for refurbishment funding

- Pricing model for 2023

- Discuss with SH/WD pricing strategy, annual review

- Café

- No progression to date, alternative model required

Fusion Quarterly Review Presentation

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**South Hams District Council
West Devon Borough Council**

Period : July - September 2022

October 17th 2022

Report to: **Overview and Scrutiny Committee**
Date: **3 November 2022**
Title: **2021/22 Performance Management**
Portfolio Area: **Cllr Nicky Hopwood**
Executive Lead Member (Performance)

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **N**

Author: **Drew Powell** Role: **Director Strategy and Governance**

Contact: Drew.Powell@swdevon.gov.uk

RECOMMENDATIONS:

That the Overview and Scrutiny Committee:

- 1. Review the performance figures for the 21/22 financial year shown in the performance management report as included in Appendix A to this report; and**
- 2. Note the proposed format for an enhanced performance report (as set out in Appendix B) which will be populated with performance data and considered at the meeting of this committee in January 2023.**

1. Executive summary

- 1.1 Overview and Scrutiny Committee consider the performance of the Councils key services against an agreed suite of measures on a six-monthly basis.
- 1.2 Performance reporting and corporate key performance indicators (KPI's) now form part of the corporate strategy – 'Better Lives for All' - reporting cycle which includes KPI's being reported to the Executive on a quarterly basis.
- 1.3 The purpose of this report is to provide an overview and closedown report of performance for the 21/22 financial year.
- 1.4 In addition, the report sets out the proposed updated and improved format for future reports to this committee, in line with our enhanced performance management framework.

2. Background

- 2.1 Performance data was last reported to this Committee on 20th January 2022 (minute O&S.52/21 refers).
- 2.2 This report, through Appendix A, sets out the full year 2021/22 performance against agreed key performance indicators, provides a commentary on trends and, where performance was not in line with target, the mitigating measures that were employed.
- 2.3 During the global pandemic, as staff resource was prioritised into administering Government Covid business grants and emergency welfare support, some of the Council's services had slightly increased processing backlogs. These backlogs continued to be worked down throughout the year and with no major government announcements (apart from £150 energy rebate in the final quarter) the performance at the end of the year can be judged against more normal levels of customer demand.
- 2.4 Throughout the year, Covid related sickness absences increased the overall sickness levels among staff and added some additional pressure across the Council.

3. Outcomes/outputs

- 3.1 Appendix A to this report sets out full year performance for 2021/22 for each of the agreed Key Performance Indicators. The report also includes an explanation of the trend and where performance is off target, a summary of the mitigating actions.

4. Proposed Way Forward

- 4.1 The present suite of KPI's is no longer considered to provide the level of detail or clarity to enable members, and the community, to fully assess and scrutinise performance effectively.
- 4.2 As part of ongoing enhancements to the Council's performance management framework, it is proposed that when performance is next reported to this committee in January 2023, a new suite of KPI's will be presented.
- 4.3 The new KPI's are presently being developed in conjunction with the Executive and will focus primarily on service volumes and performance, customer experience and overall Council effectiveness.
- 4.4 In addition, it is proposed that there will be additional narrative setting out the description, direction of travel, history and how the KPI is calculated which is vital to ensure data quality is maintained.
- 4.5 Appendix B provides an example of the proposed format for future performance management reports to this Committee.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Committee is responsible for both an overview of performance and for scrutinising how the Council is performing as an organisation.
Financial implications to include reference to value for money	N	There are no direct financial implications of this report although it does set out Council Tax collection rates.
Risk	Y	The provision of KPI's and an effective performance management framework reduces the risk of Council services not being delivered effectively.
Supporting Corporate Strategy	N	
Climate Change - Carbon / Biodiversity Impact	N	
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

Appendix A – 2021/22 Full Year Performance

Appendix B – Proposed format for future performance reports.

Background Papers:

None

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Appendix A - 2021/22 Performance Data

The following sets out the performance against key performance indicators for the whole of the 2021/22 financial year.

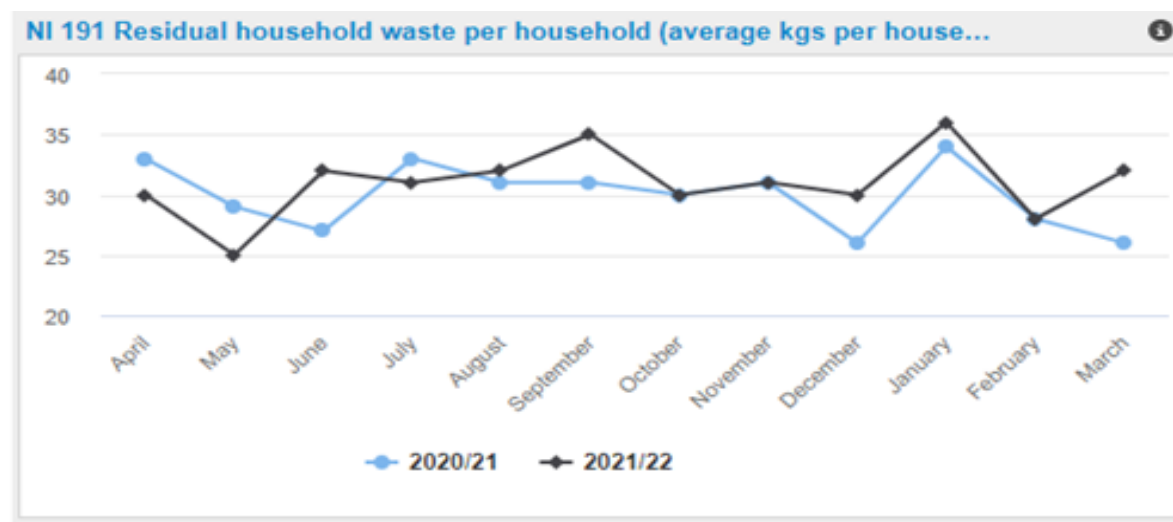
Waste and Recycling

Percentage of household waste sent for reuse, recycling and composting



Explanation of Trend	Mitigation Measures
Well documented challenges with the performance of the waste contractor impacted on performance.	Robust Contract management implemented.

Residual household waste per household (average kgs per household)



Explanation of Trend	Mitigation Measures
Dec/Jan are on trend normally higher following festive period, the figures are higher in March but Garden Waste was suspended and did not restart until 28.03.22.	Continue to monitor through WDF and returns and will educate residents on how to reduce waste through Waste Recycling Advisors which will be in Dec-March 2023.

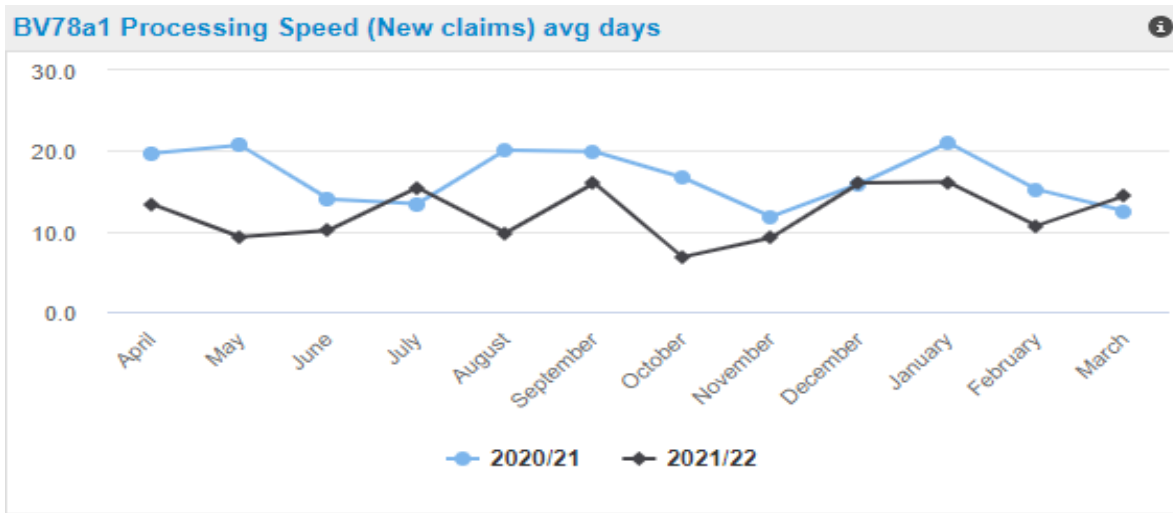
Average number of collections missed per 100,000 collections of household waste



Explanation of Trend	Mitigation Measures
Well documented challenges with the performance of the waste contractor impacted on performance.	Robust Contract management implemented.

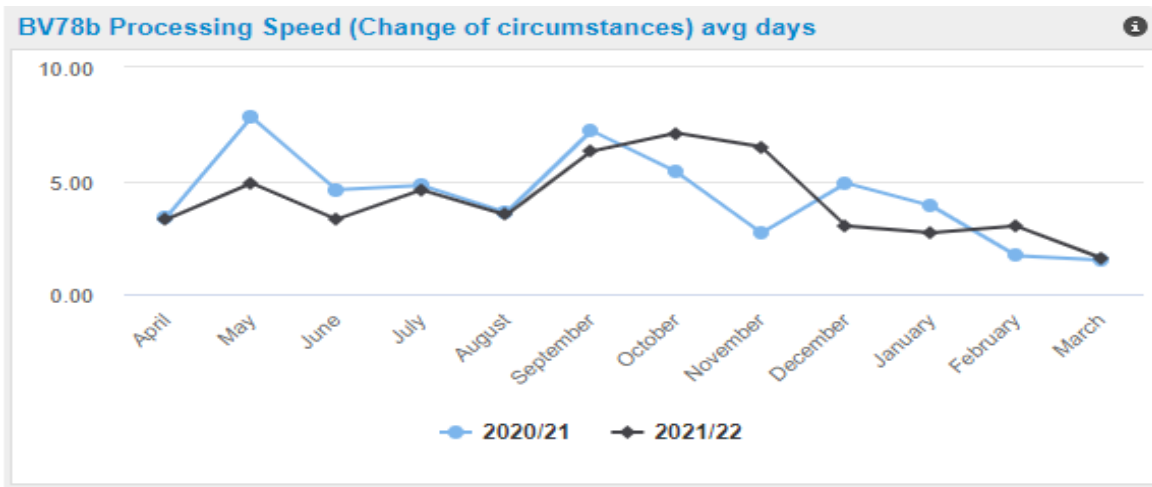
Benefits Service

Processing Speed (new claims) average number of days to process a claim



Explanation of Trend	Mitigation Measures
Similar or better performance than historic trends. New claims are currently taking an average of 14 days to process.	The implementation of the Revs & Bens Service Review includes the implementation and monitoring of individual and team performance targets.

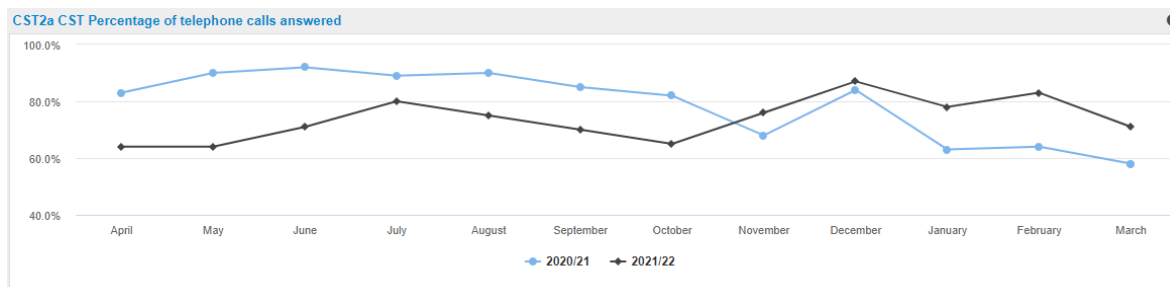
Processing Speed (change of circumstances) average number of days to process an existing claim



Explanation of Trend	Mitigation Measures
Peaks in workload in Q3 brought back under control during Q4. Change of circumstances are currently taking an average of 4 days to process.	The implementation of the Revs & Bens Service Review includes the implementation and monitoring of individual and team performance targets.

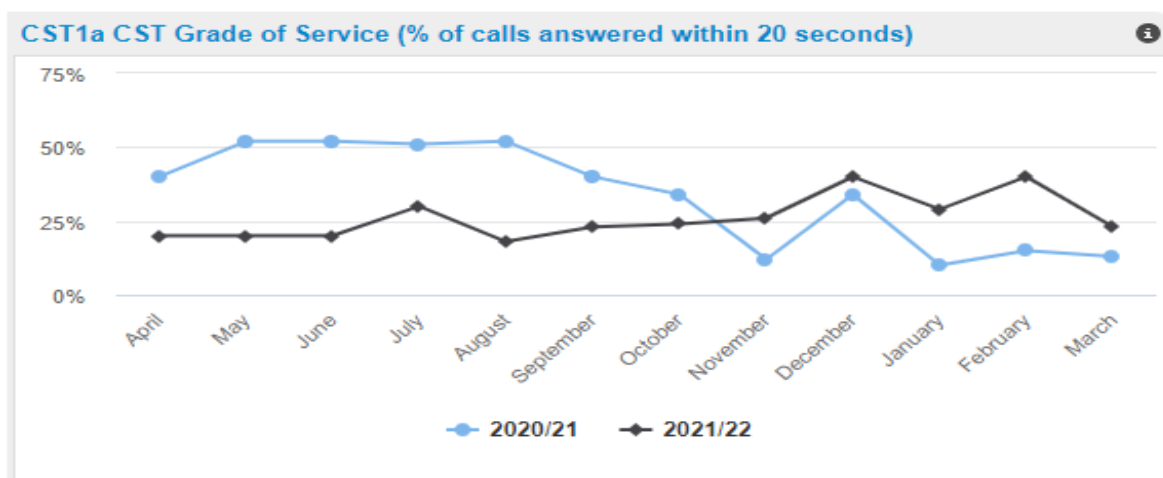
Customer Contact and Call Centre

Percentage of telephone calls answered



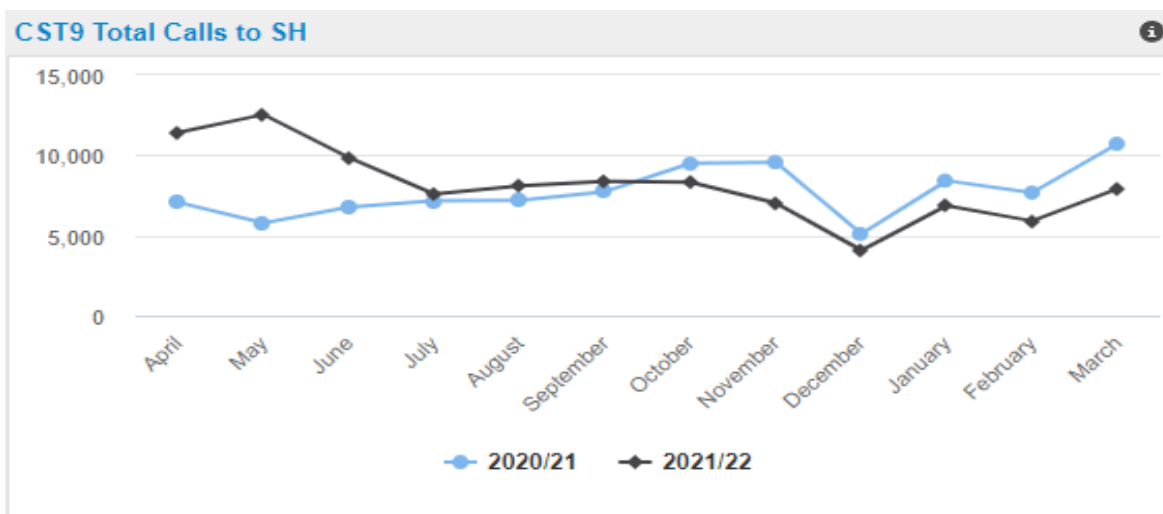
Explanation of Trend	Mitigation Measures
Calls were still high as the covid grant period approached the final deadline. Usual end of year increase in calls. News of the £150 council tax rebate late in March added to the peak.	Customer service improvement plan in place and evolving over time. Positive outcomes include: increased staffing on busiest days of the week, reduced wrap times, text messages to customers.

% of calls answered within 20 seconds



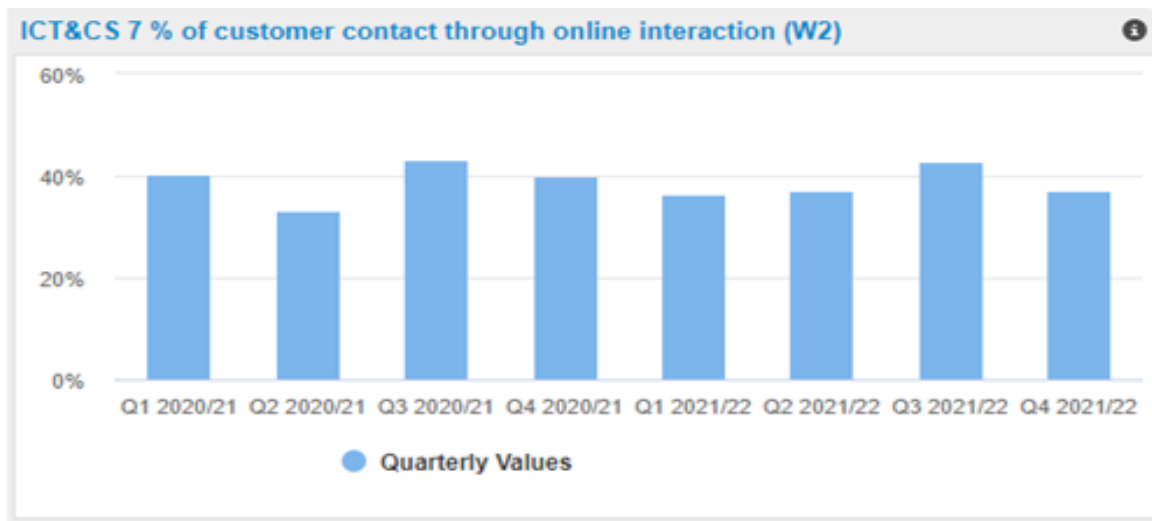
Explanation of Trend	Mitigation Measures
<p>Calls were still high as the covid grant period approached the final deadline. Usual end of year increase in calls. News of the £150 council tax rebate late in March added to the peak. The ideal range is between 25-50% to ensure maximum efficiency.</p>	<p>Customer service improvement plan in place and evolving over time. Positive outcomes include: increased staffing on busiest days of the week, reduced wrap times, text messages to customers.</p>

Total number of calls to South Hams



Explanation of Trend	Mitigation Measures
<p>Lower call volumes on average due to end of covid grants.</p>	<p>Continued focus on channel shift to reduce call volumes including text messaging and more online processes.</p>

% of customer contact through online interaction



Explanation of Trend	Mitigation Measures
Dropped as a % as the high volume covid grant applications reduced over the quarter.	Continued channel shift should deliver a slow improving trend.

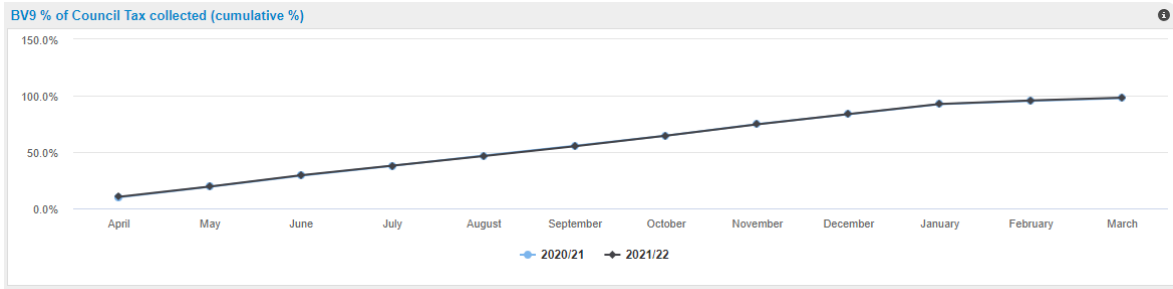
Total number of online submissions



Explanation of Trend	Mitigation Measures
Fewer Covid grants submitted in Q4, base workload was similar.	No mitigation less overall workload is good.

Revenues

% of Council Tax collected (cumulative %)



Explanation of Trend

Consistent collection means that trends on graph are hard to differentiate between years. The above graph shows both years which are effectively identical.

The collection rate for Council Tax for South Hams was 98.34% for 2021/22. This was 2.44% higher than the national average of 95.9%.

A council tax collection rate of 98% has been set for 2022/23.

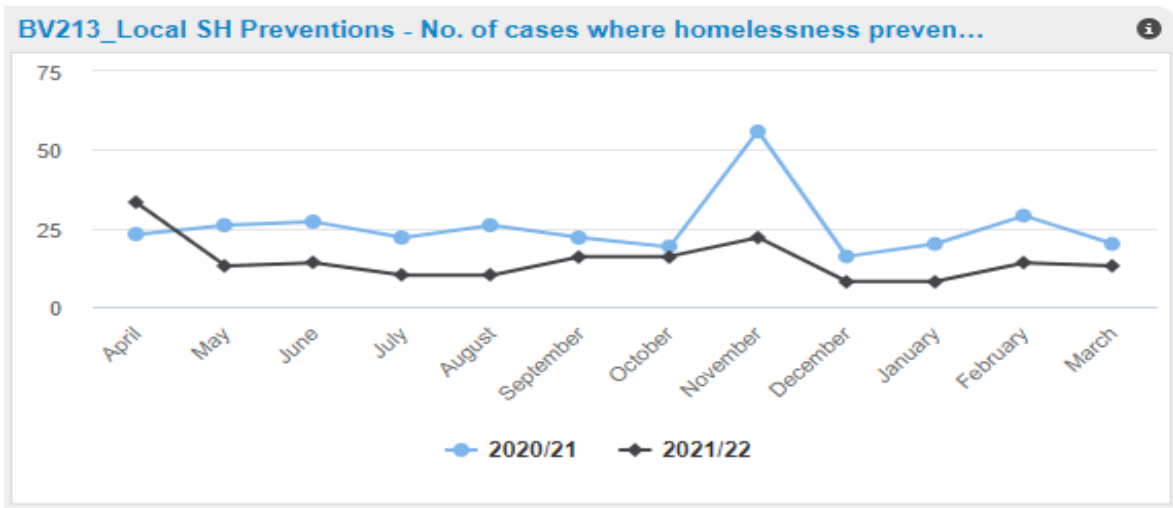
Mitigation Measures

Increased focus on recovery should further increase collection rates.

Consultation on Council Tax Reduction Scheme to support eligible residents.

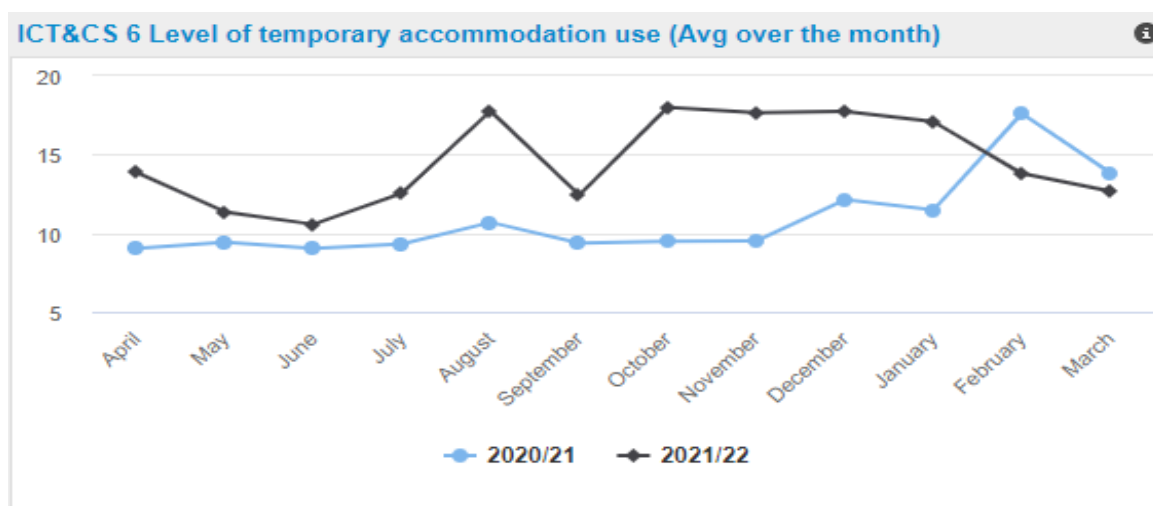
Housing

Local SH Preventions – Number of cases where homelessness prevented



Explanation of Trend	Mitigation Measures
<p>The current housing crisis has resulted in a significant impact on our ability to successfully prevent homelessness.</p> <p>The current supply of affordable rented accommodation in the private sector is negligible. This has resulted in us being unable to secure alternate accommodation within a reasonable timeframe and instead, the household becoming homeless and requiring temporary housing.</p> <p>The resulting increased pressure on the social rented sector is resulting in further delays in suitable housing being allocated.</p>	<p>Working with landlords to extend notice periods.</p> <p>Increased focus on payments of rent arrears or rent top ups where rent has become unaffordable.</p> <p>Using powers available to us through the Devon Home Choice system to ensure households threatened with homelessness are prioritised for social housing.</p> <p>Focussed projects in development to support households with cost of living crisis to include a focus on prevention/resolution of rent arrears.</p>

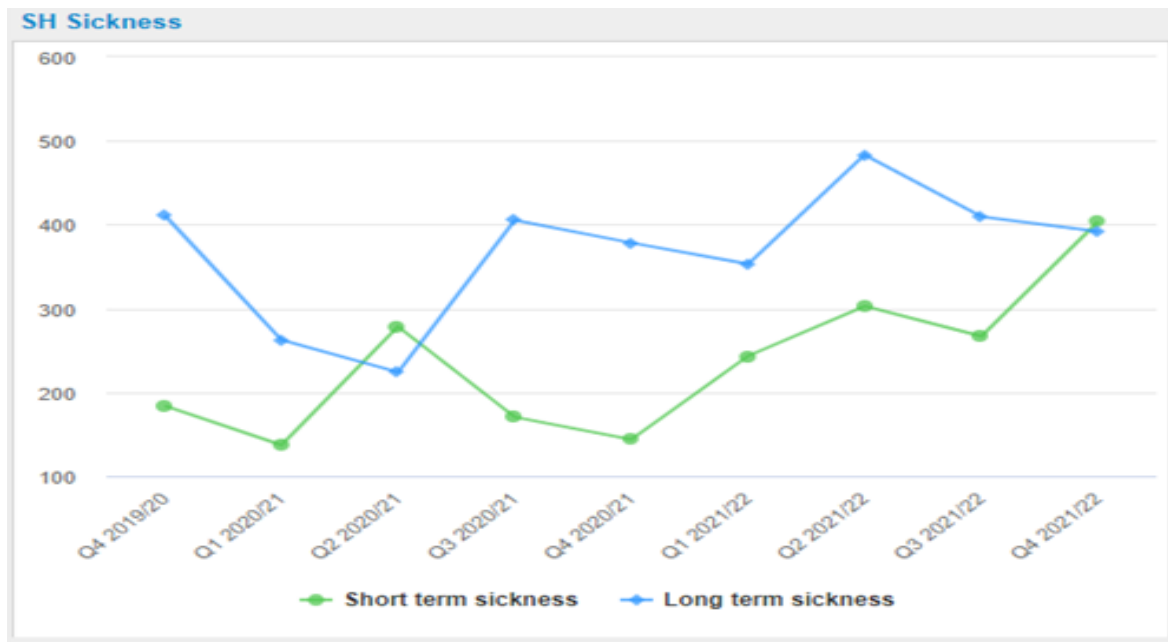
Level of temporary accommodation use (average over the month)



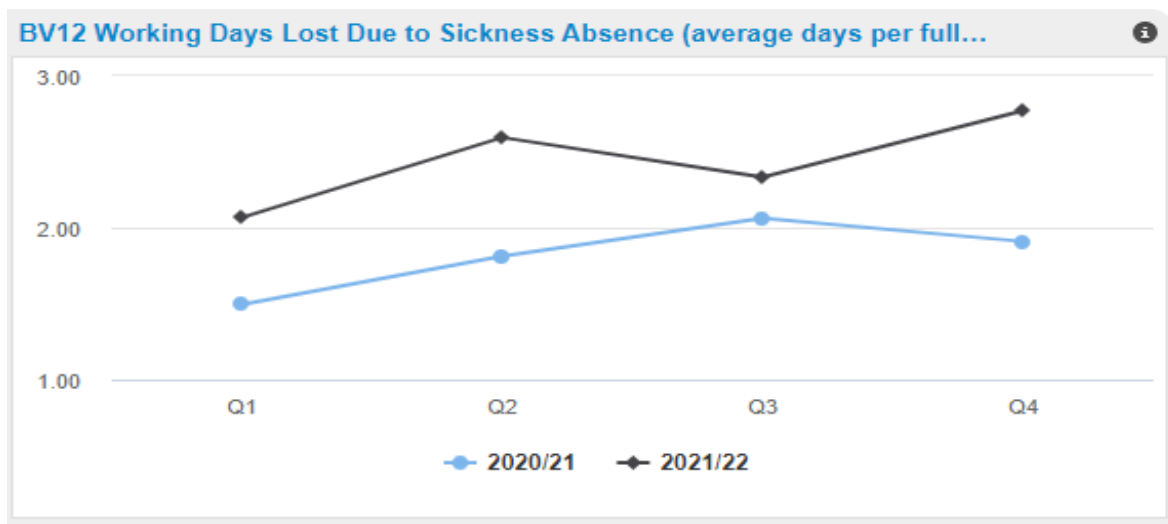
Explanation of Trend	Mitigation Measures
<p>We have experienced an increase in the numbers of households requiring temporary accommodation and time spent due to lack of private rented sector housing offers.</p>	<p>Negotiation with landlords to extend notice periods.</p> <p>Introduction of two temporary accommodation support officers who will be working with customers to find ways to access housing options in the private rented sector.</p>

Employee Sickness Absence

Working days lost due to sickness absence



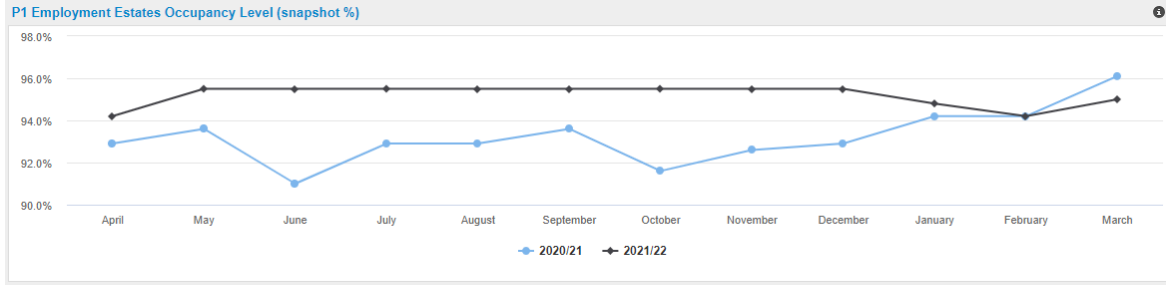
Working days lost due to sickness absence (average days per full time employee)



Explanation of Trend	Mitigation Measures
<p>Long term sickness still at higher end of historic range. Mainly attributable to 2 employees.</p> <p>Additional covid sickness on top normal short-term sickness pushed our sickness rates above the 2days/FTE target.</p>	<p>Active monitoring and management of long and short-term sickness.</p> <p>Management development programme to equip managers with skills to support employees.</p>

Assets

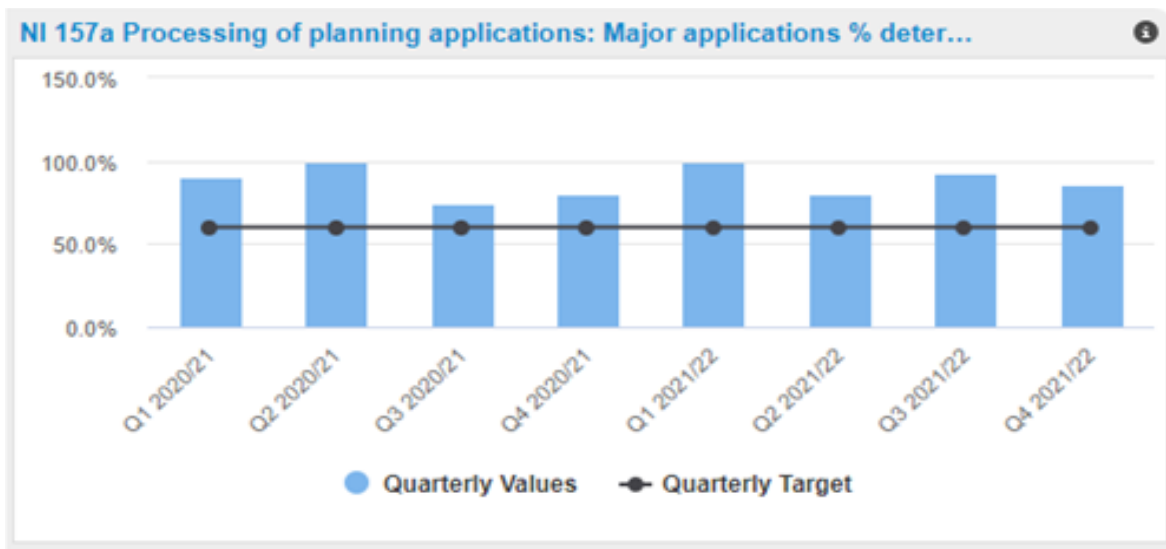
Employment Estates Occupancy Level



Explanation of Trend	Mitigation Measures
<p>Upward Trend: 98.1%</p> <p>Prioritisation of revenue generating asset portfolio.</p> <p>Timely action of lease events for example rent reviews and renewals.</p> <p>Property Services ensuring a well-managed, attractive offer of business units.</p>	<p>Continued effective management of and investment in our existing employment estate</p> <p>Timely action of lease events.</p>

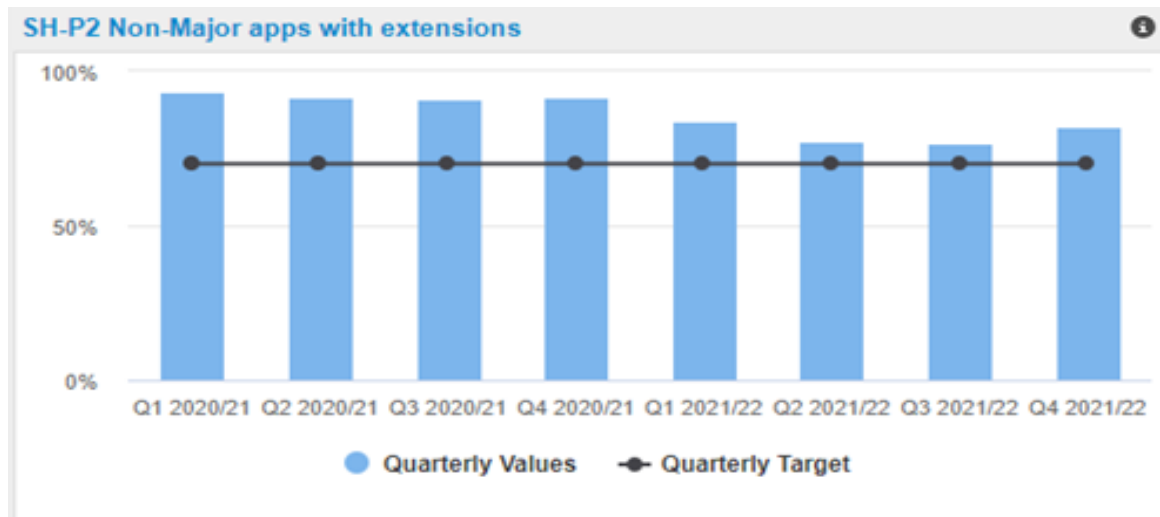
Planning Service

Processing of planning applications: major applications % determined with extensions



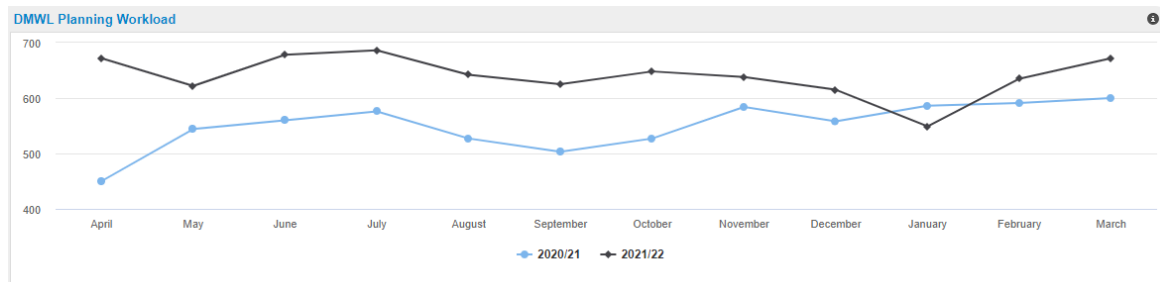
Explanation of Trend	Mitigation Measures
Continuing to determine majors in line with national targets and no drop in overall performance.	Need to continue to monitor individual major applications to ensure determination asap, with limited principal planning officers due to current vacancies. Recruitment process underway.

Non-major apps with extensions



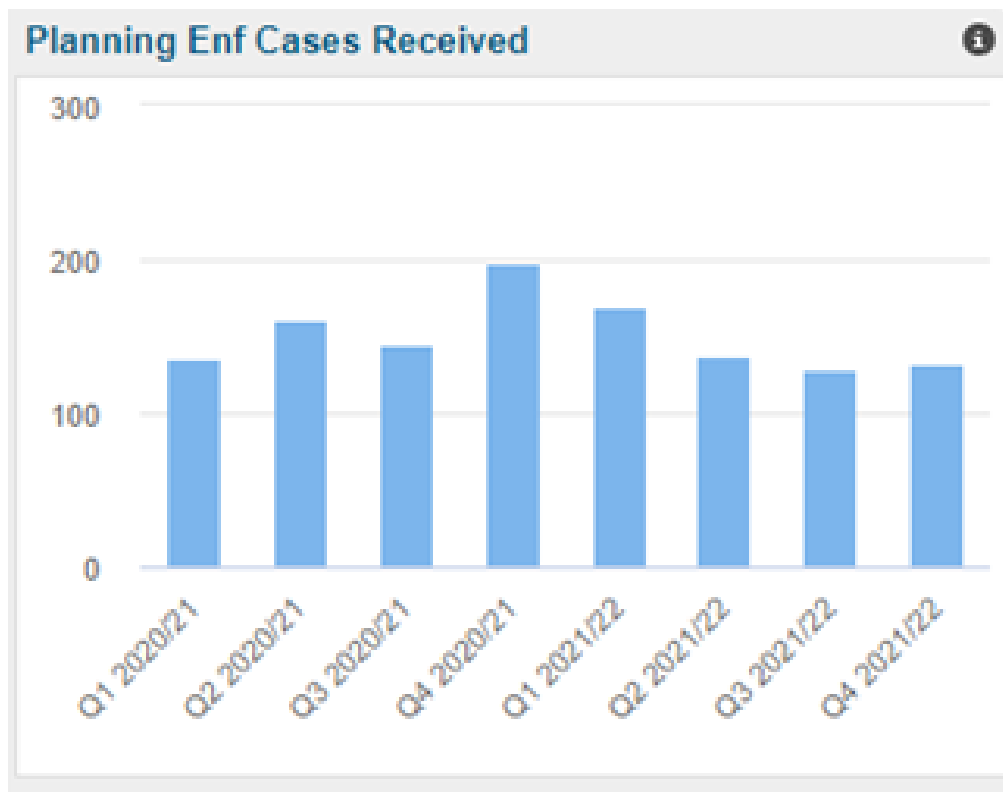
Explanation of Trend	Mitigation Measures
On target. Slight dip in Q2-3 due to staff shortages.	Continue to monitor. Recruitment process underway alongside Planning Improvement Plan.

Planning workload



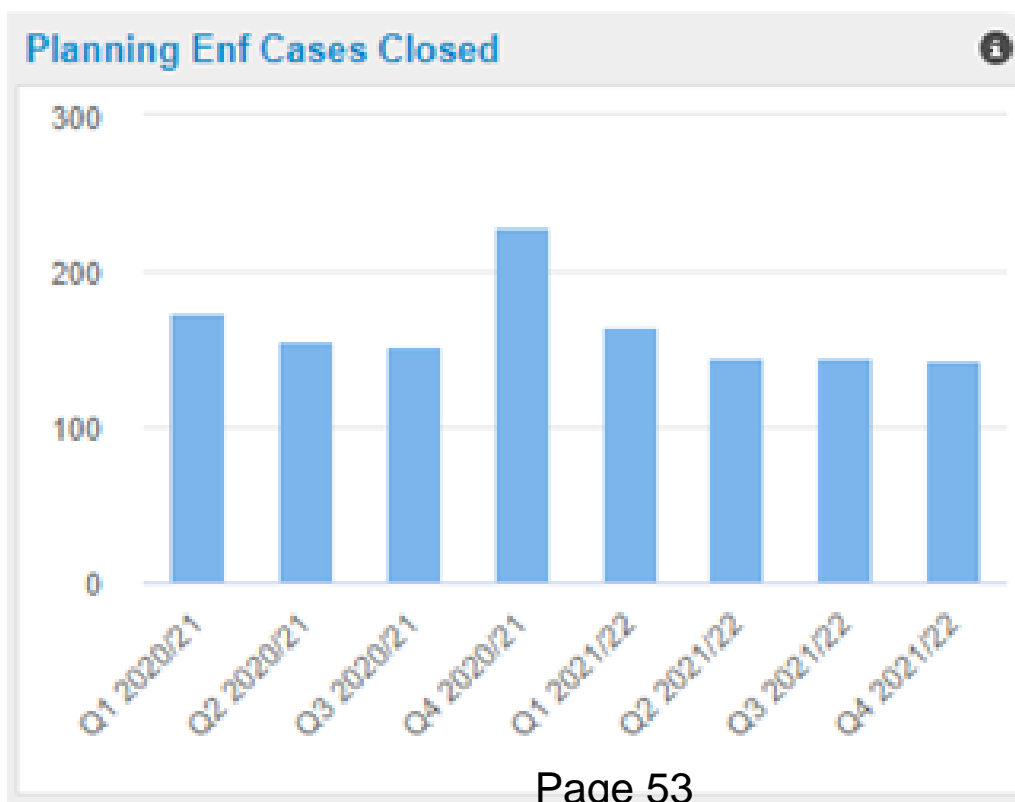
Explanation of Trend	Mitigation Measures
Staff shortages have meant that planning workload has increased.	Recruitment of more staff agreed by Members, Planning Improvement Action Plan being implemented.

Planning Enforcement Cases received



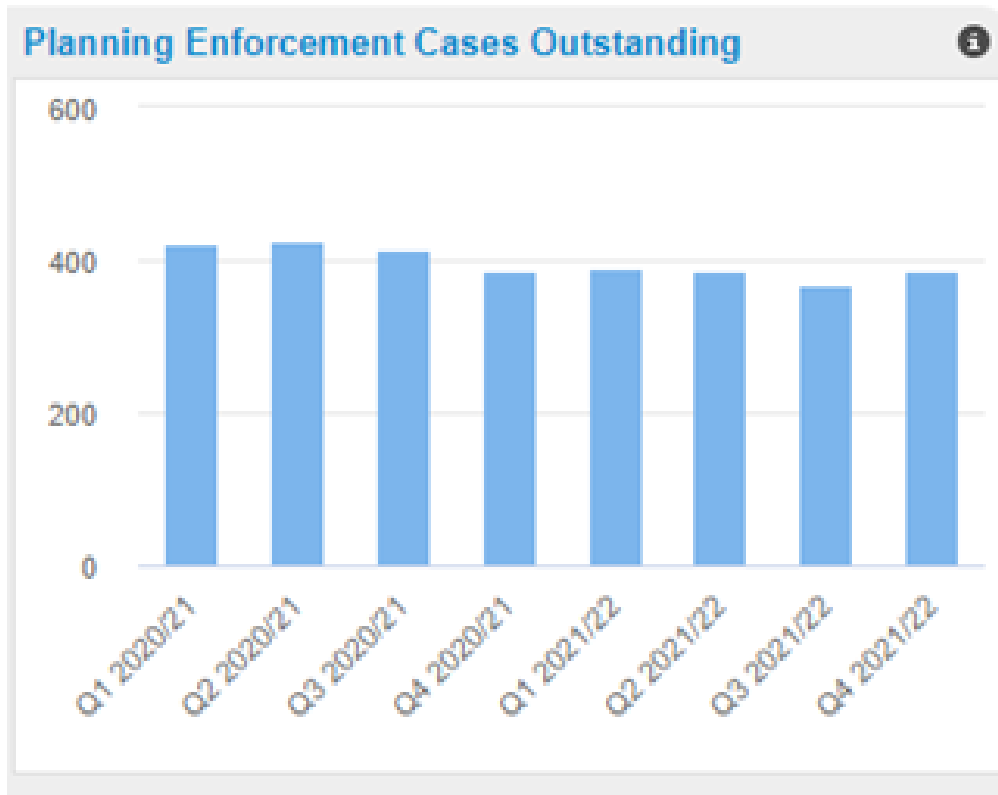
Explanation of Trend	Mitigation Measures
The number of enforcement cases received in Q1 is down on the previous 3 years.	N/A

Planning Enforcement Cases closed



Explanation of Trend	Mitigation Measures
Number of cases broadly consistent over the year.	N/A

Planning Enforcement Cases Outstanding



Explanation of Trend	Mitigation Measures
Number of cases broadly consistent over the year and in line with expectations.	N/A



South Hams
District Council

Key Service Performance

Six monthly update – April – Sept 2022
Overview and Scrutiny

EXAMPLE ONLY

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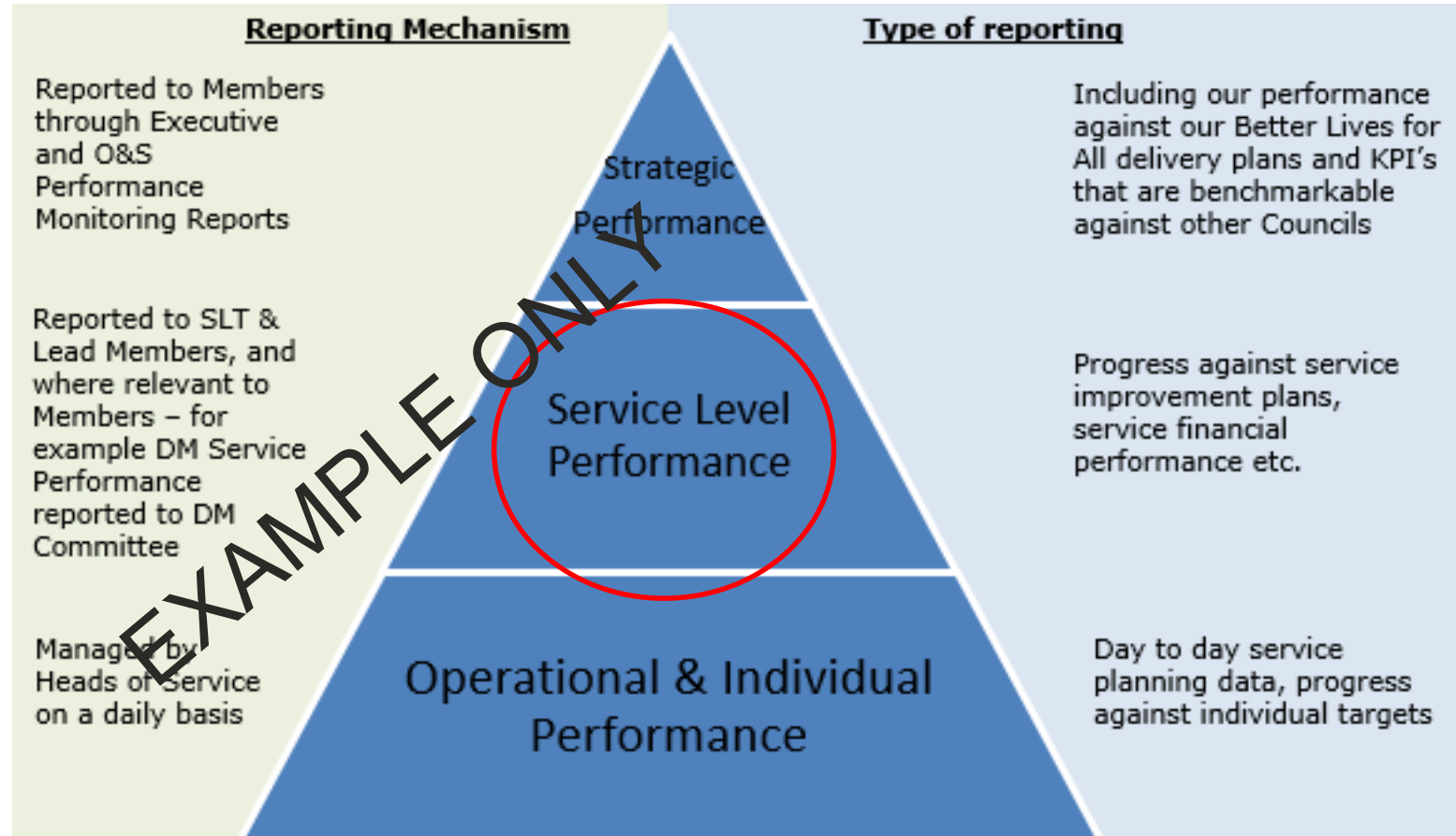
Better lives for all

Introduction

The Council reports on performance in a number of ways as set out in our performance management framework. This report updates members on performance at the second tier – Service Level Performance.

Page 56 This performance is also considered by the Senior Leadership Team on a regular basis as part of ongoing service performance review discussions.

Over the coming pages, we set out an overview of key service performance by directorate



Section 1 – Strategy and Governance






















A couple of service measures are currently off-track:-

- 1) Performance measure A is off track primarily due to x y and z, during the coming period we will a,b and c to bring this back on track
- 2) Performance measure B is off track due to unexpected x,y,z and we are already seeing this come back on track.

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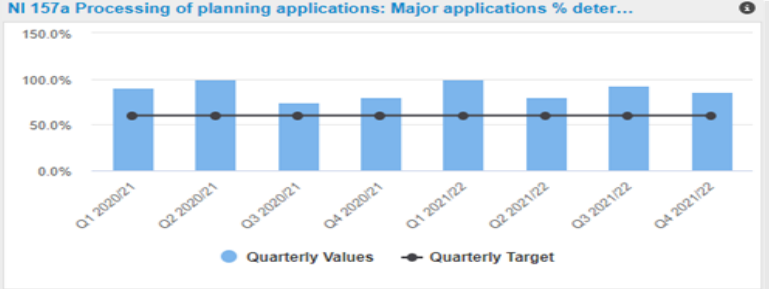
A summary of performance for the directorate is set out to the right, with a deep dive into each of the measures in the coming pages.

EXAMPLE ONLY

Measure	How are we doing compared to target?
% of FOI requests handled within timescales	  
10% increase in engagement across all digital content channels	  
% of major planning applications determined within 13 weeks or with an agreed EOT	  
% of non major planning applications determined within 8 weeks of with an agreed EOT	  
% of planning appeals lost	  
Overall % of working days lost to absence (across all Council Services)	  
Average number of days lost to absence per FTE (across all Council Services)	  



Section 1 – Strategy and Governance

KPI Description	Good Looks Like	2022/23		Direction of travel (compared to last period)	How its calculated	Performance History
		Target	This Period			
% of major planning applications determined within agreed time extensions	Higher than target	>60%	82%	Last period 91% 	Divide the number of applications determined in line with agreed extension of time by total number determined over the measurement period.	 <p>NI 157a Processing of planning applications: Major applications % deter...</p>
Explanation	Continuing to determine majors above national targets. Need to continue to monitor individual major applications to ensure determination in line with 13 week target and reduce reliance on extensions of time. Recruitment process underway to fill vacancies at Principal Officer level.					

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EXAMPLE ONLY

OVERVIEW AND SCRUTINY PANEL

INITIAL DRAFT ANNUAL WORK PROGRAMME PROPOSALS – 2022/23

Date of Meeting	Report	Lead Exec Member/Officer
8 December 2022	Council Delivery against Corporate Theme: Climate	Cllr Holway / Adam Williams
	Quarterly update re Fusion – written submission	Cllr Hawkins / Jon Parkinson
	Six monthly update – Broadband	Cllr Pearce / Gemma Bristow
	O+S Annual Report	Democratic Services
	Community Safety Partnership – Annual Report	Cllr Hawkins / Claire Birch
	Task and Finish Group Updates: EV Strategy	Cllrs Baldry and Holway / Drew Powell
	O+S Annual Work Programme (<i>to include preparation for next meeting</i>)	
January 2023	Council Delivery against Corporate Theme: Communities	Cllr Jonathan Hawkins
12 or 19 – tbc)	Task and Finish Group Updates: EV Strategy – Concluding Report	Cllrs Baldry and Holway / Drew Powell
	O+S Annual Work Programme (<i>to include preparation for next meeting</i>)	
16 March 2023	Council Delivery against Corporate Theme: Homes	Cllr Judy Pearce
	Customer Access Strategy (to include Contact Centre Review) – Quarterly Progress Report	Cllr Hopwood / Jim Davis
	Bi-annual Report – Fusion	Cllr Jonathan Hawkins / Jon Parkinson
	Task and Finish Group Updates (<i>if any</i>)	
	O+S Annual Work Programme (<i>to include preparation for next meeting</i>)	
20 April 2023	Council Delivery against Corporate Theme: Council Services	Cllrs Hopwood & Baldry
	Task and Finish Group Updates (<i>if any</i>)	
	O+S Annual Work Programme (<i>to include preparation for next meeting</i>)	
<i>To be considered for scheduling:</i>	SWASFT – DCC update email dated Wed 6/7	

DRAFT

Dear Andy

I submit this written request for the following to be included in the Work Programme of the Overview and Scrutiny Committee pursuant to Chapter 3, Part 6.1 of the Overview and Scrutiny Procedure Rules.

The Item.

The Overview and Scrutiny Committee examine and receive evidence on the procedures followed by the Council in respect of the Lybridge Regeneration Project from its inception to the decision taken to cancel.

Following such examination and evidence gathering the committee submits recommendations to the Executive on policies and their implementation to be adopted in respect of similar projects to avoid any unnecessary costs and non-productive officer time.

Reason

The SHDC Constitution provides

"The Principles of Scrutiny underpin the Council's overview and scrutiny function.

This means that scrutiny:

- *Provides a critical challenge to Executive policy makers and decision makers;*
- *Enables the voice and concerns of the public to be heard;*
- *Is carried out by "independent minded governors" who lead and own the*
- *Drives improvement in public services.*

*The Overview and Scrutiny Committee is responsible for scrutinising decisions the Executive is planning to take, those it plans to implement, **and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented.** The Committee is therefore to be seen as a "critical friend" rather than something that opposes the Executive"*

Emphasis added in bold to highlight those parts of O&S's function that are relevant to this request.

The costs of in the region of £500,000 arising from the Lybridge project deserve scrutiny and in particular the procedures followed by the Council that gave rise to such expenditure. Such scrutiny will result in a recommendation to Executive on policies and their implementation to be adopted in respect of similar projects to avoid any unnecessary costs and non-productive officer time

Regards

Cllr John Birch SHDC Member for Totnes

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