

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 3rd September, 2019														
Time:	2.00 pm														
Venue:	Chamber - Kilworthy Park														
Full Members:	<p style="text-align: center;">Chairman Cllr Ewings Vice Chairman Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Ball</td> <td style="width: 33%;">Cllr Musgrave</td> </tr> <tr> <td>Cllr Bolton</td> <td>Cllr Ratcliffe</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Wood</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Ball	Cllr Musgrave	Cllr Bolton	Cllr Ratcliffe	Cllr Coulson	Cllr Ridgers	Cllr Daniel	Cllr Southcott	Cllr Heyworth	Cllr Spettigue	Cllr Kemp	Cllr Wood	Cllr Moyse	
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Cllr Kemp	Cllr Wood														
Cllr Moyse															
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:	Member.Services@swdevon.gov.uk														

1. Apologies for Absence

2. Confirmation of Minutes
Meeting held on 9 July 2019

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3. Declarations of Interest

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

4. Items Requiring Urgent Attention

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency

5. Hub Committee Forward Plan

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00pm on Thursday 29 August 2019** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

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6. Tavistock-Bere Alston Update: Presentation

7. Public Forum

A period of up to 15 minutes is available to deal with issues raised by the public.

15 - 16

8. Fusion Update and Feedback on their Cashless Project

9. Call-in of the Hub Committee Resolution on Minute *15: Northern Outreach

17 - 66

10. Planning Enforcement Plan

67 - 98

11. Customer Satisfaction Progress: Quarterly Update

99 - 108

- 12. Financial Stability Review Group (standing agenda item)**
- 13. Task and Finish Group Updates (if any)**
- 14. Annual Work Programme 2019/20** **109 - 110**
- 15. Member Learning and Development Opportunities Arising from this Meeting**

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Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **9th** day of **JULY 2019** at **2.00 pm**.

Present: Cllr P Kimber – Chairman

Cllr A Coulson	Cllr L Daniel
Cllr C Kemp	Cllr D Moyse
Cllr C R Musgrave	Cllr P J Ridgers
Cllr J Spettigue	Cllr L Wood

Chief Executive
Group Manager – Support Services and Customer First
Senior Specialist – Democratic Services
Head of Place Making Practice
Senior Case Manager – Community Housing
Section 151 Officer
Support Services Specialist Manager
Projects Specialist

Also in Attendance: Cllrs R Cheadle, C Edmonds, M Renders, L Samuel and J Yelland

- *O&S 9 APOLOGIES FOR ABSENCE**
Apologies for absence for this meeting were received from Cllrs K Ball, T Bolton, M V L Ewings, N Heyworth, B Ratcliffe and T Southcott.
- *O&S 10 CONFIRMATION OF MINUTES**
The minutes of the Meetings of the Overview and Scrutiny Committee held on 2 April 2019 and 11 June 2019 were confirmed and signed by the Chairman as a true and correct record.
- *O&S 11 DECLARATIONS OF INTEREST**
Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting but there was none made.
- *O&S 12 PUBLIC FORUM**
There were no issues raised during the Public Forum session at this meeting.
- *O&S 13 HUB COMMITTEE FORWARD PLAN**

During consideration of the most recently published Hub Committee Forward Plan, formal requests had been made for updates on the following future agenda items:-

(a) Coastal Concordat – Explanation

The Head of Place Making Practice advised that the Coastal Concordat was an agreement between the Department for Environment, Food and Rural Affairs (DEFRA); the Marine Management Organisation; the Environment Agency; Natural England; and the Council.

Once signed by all agencies, the agreement would provide a framework within which the separate processes for the consenting of coastal developments in the Borough could be better co-ordinated.

The Committee was also informed that the delay on the Hub Committee Forward Plan for consideration of this agenda item was attributed to DEFRA guidance still being awaited.

During the subsequent discussion, the following points were raised:-

- (i) In response to some very specific issues, it was agreed that lead officers would meet with a Committee Member outside of this meeting;
- (ii) The close linkages with the work of the Tamar Estuary Consultative Forum were acknowledged;
- (iii) Once the DEFRA guidance had been published (and prior to the Hub Committee formally considering the matter), the Committee requested that all Members be in receipt of a Briefing Note and a map that highlighted the affected area within the Borough.

(b) Community Housing – Presentation on Progress Made to Date

The Senior Case Manager – Community Housing conducted a presentation that provided Members with:

- a short history of the Community Housing initiative;
- details on what the Council was doing at present to support the initiative;
- information on the current direction of travel; and
- the Design Principles and Building Standards.

In debate, particular reference was made to:-

- (i) the £250,000 award from Central Government. Such was the cost of delivering Community Housing schemes, that Members noted that the £250,000 award would only enable the Council to focus on the development of relatively small scale sites;

- (ii) the availability of willing landowners. It was acknowledged that the availability of willing landowners to offer up potential sites was often a barrier to this initiative;
- (iii) local housing need. Officers stated that the top priority that underpinned the Community Housing agenda was local housing need;
- (iv) design and build standards. A number of Members felt that greater pressure should be exerted on to large housing developers to ensure that housing was built to the highest possible sustainability standards;
- (v) establishing a housing company. Members acknowledged that they would need to make a decision in the upcoming months regarding whether or not the Council should establish a housing company to manage properties developed through this initiative. Some Members also made the point that a significant advantage of the Council taking on the management role would be to ensure that a greater level of control was retained over the allocation of these properties;
- (vi) bringing development sites forward. In addition to the Community Housing agenda, officers also reminded the Committee that there were other means of bringing development forward that included the adoption of a local Neighbourhood Plan and Community Land Trusts.

***O&S 14 A386 TRANSPORT CORRIDOR / TAVISTOCK RAIL UPDATE**

The lead Hub Committee Member for Prosperity presented a report that provided an update on the A386 Transport Corridor / Tavistock Rail issue.

In the ensuing discussion, reference was made to:-

- (a) an addition to part 1 of the recommendation was **PROPOSED** and **SECONDED** to read as follows:

“That it be noted that the Council will continue to work with partner organisations to lobby for funds to reinstate the railway from ***Tavistock to Bere Alston.***”

When put to the vote, this addition was felt to add clarity to the recommendation and was therefore declared **CARRIED**;

- (b) regular updates being presented to the Committee. There was unanimous support expressed for the proposal for regular updates to be presented to the Committee and the need for the Council to be more

proactive and vigorous in its lobbying on this issue was emphasised. In addition, Members were supportive of the suggestion that a Devon County Council led presentation be scheduled for consideration at the next Committee meeting on 3 September 2019;

- (c) the likely trend for increased rail use in the future was acknowledged;
- (d) the Okehampton to Exeter rail route. A local Ward Member informed that she was hopeful that a start date for the route would be released soon;
- (e) the economic regeneration aspect to this subject matter. The lead Hub Committee Member for Enterprise advised that the Enterprise Working Group (formerly known as the Economy Working Group) would also be taking an increased interest in this matter.

It was then:

RESOLVED

That it be noted that the Council will:

1. continue to work with partner organisations to lobby for funds to reinstate the railway from Tavistock to Bere Alston;
2. pursue with partner organisations, as a priority, an alternative major public transport scheme between Tavistock and Plymouth;
3. continue to work with partner organisations and other stakeholders to deliver smaller scale interventions to improve safety and reduce congestion on the A386 and in Tavistock Town; and
4. continue to engage with the community with respect to highway and transport matters.

***O&S 15 FINANCIAL STABILITY REVIEW GROUP – OVERVIEW OF PROGRESS MADE TO DATE: PRESENTATION**

The Section 151 Officer conducted a presentation to Members that outlined the history behind the establishment of the Financial Stability Review Group (FSRG) and the progress that had been made to date.

As part of the presentation, reference was made to:-

- the FSRG being set up in November 2017 in direct response to the 'One Council' vote;
- the objectives of the FSRG being to:

- examine all aspects of the Council's finances in order to ensure that the Borough Council had a sustainable and secure future and was able to continue to deliver services to residents;
- re-examine all Council expenditure to ensure that best practice was employed and value for money achieved; and
- promote and support the implementation of new ideas, especially in the area of income generation.
- the seven principles of the FSRG being that:
 - statutory services should be protected and, if possible, improved;
 - current staffing levels should be maintained;
 - the views and opinions of staff members at all levels would be sought;
 - no line of expenditure was to be considered sacrosanct or protected;
 - in order to ensure a sustainable future, it be recognised that the Council would have to accept higher levels of risk than had previously been the case;
 - the importance of shared services in saving costs be recognised; and
 - leadership from both Members and senior officers would be vital.
- the items previously considered by the FSRG included:
 - the Council's Pensions Strategy;
 - the Waste Procurement process;
 - the Council's Accommodation Strategy;
 - car parking charges;
 - Commercial Property;
 - Business Rates Pilot; and
 - New Homes Bonus;
- the first meeting in the 2019/20 Municipal Year of the FSRG to be held in September 2019.

During the subsequent debate, the following points were raised:-

- (a) The Committee was advised that the Council had now established an Invest to Earn Committee with formal decision-making powers and the close relationship with the work of the FSRG was noted;
- (b) Members commented that the work of the FSRG had ensured that the annual budget setting process was now a far more smoother exercise;
- (c) The Section 151 Officer advised that the Council continued to lobby Central Government with regard to the extent of the cuts that had been imposed on local authorities. Furthermore, at the recent Local Government Association Annual Conference, delegates had been very vocal to the Central Government Ministers in attendance that Councils could not continue to absorb such cuts to their core funding;
- (d) In respect of the upcoming Member Budget Setting Workshops, officers confirmed that the projections would reflect what they considered to be the worst case scenario.

***O&S 16 PEER CHALLENGE PROGRESS UPDATE**

Members were presented with a report that provided an update on the progress that had been made to date on the delivery of the Peer Challenge Action Plan.

In discussion, Members welcomed the intention for closer working relations to be reinstated with South Hams District Council Members.

It was then:

RESOLVED

That the Committee:

1. agree the progress to date on delivery of the Peer Challenge Action Plan; and
2. welcome the intention for closer working relations to be reinstated with South Hams District Council Members.

***O&S 17 WASTE PROCUREMENT CLOSEDOWN REPORT**

The Committee considered a report that presented the closedown report for the recent Waste Procurement project.

In discussion, Members were of the view that the Waste Procurement project had been an exemplar piece of work.

It was then:

RESOLVED

That the Frontline Services Waste Procurement Project Closedown Report be endorsed.

O&S 18 OVERVIEW AND SCRUTINY ANNUAL REPORT

A report was considered that presented the Overview and Scrutiny Annual Report for 2018/19.

With no questions or issues being raised, it was then:

RECOMMENDED

That the Council be **RECOMMENDED** that the Annual Report for 2018/19 (as outlined at Appendix A of the presented agenda report) be approved.

***O&S 19 TASK AND FINISH GROUP UPDATES**

Members noted that there were no active Task and Finish Groups at this present time.

***O&S 20 ANNUAL WORK PROGRAMME 2019/20**

The Committee considered the latest version of its Work Programme for the 2019/20 Municipal Year. In discussion, it was highlighted that:

- Devon County Council representatives would be invited to attend the next Committee meeting on 3 September 2019 (Minute *O&S 14 above refers); and
- The next three monthly update on the Peer Review Action Plan should be scheduled for consideration by the Committee at its meeting on 8 October 2019.

***O&S 21 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THE MEETING**

The Committee was reminded of the request for all Members to be in receipt of a Briefing Note and a map that highlighted the affected area of the Coastal Concordat within the Borough (Minute *O&S 13(a) above refers).

(The meeting terminated at 3.50 pm)

Chairman

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WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the four months starting September 2019. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Hub Committee and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Committee in planning their contribution to policy development and holding the Hub Committee to account.

The Plan is published on the Council's website (www.westdevon.gov.uk)

Members of the public are welcome to attend all meetings of the Hub Committee, which are normally held at Kilworthy Park, Tavistock, and normally start at 2.00 pm. If advance notice has been given, questions can be put to the Hub Committee at the beginning of the meeting.

The Hub Committee consists of nine Councillors. Each has responsibility for a particular area of the Council's work.

Leader – Cllr Neil Jory

Deputy Leader – Cllr Lois Samuel

Lead Member for Environment – Cllr Caroline Mott

Lead Member for Health and Wellbeing – Cllr Tony Leech

Lead Member for Enterprise – Cllr Ric Cheadle

Lead Member for Communities – Cllr Terry Pearce

Lead Member for Customer First – Cllr Jeff Moody

Lead Member for Resources and Performance – Cllr Chris Edmonds

Lead Member for Homes – Cllr Debo Sellis

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Democratic Services Section by e-mail to democratic.services@westdevon.gov.uk

All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Environment	Title: Coastal Concordat Purpose: To consider the Concordat agreed between WDBC and Marine Management Organisation in respect of planning matters below the mean low tide	Tom Jones	Report of the Head of Place Making Practice Coastal Concordat	Date tbc	
Resources and Performance	Title: IT Procurement* Purpose: Proposal for the approach for the IT Procurement, including proposals for joint arrangements with South Hams District Council	Mike Ward/Cllr Jory	Report of Head of ICT	10 September 2019	
Enterprise	Title: Land at Okehampton* Purpose of Report: To seek authority to purchase a parcel of land to support the Council's development ambitions for regeneration of the area	David Parkes/Cllr Cheadle	Report of Specialist Assets	10 September 2019	
Leader	Title: Draft Corporate Strategy Delivery Plans Purpose of report: To consider the feedback gathered by Members from their community engagement	Nadine Trout/ Cllr Jory	Report of the Commissioning Manager	10 September 2019	
Environment (Joint Local Plan)	Title: Local Development Scheme Purpose of Report: To seek approval for the Joint Local Development Scheme	Richard Grant/Cllr Mott	Report of Strategic Planning Manager (Joint Local Plan)	10 September 2019	
Environment	Title: Environmental Protection Policies	Cathy Aubertin/Cllr Mott	Report of Head of Environment Services	10 September 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
	Purpose of report: To review and update current policies in line with legislation in respect of enforcement				
Environment	Title: Grounds maintenance service* Purpose of report: To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area	Cathy Aubertin/ Cllr Mott	Report of the Group Manager Commercial Services and Head of Environment Services Practice	10 September 2019	
Homes	Title: Homeless Strategy Year 3 Purpose of the report: To set out Year 3 of the Strategy	Issy Blake/ Cllr Sellis	Report of Head of Housing, Revenues and Benefits Practice	10 September 2019	
Council	Title: Write Off Report for Quarter 1 Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	Lisa Buckle/ Cllr Edmonds	Report of s151 Officer	10 September 2019	
Council	Title: Revenue Budget Monitoring Quarter 1 Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2019/20, and to provide a forecast of the year end position	Pauline Henstock/ Cllr Edmonds	Report of Head of Finance Practice	10 September 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Council	Title: Capital Budget Monitoring Quarter 1 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2019/20, including an assessment of their financial position	Pauline Henstock/ Cllr Edmonds	Report of Head of Finance Practice	10 September 2019	
Council	Title: Medium Term Financial Strategy for the five years 2020/21 to 2024/25 Purpose of the report: To set the strategic intention for all of the different strands of funding available to the Council. This brings together all known factors affecting the Council's financial position and its financial sustainability, to provide a long term financial forecast.	Lisa Buckle/ Cllr Jory	Report of s151 Officer	10 September 2019	
Communities/Wellbeing	Title: Partnership Funding Levels 2020/21 Purpose of the report: To review Partnership Funding Levels for 2020/21 onwards	Nadine Trout/ Cllr Pearce and Cllr Leech	Report of Commissioning Manager	10 September 2019	
Communities/Wellbeing	Title: Council Tax Reduction Scheme 2020/21 Purpose of the report: It is an annual requirement for the Council to revisit its existing council tax support scheme	Issy Blake/ Cllr Pearce & Cllr Leech	Report of Head of Housing, Revenues and Benefits Practice	5 November 2019	
Enterprise	Title: Formation of a wholly owned company	C Brook/ Cllr Cheadle	Report of Head of Assets	5 November 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
	Purpose of Report: To consider the formation of a wholly owned company to facilitate commercial activity				
Council	Title: Report of the Political Structures Working Group Purpose of Report: To update Members on the outcome of the Political Structures Working Group meeting and recommendations	Kathy Trant/Cllr Jory	Report of Political Structures Working Group	5 November 2019	
Leader & Enterprise	Title: Accommodation Strategy Purpose of report: To make recommendations for a future accommodation strategy	C Brook/ Cllr Jory and Cllr Cheadle	Report of Head of Assets	5 November 2019	Accommodation Strategy Working Group
Environment (Joint Local Plan)	Title: Statement of Community Involvement Purpose of Report: To seek authority to go out to consultation on the Statement of Community Involvement	Richard Grant/Cllr Mott	Report of Strategic Planning Manager (Joint Local Plan)	5 November 2019	
Council	Title: Budget Update report, including the announcement on the one-year Spending Review for 2020-21 Purpose: To update Members on the anticipated Government announcement on the One Year Spending Review for 2020-21	Lisa Buckle/Cllr Jory	Report of s151 Officer	5 November 2019	
Council	Title: Write Off Report for Quarter 2 Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry	Lisa Buckle/ Cllr Edmonds	Report of s151 Officer	3 December 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
	Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.				
Council	Title: Revenue Budget Monitoring Quarter 2 Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2019/20, and to provide a forecast of the year end position	Pauline Henstock/ Cllr Edmonds	Report of Head of Finance Practice	3 December 2019	
Council	Title: Capital Budget Monitoring Quarter 2 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2019/20, including an assessment of their financial position	Pauline Henstock/ Cllr Edmonds	Report of Head of Finance Practice	3 December 2019	
Council	Title: Draft Revenue Budget Proposals 2020/21 Purpose: To present draft budget proposals for 2020/21	Lisa Buckle/Cllr Jory	Report of s151 Officer	3 December 2019	
Council	Title: Draft Capital Programme Proposals 2020/21 Purpose: To present draft Capital Programme Proposals for 2020/21	Lisa Buckle/ Cllr Jory	Report of s151 Officer	3 December 2019	

PUBLIC FORUM PROCEDURES

(a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, with any individual speaker having a maximum of three minutes to address the Committee.

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White (darryl.white@swdevon.gov.uk) by 5.00pm on the Thursday, prior to the relevant meeting.

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

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Northern Outreach Call In – Minute *HC 15: Northern Outreach

**15 It was then RESOLVED that the outreach service at the Ockment Centre be withdrawn as of 31 July 2019 and that an option appraisal on the future of Tavistock Reception be presented to the Hub Committee meeting on 5 November 2019.*

To ensure that the withdrawal of the service has as minimal an impact as possible the following steps be implemented:

- Clear Communication: that all residents, agencies based at the Ockment Centre, Okehampton Library, Okehampton Town Council and local parish councils be advised of the withdrawal and given clear guidance on how best to contact the Council;*
- Vulnerable Customers: in instances where customers are not able to engage with the Council online or over the telephone, that Mobile Locality Officers be on hand to assist these customers;*
- Improved Customer Service: that the Council remain committed to improving customer satisfaction levels in line with its adopted Action Plan.*

We undersigned members Cllrs Ball, Kemp and Ratcliffe, would like this decision taken at the Hub Committee meeting on Tuesday 16th July, to be called into the Tuesday 3rd September meeting of the Overview & Scrutiny Committee.

There are primarily two reasons for this call in. However, we wanted to provide some background first.

When the outreach service for the northern part of the Borough was set up, no publicity was done, and we, as local Members, were discouraged from advertising the service. This meant that in effect the service was “set up to fail.” This makes us feel very uncomfortable; in effect, we provided a service, didn’t promote it and then have suggested it should close it because no one uses it. We think that we should be serving our residents in a better way.

Although this is underpinning information, it is also important. The minutes do not reflect this point.

We think that we could use this reason to call in the decision, using the principle **(g)**

reasonableness and proportionality (i.e. the action must be proportionate to the desired outcome) and a presumption in favour of openness.

However, the main two reasons we would like to use are as follows:

1. There wasn’t sufficient consultation prior to making the decision to close the outreach, hence making the decision to close a flawed process. While we concede the previous O&S committee through a task completed some consultation and finish group chaired by Cllr Cheadle, and good work was done by this, our understanding is that only organisations such as CAB and CVS in Okehampton were approached. Other key northern communities, who use Okehampton as a hub, weren’t consulted. As a result, the conclusions lacked appropriate qualitative or quantitative data.

This isn't a criticism of the members that conducted this work, however the brief should have been wider but this links back to the point about publicity above.

Our understanding is no further consultation of impact on the northern community has occurred. Our understanding that notification only went to Okehampton Town Council just prior to the Hub meeting and no notification went to Okehampton Hamlets Parish Council at all.

We believe that this impacts on **(d) due consultation and the taking of professional advice from officers and/or appropriately qualified consultants.**

2. Within the notes of the minutes, there is a record of the discussion around "engagement of stakeholders." However, this isn't what the northern outreach is about. Engagement is mainly, although not exclusively, about communication from the authority outward. As the quote says, usually to stakeholders.

Those stakeholders are usually, again not exclusively, parish councils, organisations, interest groups etc., and not necessarily individuals. What the northern outreach was about was community access – i.e. the ability of a WD resident having access to information, a service or a person to help their need.

This important point hasn't been reflected. For me this falls under our corporate strategy of "the council."



Under this strategy, we talk about:

- Good customer service
- Listening & responsive
- Open minded
- Transparent & accountable

As already indicated above, we feel that this decision bring up issues around these four bullet points and for that reason the decision impacts on **(f) consideration of the Council's Corporate Strategy and Themes;** and

(g) reasonableness and proportionality (i.e. the action must be proportionate to the desired outcome) and a presumption in favour of openness.

We would like the O&S Committee to consider the recommendation of:

Firstly, to recommend referring this decision to full council, as the impact isn't just about the north it is about the borough wide accessibility of our residents.

Secondly for full council to consider a borough wide review of how we as an authority, enable residents access especially those who may be vulnerable or who have poor connectivity.

Until these points are properly debated, the decision to close the northern outreach will be delayed.

Cllr Kevin Ball Okehampton North, Cllr Clare Kemp Hatherleigh and Cllr Barry Ratcliffe
Exbourne

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***HC 15**

NORTHERN OUTREACH

Members were presented with a report that considered the usage of the Northern Outreach Service and how best to offer Council services in the future.

The Lead Member for Customer First introduced the report and he and the Commissioning Manager responded to questions of clarity.

Members had a long and detailed debate on this item. A number of Members were concerned that the Council was withdrawing a service from Okehampton. In response, other Members saw this as an opportunity to provide services in a better way, by engaging with stakeholders. In response to requests to take more time over the decision, Members were reminded that reviewing the way services were provided in Okehampton had been put forward as a budget saving two years ago. Some Members also noted that service provision was important across the Borough, not just to Okehampton, and generally the Council should look to effective ways of delivering services to all residents. One Member noted the importance of a communications strategy when the service was closed, and ensuring all partner agencies had the correct signposting information to help residents. Members were also reminded of the cost of providing the current service. In concluding, the Lead Member advised that this should not be seen as a cessation of activity but an opportunity to do things differently.

It was then **RESOLVED** that the outreach service at the Ockment Centre be withdrawn as of 31 July 2019 and that an option appraisal on the future of Tavistock Reception be presented to the Hub Committee meeting on 5 November 2019.

To ensure that the withdrawal of the service has as minimal an impact as possible the following steps be implemented:

- Clear Communication: that all residents, agencies based at the Ockment Centre, Okehampton Library, Okehampton Town Council and local parish councils be advised of the withdrawal and given clear guidance on how best to contact the Council;
- Vulnerable Customers: in instances where customers are not able to engage with the Council online or over the telephone, that Mobile Locality Officers be on hand to assist these customers;
- Improved Customer Service: that the Council remain committed to improving customer satisfaction levels in line with its adopted Action Plan.

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Report to: **Hub Committee**
Date: **16 July 2019**
Title: **Northern Outreach**
Portfolio Area: **Customer First**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y**
Date next steps can be taken: **After call in period 24 July 2019**

Author: **Nadine Trout** Role: **Commissioning Manager**
Contact: Nadine.Trout@swdevon.gov.uk or **01822 813624**

RECOMMENDATION

That the Hub Committee approves the proposed future of the Northern Outreach Service as detailed in paragraph 5 of this report.

1. Executive summary

- 1.1 The purpose of this report is to consider usage of the Northern Outreach Service and how best to offer Council services in the future.
- 1.2 The report highlights that use of the Northern Outreach Service is extremely low with 41 customers using the service over a 3 month period - an average of 3 customers per week. Usage has declined by 80% when compared with the average daily usage for the same period last year.
- 1.3 Delivery of an outreach service at the Ockment Centre is costly and takes a disproportionate amount of officer time i.e. 20% of their working week to provide support to approximately 0.07% of West Devon residents.
- 1.4 Data for Kilworthy Park Reception at the Council's office in Tavistock also shows that very few West Devon residents use it as a facility.

2. Background

- 2.1 Based on evidence collated by both Members and officers, the Hub Committee on 19 March 2019 recommended to the Council that its preferred option for the Northern Outreach Service was to reduce the service to a single day per week and monitored for a three month period and a report presented back to the Hub Committee meeting on 16 July 2019 that include the results of the monitoring, along with results of the monitoring at Tavistock to enable a decision on the future provision of the service.
- 2.2 The Northern Outreach service came about due to the closure of the Council's St James Street office. Outreach was formerly provided twice weekly but due to low usage figures and in turn the relative high cost of delivery, the service was reduced to a weekly service as of April this year.
- 2.3 At present Northern Outreach is provided by the Council's Locality Engagement Officer on a weekly basis, on a Wednesday, at the Ockment Centre in Okehampton.
- 2.4 When the Northern Outreach service was first introduced the Council had two Locality Engagement Officers, it now only has one. As well as providing the Northern Outreach service the officer provides support to 31 elected Members compared to 15 Members in previous years.

3. Outcomes/outputs

- 3.1 As requested by this Committee, in March of this year, monitoring has been put in place to assess usage of both the Northern Outreach and the Council's reception facility in Tavistock. Findings from the research can be found in appendices A and B of this report. Key findings are also summarised in the paragraphs below.
- 3.2 The table below shows there were 41 users of the Northern Outreach service from April to June 2019, compared to 191 users for the same period in 2018. This equates to approximately 80% decline in use.

	April-June 2018	April-June 2019
Number of residents using the Northern Outreach Service	191	41

*The outreach operated for 2 days a week in 2018 and only 1 day a week in 2019. For the purposes of a statistically sound comparison an average daily use for 2018 has been used.

- 3.3 The significant decline in use of the Northern Outreach service can be attributed to a decrease in demand for recycling boxes. During 2018 the Council introduced its Box Clever scheme, many of the 191 users detailed above chose to visit the Northern Outreach service to collect recycling boxes. However, the new Waste and Recycling contract, which commenced in April of this year, puts the onus on the contractor to deliver all waste and recycling containers, thus negating the need for residents to collect boxes.

- 3.4 The Locality Engagement Officer has advised queries presented at the Northern Outreach Service could readily be resolved by customers online or via the phone. However, 76% of users over the past three months didn't try calling the Council and 63% didn't try looking online. Unfortunately, in the very rare instance when the Locality Engagement officer has been presented with a complex query, they have been unable to resolve it at the first point of contact. This is because the officer lacks the detailed specialist knowledge required. The officer has therefore referred the customer to a specialist colleague to give advice over the phone.
- 3.5 The data in appendices A and B show a high percentage of users of the Northern Outreach and the Tavistock Reception facility live in the town the service is provided in, with users often stating it was convenient to use the service as they were passing. However, 70% of West Devon residents do not have a face to face presence where they live. It could therefore be argued the Council is offering a service that is only of benefit to the minority of the residents it serves.

4. Options available and consideration of risk

4.1 Increase service

There is no evidence to suggest the Northern Outreach Service should increase. There has been an 80% decline in use of the service. Increasing the service would also place further demands on the Locality Engagement Officer's time and limit their ability to deliver the rest of their duties.

4.2 Maintain service at current level

Office of National Statistics data states the population of West Devon is circa 55,000. The Northern Outreach service has therefore been used by just 0.07 of West Devon residents over the past three months. The annual cost to maintain a service for one day a week in Okehampton is well in excess of £6,000.

4.3 Withdraw service

There has been very poor take up of the Northern Outreach service. Over 70% of its users over the past 3 months stated they would choose to access Council services either online or via the phone in future.

5. Proposed Way Forward

- 5.1 In light of the evidence it is recommended option 4.3 is pursued and the outreach service at the Ockment Centre in withdrawn as of 31 July 2019. And furthermore that an option appraisal on the future of Tavistock Reception be presented to this Committee in November 2019.
- 5.2 To ensure the withdrawal of the Northern Outreach service has as minimal impact as possible it is recommended the following steps are adopted:

5.3 Clear Communication

All residents, agencies based at the Ockment Centre, Okehampton Library, Okehampton Town Council and Parish Councils are advised of the withdrawal and given clear guidance on how best to contact the Council.

5.4 Vulnerable Customers

It is recognised that some customers simply are not able to engage with the Council online or over the phone. In these instances Mobile Locality Officers are on hand to assist these customers.

5.5 Improved Customer Service

The Council is unrelenting in improving its customer service ensuring it provides easy to use services as well as value for money. In late autumn 2018 the Council embarked on a 12 month Customer Satisfaction Action Plan. The focus of the plan is to ensure the Council delivers right first time services thus negating the need for customers to contact the council to report service failure. The plan to date has resulted in a reduction of 3,000 customer calls. The Council knows that providing access to service online line is convenient for residents and is cost effective. In 12 months, customer transactions on the Council's website have increased by 10,000 online transactions. However, there is still work to do and the Council needs to ensure it adheres to its Customer Satisfaction Plan to make sure this happens. Full information on the Council's Customer Satisfaction Plan can be found in online in the minutes of previous Hub Committee meetings.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	There are no direct legal implications to this report. The Hub Committee has a responsibility to provide Leadership to the overall activities of the Council and ensure the services the Council provides are efficient and effective.
Financial implications to include reference to value for money	Y	At present Northern Outreach is provided by the Council's Locality Engagement Officer on a weekly basis, on a Wednesday, at the Ockment Centre in Okehampton. The Northern Outreach Service is not considered the best use of Council resources because it is taking considerable officer time to service a very small cross section of West Devon residents. It therefore presents poor value for money.

Risk	N	Use of the Northern Outreach Service has been closely monitored for 15 months the recommendation to cease the service is therefore grounded in evidence and has been closely considered.
Supporting Corporate Strategy	Y	Council Theme – <i>Efficient and effective</i>
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	N/A
Safeguarding	Y	N/A
Community Safety, Crime and Disorder	Y	N/A
Health, Safety and Wellbeing	Y	N/A
Other implications	N	None.

Supporting Information:

Appendix A

Northern Outreach, Ockment Centre Usage April-June 2019

Appendix B

Tavistock Reception, Kilworthy Park Usage April-June 2019

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Northern Outreach Ockment Centre Survey

Data collected at each weekly session from
April-June 2019

4
Page 30
Total Responses

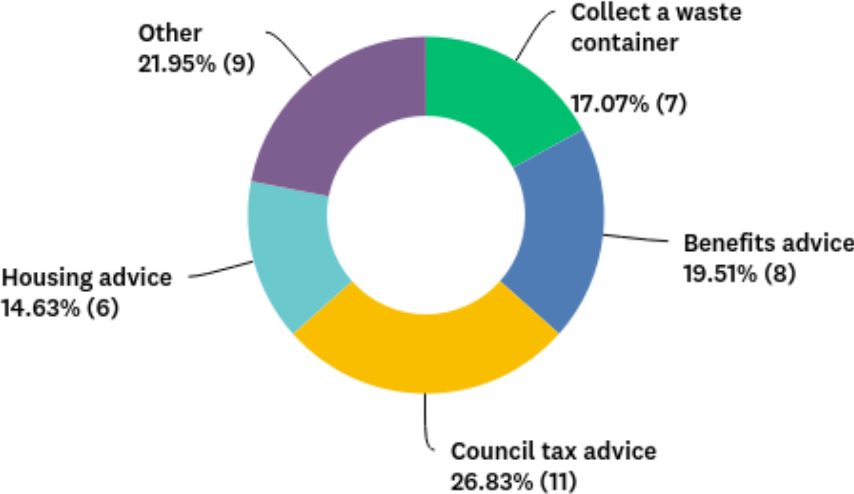
Date Created: Tuesday, March 26 2019

Complete Responses: 39

Q1: What is the purpose of your visit?

Answered: 41 Skipped: 0

Page 31



Q1: What is the purpose of your visit?

Answered: 41 Skipped: 0

Page 32

ANSWER CHOICES	RESPONSES	
Collect a waste container	17.07%	7
Benefits advice	19.51%	8
Council tax advice	26.83%	11
Housing advice	14.63%	6
Planning advice	0.00%	0
Other	21.95%	9
TOTAL		41

Other (9)

Devon Home Choice

Waste enquiry

Waste assisted collection

Hand in form (3)

Rent reduction notification

Help with health and safety concerns with landlord

Check parking permit

Q2: Where do you live?

Answered: 41 Skipped: 0



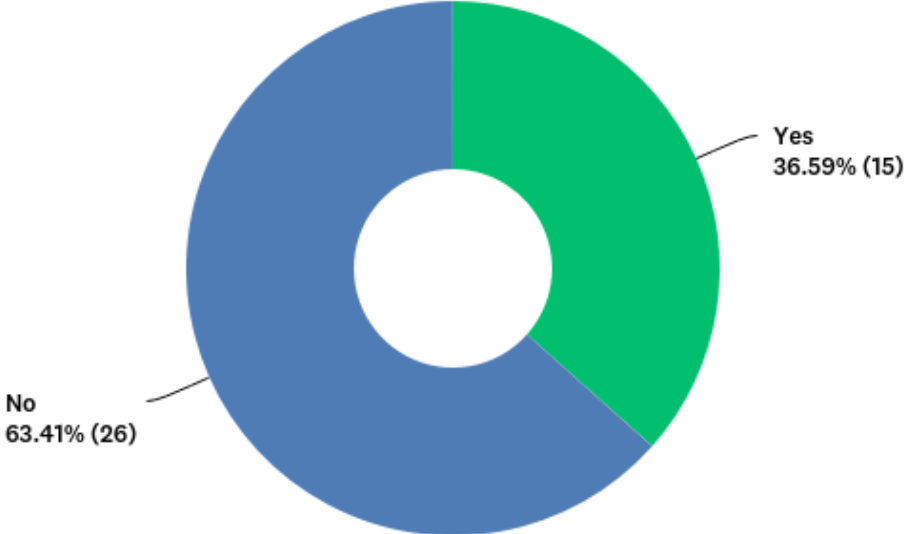
Page 33

- Other (5)
- Hatherleigh – 1
- Exbourne – 2
- Sourton – 1
- Sampford Courtney - 1

Q3: Did you try using our website to deal with your query?

Answered: 41 Skipped: 0

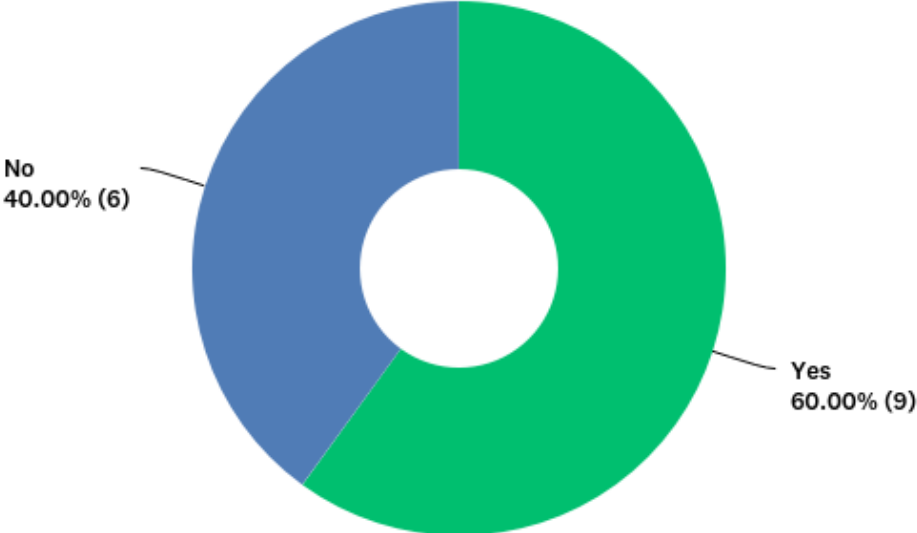
Page 34



Q4: Were you able to find what you needed on our website?

Answered: 15 Skipped: 26

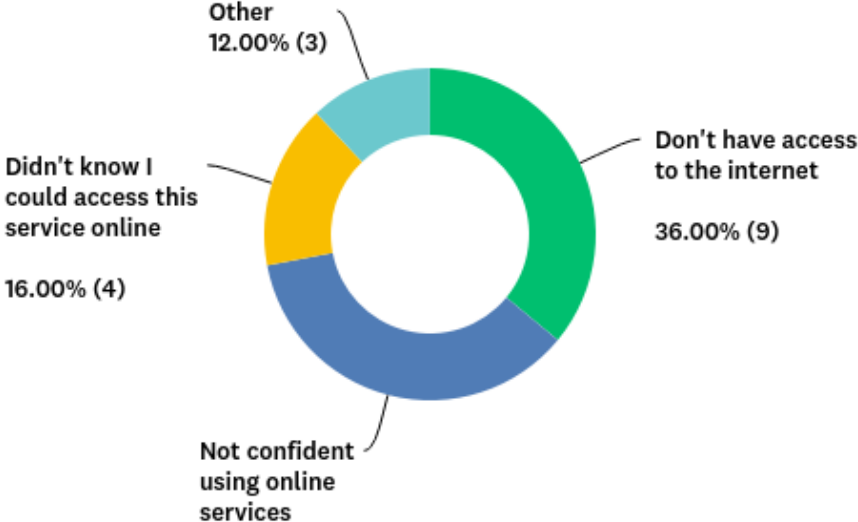
Page 35



Q5: What's your reason for not trying our website?

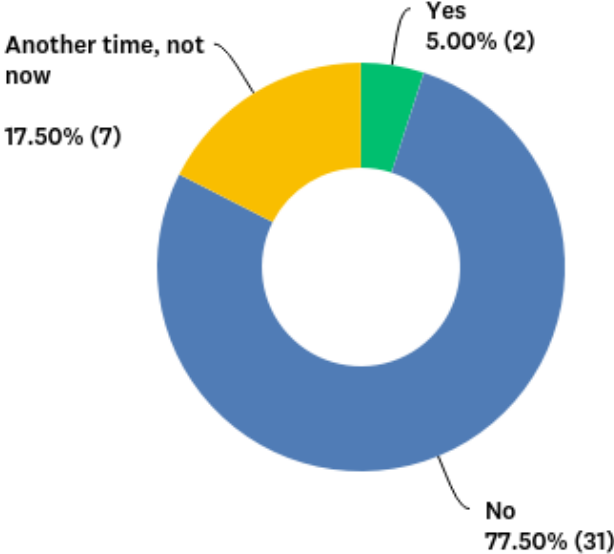
Answered: 25 Skipped: 16

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Q6: Would you like me to show you how to access our services online?

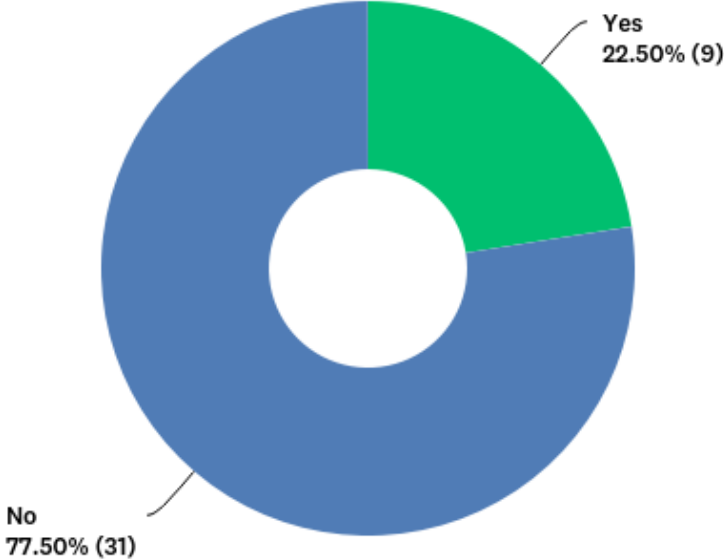
Answered: 40 Skipped: 1



Q7: Did you try telephoning the Council?

Answered: 40 Skipped: 1

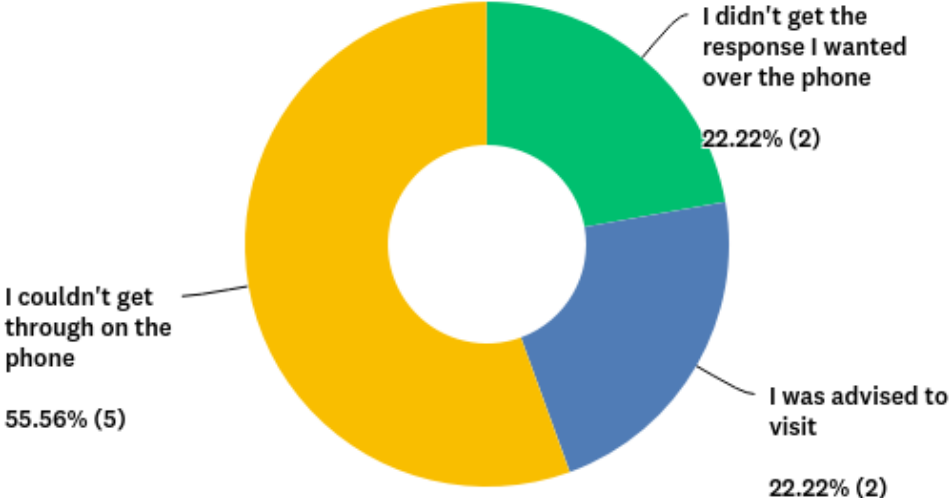
Page 38



Q8: If you tried calling why are you visiting?

Answered: 9 Skipped: 32

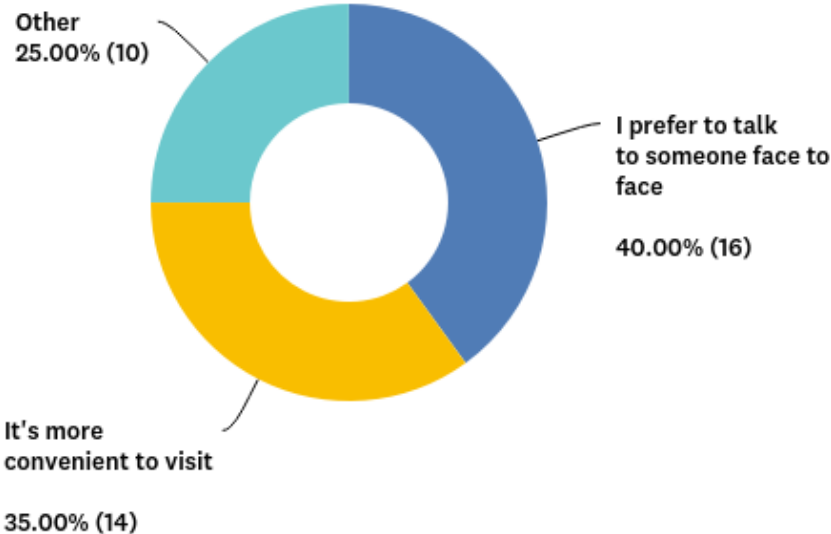
Page 39



Q9: Why didn't you call the Council?

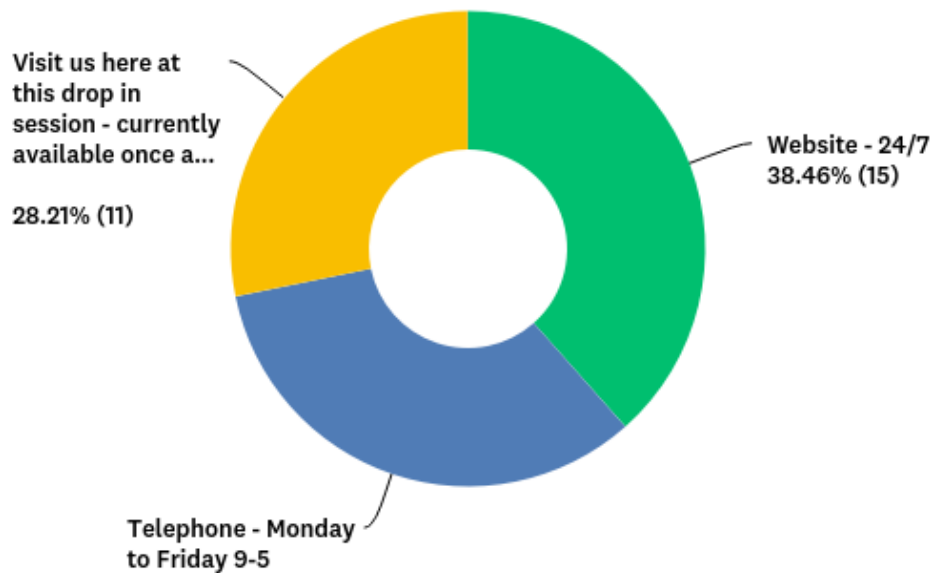
Answered: 40 Skipped: 1

Page 40



Q10: If you had to access Council services again which method would you use?

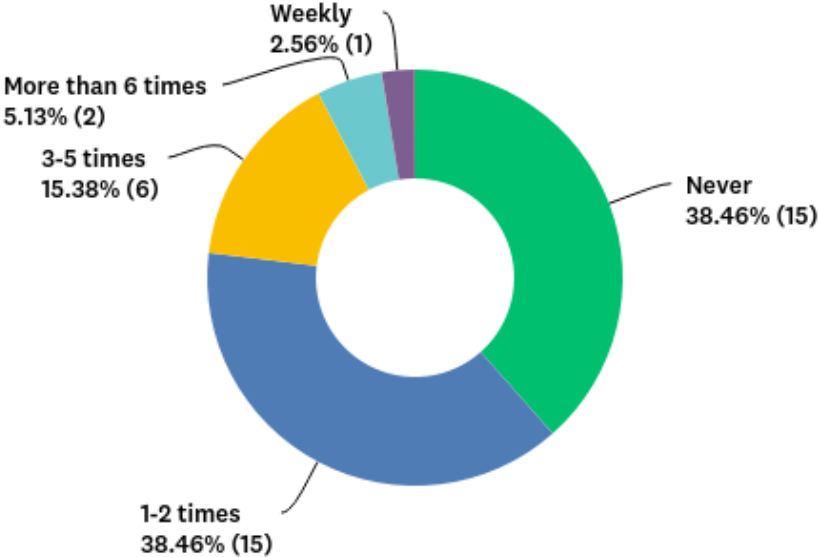
Answered: 39 Skipped: 2



Q11: And finally, apart from today, how many times have you accessed Council services here at the Ockment Centre over the past 12 months?

Answered: 39 Skipped: 2

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Tavistock Reception Kilworthy Park Survey

Data collected from 1 April to Friday 21 June 2019 during the majority of Reception opening hours

Page 4
281

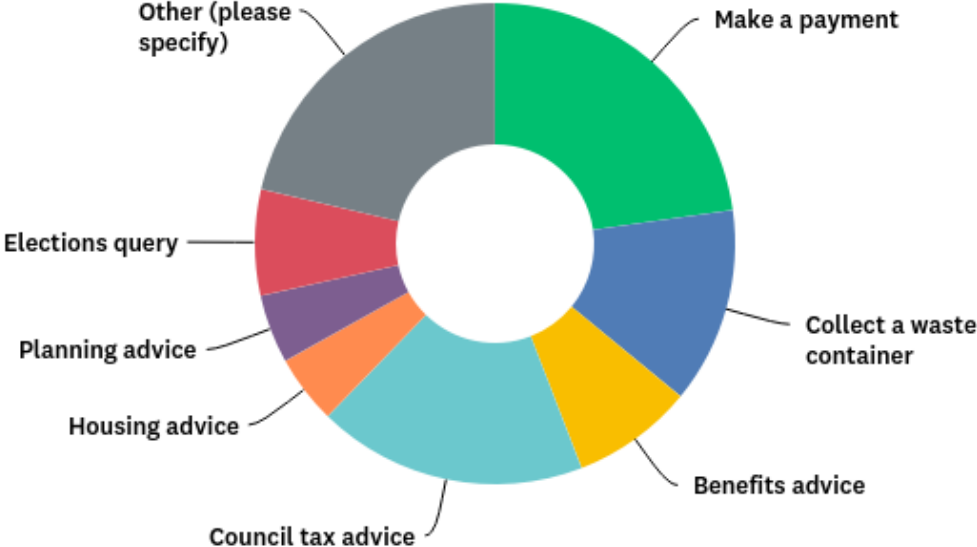
Total Responses

Date Created: Tuesday, March 26, 2019

Complete Responses: 273

Q1: What is the purpose of your visit?

Answered: 281 Skipped: 0



Q1: What is the purpose of your visit?

Answered: 281 Skipped: 0

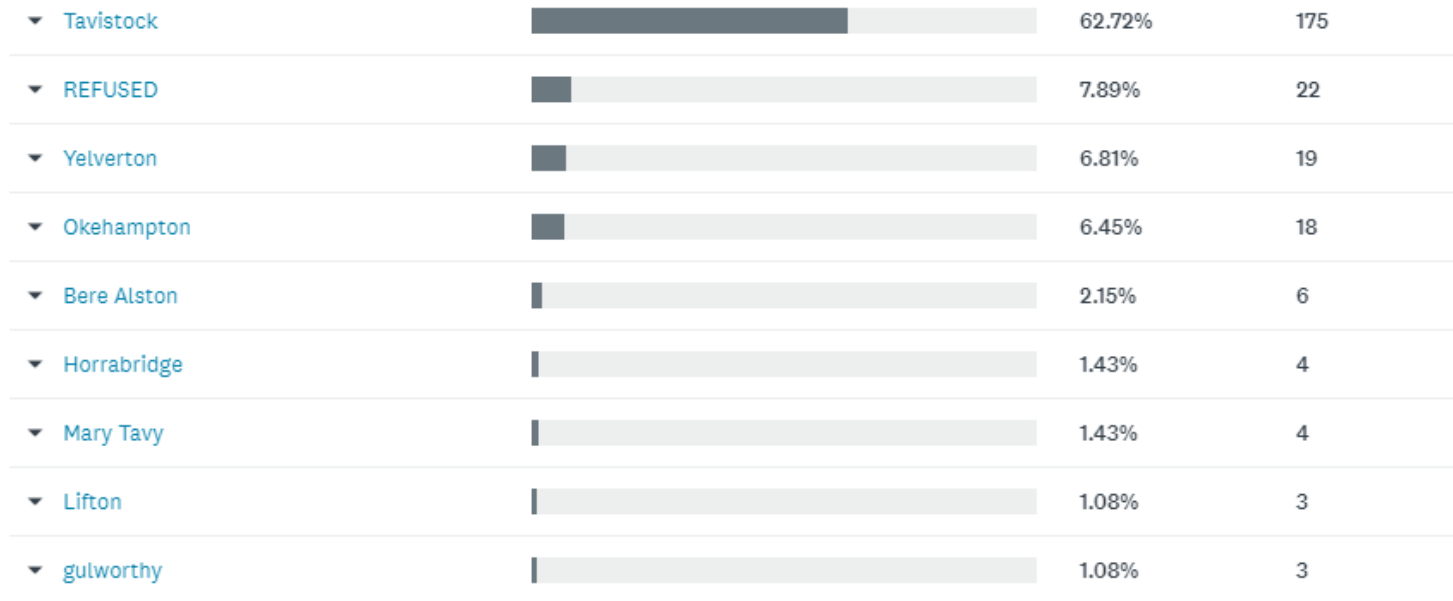
Page 46

ANSWER CHOICES	RESPONSES	
Make a payment	22.78%	64
Collect a waste container	13.17%	37
Benefits advice	8.19%	23
Council tax advice	18.15%	51
Housing advice	4.63%	13
Planning advice	4.63%	13
Attend a Council meeting	0.00%	0
Visit a third party tenant	0.00%	0
Elections query	7.12%	20
Other (please specify)	21.35%	60
TOTAL		281

The 60 Other responses included Licensing, Duty Planner Meeting, Land Charges, Building Control Advice, Bus Pass Renewal, Business Units, PCN Appeal, Road Signs. **Note 23 out of 60 refused** to give a response.

Q2: Where do you live?

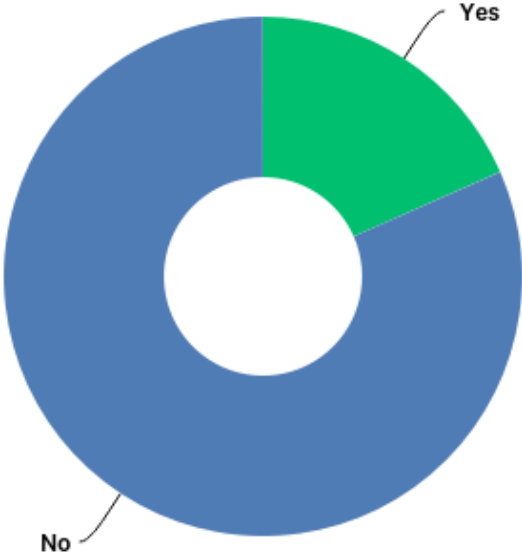
Answered: 279 Skipped: 2



The 25 Other responses included: 1 Drewsteignton, 2 Princetown, 1 Chagford, 2 Lydford, 1 Buckland Monachorum, 1 Peter Tavy, 1 Sticklepath, 2 Whitchurch, 2 Bere Ferrers, 1 Northlew, 1 Meavy, 11 out of area

Q3: Did you try using our website to deal with your query?

Answered: 277 Skipped: 4



Q3: Did you try using our website to deal with your query?

Answered: 277 Skipped: 4

ANSWER CHOICES	RESPONSES	
Yes	18.41%	51
No	81.59%	226
TOTAL		277

Q4: Were you able to find what you needed on our website?

Answered: 51 Skipped: 230

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Q4: Were you able to find what you needed on our website?

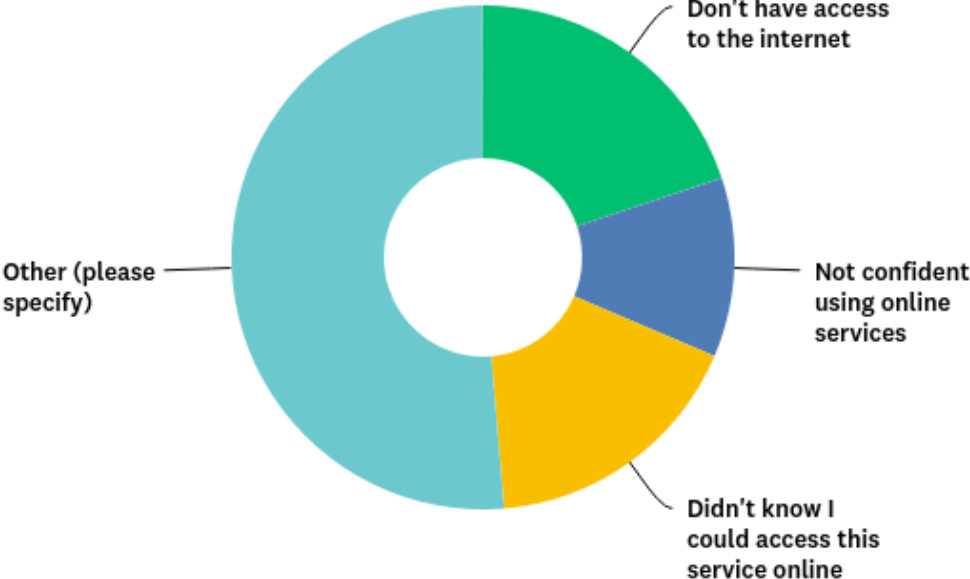
Answered: 51 Skipped: 230

ANSWER CHOICES	RESPONSES	
Yes	52.94%	27
No	47.06%	24
TOTAL		51

Q5: What's your reason for not trying our website?

Answered: 226 Skipped: 55

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Q5: What's your reason for not trying our website?

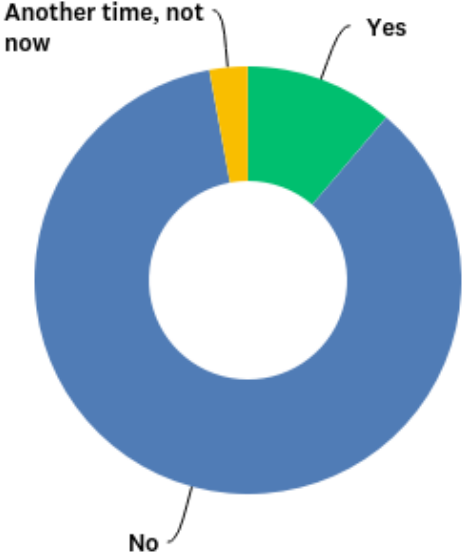
Answered: 226 Skipped: 55

ANSWER CHOICES	RESPONSES	
Don't have access to the internet	19.91%	45
Not confident using online services	11.50%	26
Didn't know I could access this service online	17.26%	39
Other (please specify)	51.33%	116
TOTAL		226

116 Other responses include: 22 refusing to say, 62 prefer to speak to someone face to face, 10 said wanted to visit office, 14 said wanted a form/documents or collect something, 8 said to hand in documents

Q6: Would you like me to show you how to access our services online?

Answered: 276 Skipped: 5



Q6: Would you like me to show you how to access our services online?

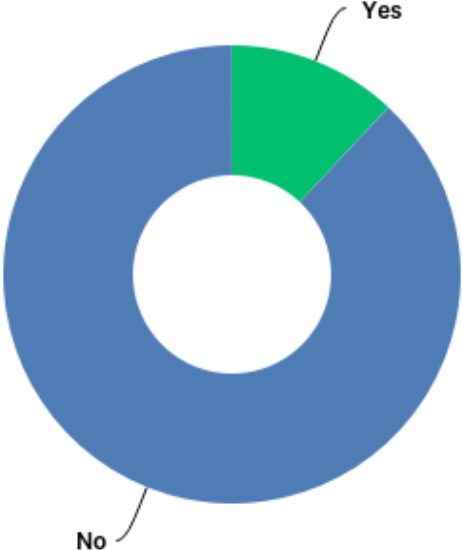
Answered: 276 Skipped: 5

ANSWER CHOICES	RESPONSES	
Yes	11.23%	31
No	85.87%	237
Another time, not now	2.90%	8
TOTAL		276

Q7: Did you try telephoning the Council?

Answered: 275 Skipped: 6

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Q7: Did you try telephoning the Council?

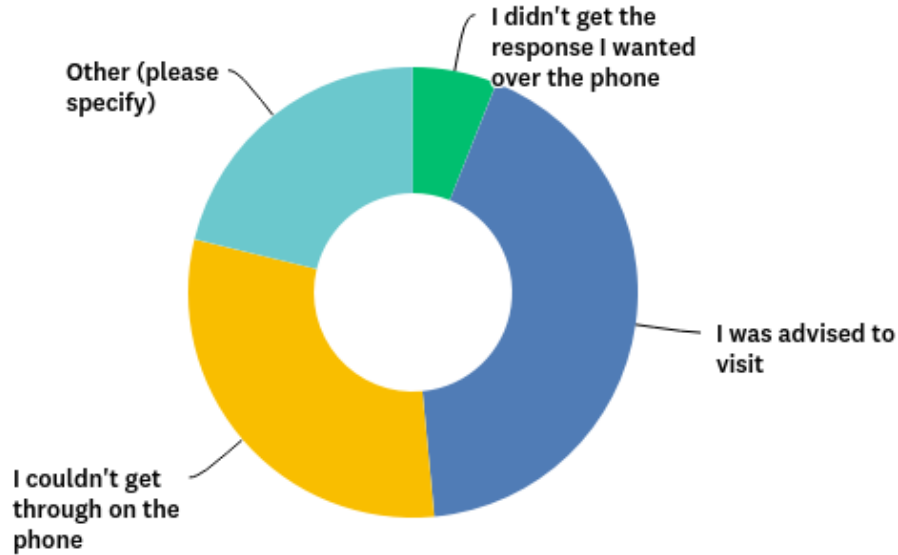
Answered: 275 Skipped: 6

ANSWER CHOICES	RESPONSES	
Yes	12.00%	33
No	88.00%	242
TOTAL		275

Q8: If you tried calling why are you visiting?

Answered: 33 Skipped: 248

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Q8: If you tried calling why are you visiting?

Answered: 33 Skipped: 248

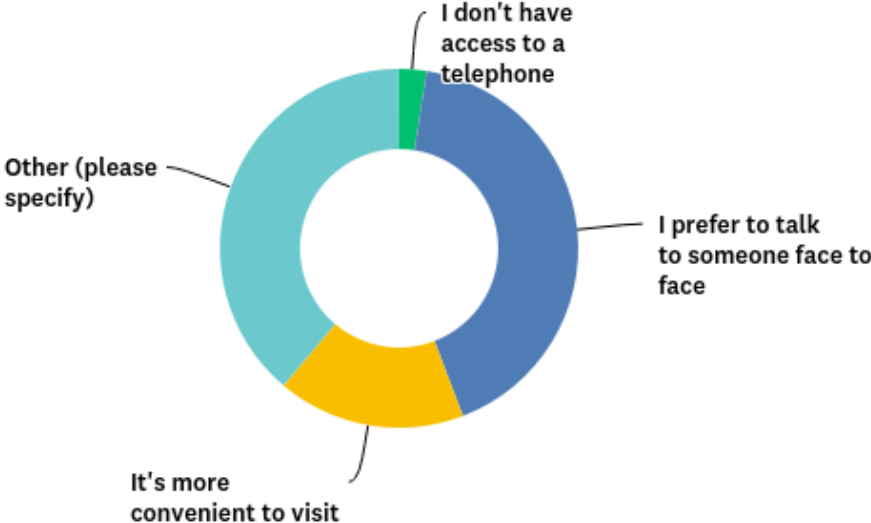
ANSWER CHOICES	RESPONSES	
I didn't get the response I wanted over the phone	6.06%	2
I was advised to visit	42.42%	14
I couldn't get through on the phone	30.30%	10
Other (please specify)	21.21%	7
TOTAL		33

7 Other responses include: 3 to collect recycling boxes, 2 to have a meeting, 2 to hand in information

Q9: Why didn't you call the Council?

Answered: 242 Skipped: 39

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Q9: Why didn't you call the Council?

Answered: 242 Skipped: 39

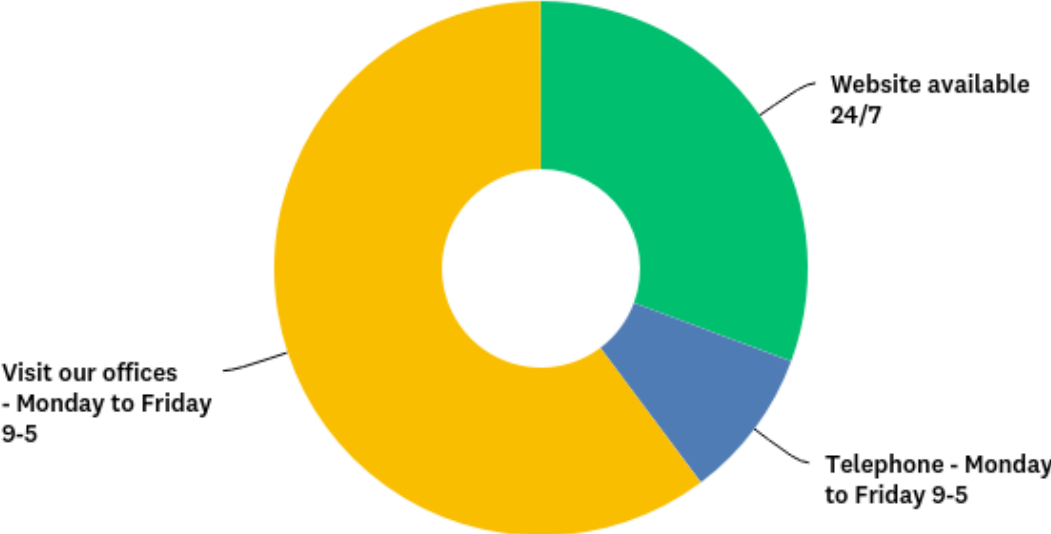
ANSWER CHOICES	RESPONSES	
I don't have access to a telephone	2.48%	6
I prefer to talk to someone face to face	41.74%	101
It's more convenient to visit	16.94%	41
Other (please specify)	38.84%	94
TOTAL		242

94 Other responses include: 22 refused to say, 54 to hand in something, to collect something 18

Q10: If you had to access Council services again which method would you use?

Answered: 274 Skipped: 7

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Q10: If you had to access Council services again which method would you use?

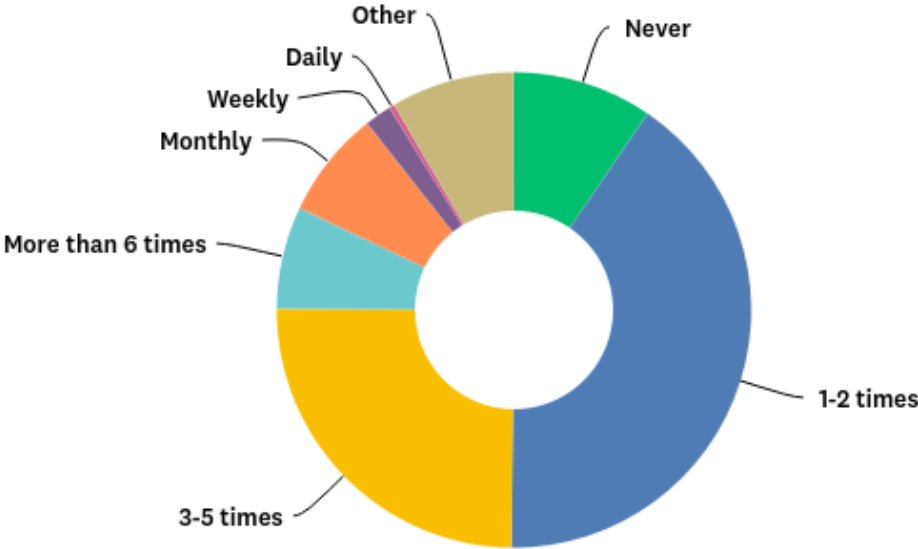
Answered: 274 Skipped: 7

ANSWER CHOICES	RESPONSES	
Website available 24/7	30.66%	84
Telephone - Monday to Friday 9-5	9.12%	25
Visit our offices - Monday to Friday 9-5	60.22%	165
TOTAL		274

Q11: And finally, apart from today, how many times have you visited our offices here at Kilworthy Park in the past 12 months?

Answered: 273 Skipped: 8

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Q11: And finally, apart from today, how many times have you visited our offices here at Kilworthy Park in the past 12 months?

Answered: 273 Skipped: 8

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ANSWER CHOICES	RESPONSES	
Never	9.52%	26
1-2 times	40.66%	111
3-5 times	24.91%	68
More than 6 times	6.96%	19
Monthly	7.33%	20
Weekly	1.83%	5
Daily	0.37%	1
Other	8.42%	23
TOTAL		273

23 Other responses were made of people refusing to answer.

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Report to: **Overview and Scrutiny Committee**
Date: **3 September 2019**
Title: **Planning Enforcement Plan Review**
Portfolio Area: **Customer First**

Wards Affected: **All**

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

Date next steps can be taken: Recommendation to Hub Committee on 10 September, 2019 and Council on 17 September 2019

Author: **Patrick Whymer** Role: **Head of Development Management Practice**

Contact: **Patrick.whymer@swdevon.gov.uk**

Recommendations:

That the Overview and Scrutiny Committee RECOMMEND to the Hub Committee that:

- 1. the updated Enforcement Plan (as outlined at Appendix B), the Harm Assessment Matrix (as outlined at Appendix D) and the proposed Enforcement Action Plan (as outlined at Appendix C) be approved; and**
- 2. Council be RECOMMENDED that the additional two permanent staff for Planning Enforcement be approved as set out in paragraph 3.3, to be funded from the Planning Earmarked Reserve in 2019-20 and to be built into the budget setting process as a cost pressure for 2020-21 onwards.**

1. Executive summary

- 1.1 A Planning Enforcement Plan and a Member Engagement Protocol were approved at the meeting of the Hub Committee on 6 February 2018 (Minute *HC 63)

- 1.2 This report provides a review of performance following the implementation of the Local Enforcement Plan together with proposed outputs set out in section 3.
- 1.3 The issues for consideration are the growth in the volume of planning enforcement complaints, the numbers of open planning enforcement cases and the provision of an adequate response to complainants. The recommendations include changes to working practices and an increase in the establishment to address the growing level of demand and improve the customer experience.
- 1.4 The Planning Enforcement Service is a highly visible public facing asset and is instrumental in the Council's efforts to maintain public confidence in the effectiveness of the planning system.
- 1.5 Officers have successfully served a variety of formal notices, carried out criminal prosecution of offenders, secured important heritage assets, stopped unauthorised development and negotiated satisfactory outcomes in many cases. Most of this work goes unseen by the general public but the reputational risk created by service failure is ever present.
- 1.6 There is no such thing as a straightforward planning enforcement case. By necessity investigations involve intrusion into the private lives or business affairs of those who are the subject of the complaint. Resolution often involves sensitive negotiation which is frequently protracted in nature. Cases are complicated by human factors and many are found, after investigation, to be motivated by personal dispute rather than material planning considerations.
- 1.7 It is acknowledged that the current performance is below the targets set out in the adopted Enforcement Plan and, given the volume of cases received, additional staff resource is required to deliver a good standard of service across all cases received.

2. Background

- 2.1 At the joint meeting of the two O&S Committee's in January 2018, Members were presented with a report that set out how the Planning Enforcement Service would assess and prioritise cases. The report explained how the number of open cases was slowly reducing as a result of resource levels being reviewed and how the Enforcement Plan, proposed as part of the report, would support the team in providing an efficient and effective service.
- 2.2 This report presents a current review of the performance of the Planning Enforcement team, as requested by Members when the previous report was presented.
- 2.3 When measured against the targets set in the Planning Enforcement Plan, cases classified as emergency or higher priority have

consistently achieved 100% success against the targets since recording began. However, in relation to lower priority cases, two out of the three measured outputs, being site visits and complainant updates, do not meet the targets.

- 2.4 The target for site visit attendance in lower priority cases is 80% carried out within 20 working days. When looking at monthly performance in South Hams this target has been exceeded on 3 occasions since January 2018. Quarterly performance has consistently been 10% below the target. In West Devon the target has been reached during one month with the best quarterly performance of 68.75%.
- 2.5 According to the Enforcement Plan, the target for first contact with the complainant is 80% within 30 working days. In South Hams this has been exceeded during 3 months however the best quarterly performance was 64.29%. In West Devon the target was reached during one month with the best quarterly performance at 56.52%.
- 2.6 To understand why the service is not achieving the targets set as part of the Enforcement Plan, it is important to assess the level of demand. The number of open Enforcement cases in January 2018 was 564, 350 in South Hams and 214 in West Devon. As of 12th August 2019, the total is 731 with 513 in South Hams (46% increase) and 228 in West Devon (6% increase). The data reveals growing customer demand in the number of reports. Comparison of Q2 2018 data with Q2 2019 indicates that there were over 60 more reports of low priority cases and 10 more high priority cases received.
- 2.7 In addition to the increased number of reports, there are other factors that are generally accepted as having an adverse affect on performance: geographic sparsity, competing demands of enforcement officers(urgent cases take priority), and the competing demands of Mobility Locality Officers who are used to support the team by undertaking initial site visits.
- 2.8 In respect of the competing demands of enforcement officers, there have been a number of high profile cases that have been and will be the subject of criminal prosecution. The level of work required to prepare for such cases is significant, and naturally diverts officer time away from lower priority cases. In 2018 and as a result of a Planning Enforcement Service investigation, 3 persons were convicted at Magistrates Court of TPO offences and significant fines and costs were imposed. There are still several ongoing complex investigations which compete for resources with the growing number of general cases. Robust investigation of criminal allegations, especially when combined with successful prosecutions, enhances public confidence in the Council and the planning system which is a highly valuable outcome.
- 2.9 The provision of a robust Planning Enforcement Service supports our commitment to the National Planning Policy Framework (NPPF).

Customer service is a key organisational priority and the recommendations set out in this report support that ethos and our aspirations.

- 2.10 This issue affects our communities and our partners with whom the Planning Enforcement Service has frequent contact, these include Devon County Council, the Environment Agency, Historic England, Natural England, the Police as well as internal stakeholders.

3. Outcomes/outputs

- 3.1 Clearly, whilst the resource levels in 2018 initially led to a reduction in case numbers, the increase in demand for the service has resulted in targets not being met.
- 3.2 Planning enforcement is a high profile service, and whilst the success of high profile prosecutions can demonstrate that the Council will take breaches seriously, there is a negative knock on effect in that lower profile cases may not be dealt with within target timescales.
- 3.3 To address the increased level of demand, enable officers to work to the timescales within the Enforcement Plan and maintain confidence in the service, additional resource will be required. It is requested that two additional, permanent Enforcement Case Managers be approved to join the existing team of five planning enforcement officers (4.6 FTE). These will be at Level 6 and will be additional officers who investigate the complaints. These two posts combined would cost a maximum of £71,538 pa at the top of the scale. This would be shared 70:30 South Hams:West Devon and therefore the cost for West Devon would be £21,460 pa. It is requested that these appointments are made within this financial year as deferring to the next financial year would delay dealing with a number of the existing cases. The two posts are recommended to be funded from the Planning Earmarked Reserve in 2019-20 and if approved, to be built into the budget setting process as a cost pressure for 2020-21 onwards. The Council achieved additional planning income of £214,000 more than the budgeted income of £333,000 for 2018-19. Of this extra income, £130,000 of the additional planning income received was transferred to the Planning Earmarked Reserve, to support peaks and troughs in the planning service.
- 3.4 Should the request for two permanent staff be approved, officers are confident that the Planning Enforcement team will achieve success in dealing with reported cases within the time limits prescribed in the Enforcement Plan.
- 3.5 Success will be achieved when all of the KPIs set out in the Enforcement Plan have been achieved in every reporting quarter during a reporting year.

- 3.6 Success will be measured against the 3 KPIs set out in the Planning Enforcement Plan at Appendix 1. These relate to registration and allocation, site visits and complainant updates.
- 3.7 In addition to reviewing resource levels, officers have produced an Enforcement Service Action Plan which proposes alterations to working practices that will further improve the ability of officers to meet service targets set in the Enforcement Plan.

4. Options available and consideration of risk

- 4.1 Alternatives are available because planning enforcement is a discretionary activity. The Council could decide not to investigate anything except those cases that involve potential criminality, listed building and Tree Preservation Order cases. However that option would undoubtedly receive a negative reaction from the public.
- 4.2 Another option is to make no changes to resources and continue as we are and try to improve performance by refocussing existing resources on processes to meet targets. That redirection of input may positively influence output but will not alter outcomes in terms of case resolution.
- 4.3 It should be borne in mind that the introduction of targets was something new for the Planning Enforcement Service, there was no detailed baseline assessment and performance over the past year should be viewed in such terms.
- 4.4 These proposals have been evaluated by Case Management and Development Management officers engaged in or associated with planning enforcement.
- 4.5 The evaluation came about as a consequence of the Planning Enforcement Action Plan which was introduced to support performance improvement.

5. Proposed Way Forward

- 5.1 Implementation of a Planning Enforcement Action Plan is recommended to provide a framework for officers to work within and to enable Members to monitor service performance.
- 5.2 Customer service is a key organisational priority and the recommendations set out in this report support that ethos and our aspirations. An increased level of resource will enable timely site visits which in turn will lead to meaningful complainant updates. The targets are inextricably linked, if the site visit is delayed the complainant update will also be delayed.

6. Implications

Implications		Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		Y	Planning enforcement is a discretionary service however, Paragraph 58 of the National Planning Policy Framework states "effective enforcement is an important as a means of maintain public confidence in the planning system".
Financial implications		Y	The appointment of two additional enforcement case managers will cost an additional £21,460 (wdbc share) per annum. The two posts are recommended to be funded from the Planning Earmarked Reserve in 2019-20 and if approved, to be built into the budget setting process as a cost pressure for 2020-21 onwards. It is considered that the improvement in service will improve the reputation of the Council and does represent value for money.
Risk			Risk of under performance against approved service targets leading to reputational risk to the Council
Supporting Corporate Strategy			Environment
Comprehensive Impact Assessment Implications			
Equality and Diversity			None specific to this report
Safeguarding			None specific to this report
Community Safety, Crime and Disorder			Planning enforcement officers work closely with the Police Authority and other bodies
Health, Safety and Wellbeing			Planning enforcement can have a high impact on individuals and communities

Other implications			
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Supporting Information

Appendices:

Appendix A: Planning Enforcement Performance Data

Appendix B: Proposed revised Enforcement Plan

Appendix C: Proposed Enforcement Action Plan

Appendix D: Proposed Harm Assessment Matrix

Background Papers:

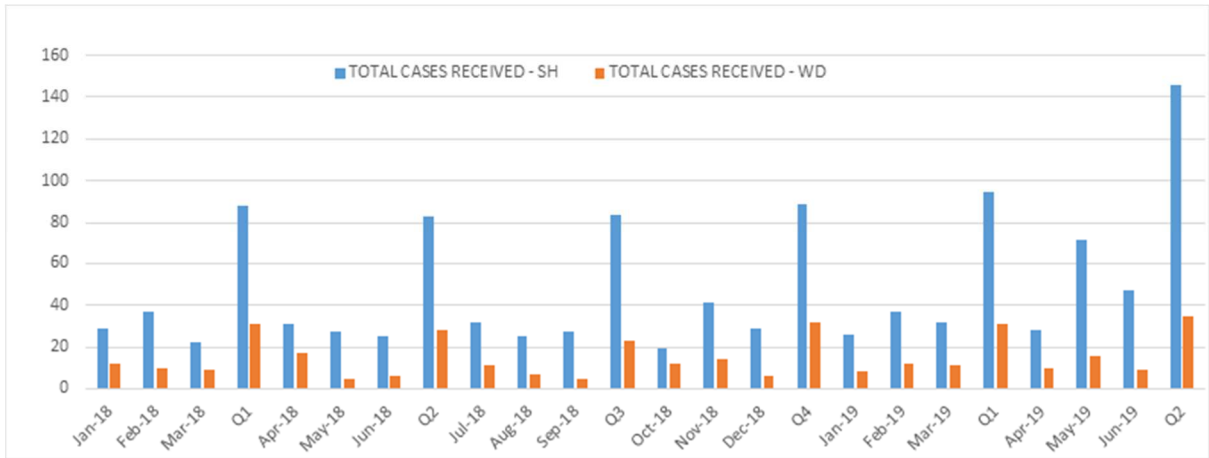
Hub Committee agenda and minutes – 6 February 2018; and

Overview and Scrutiny Committee agenda and minutes – 16 January 2018

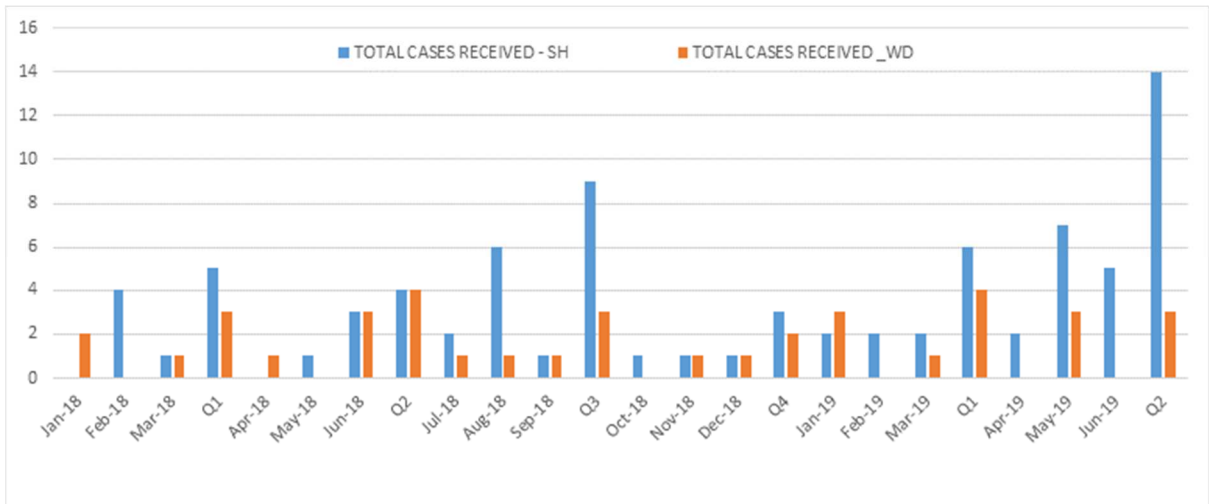
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**PLANNING ENFORCMENT PLAN UPDATE
PERFORMANCE DATA**

Lower Priority Cases - Received



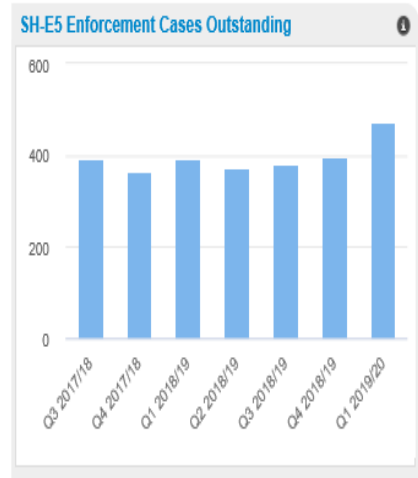
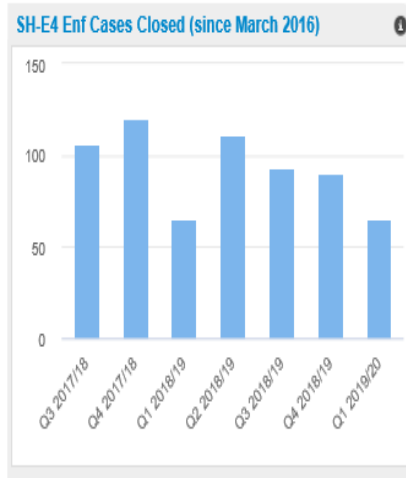
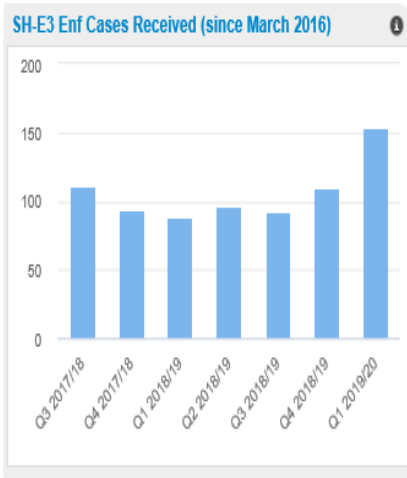
Higher Priority Cases - Received



Case Throughput: Received/Closed/Outstanding

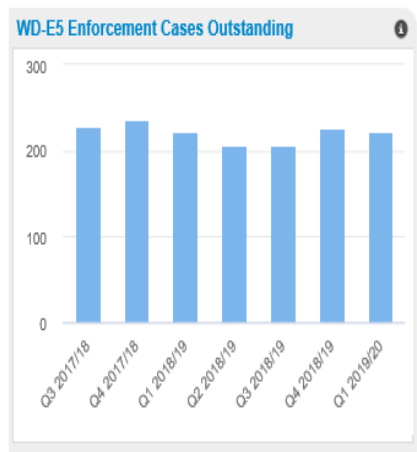
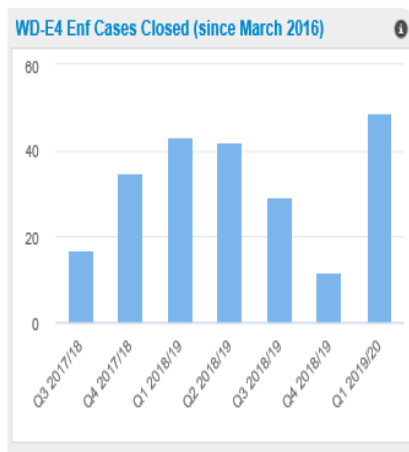
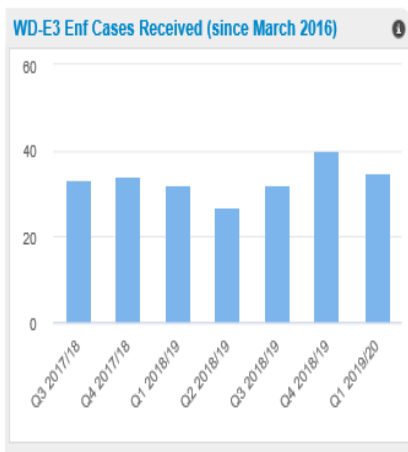
South Hams

Planning Enforcement-

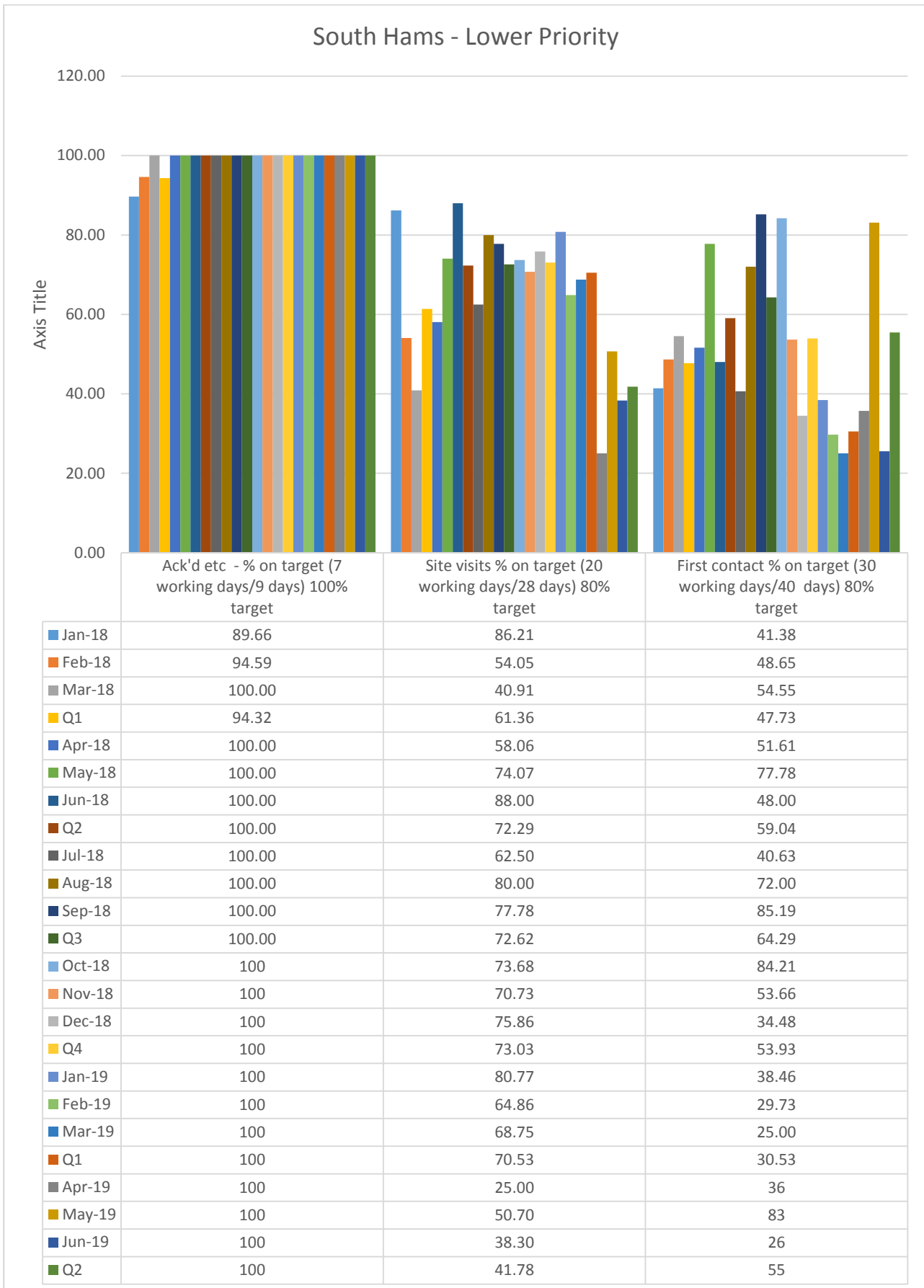


West Devon

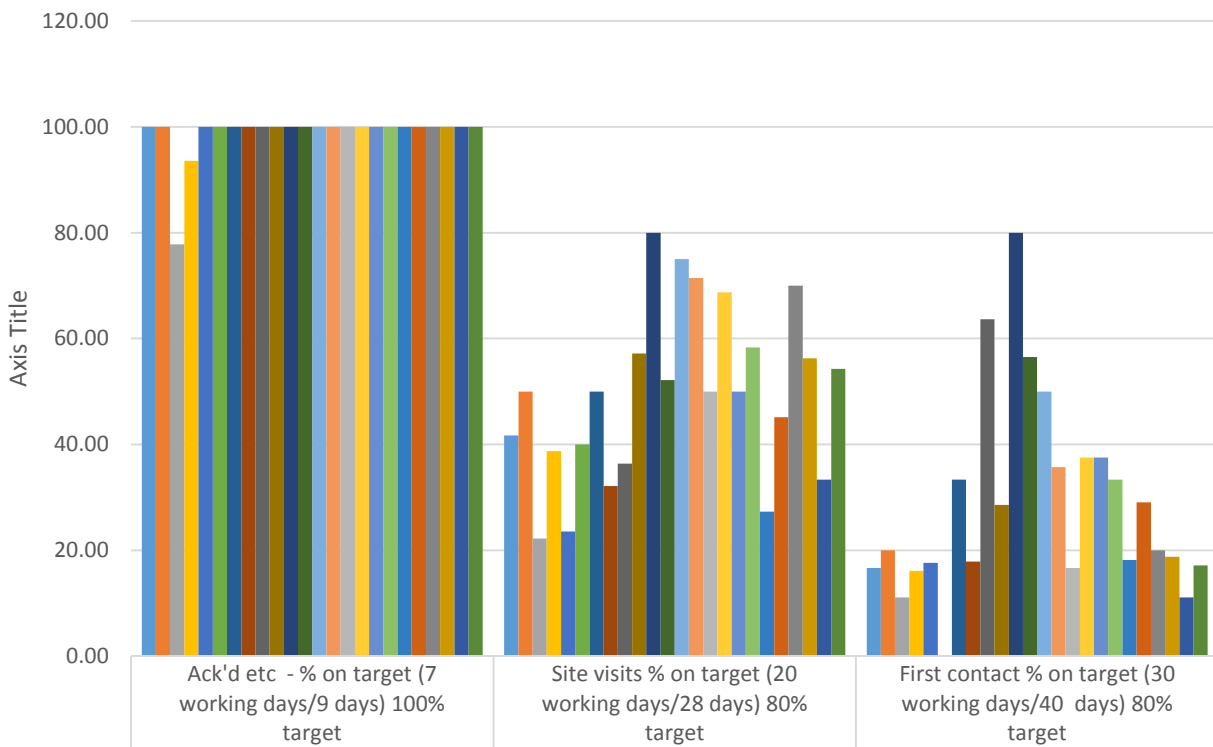
WD Planning Enforcement-



Performance against Targets – Lower Priority Cases



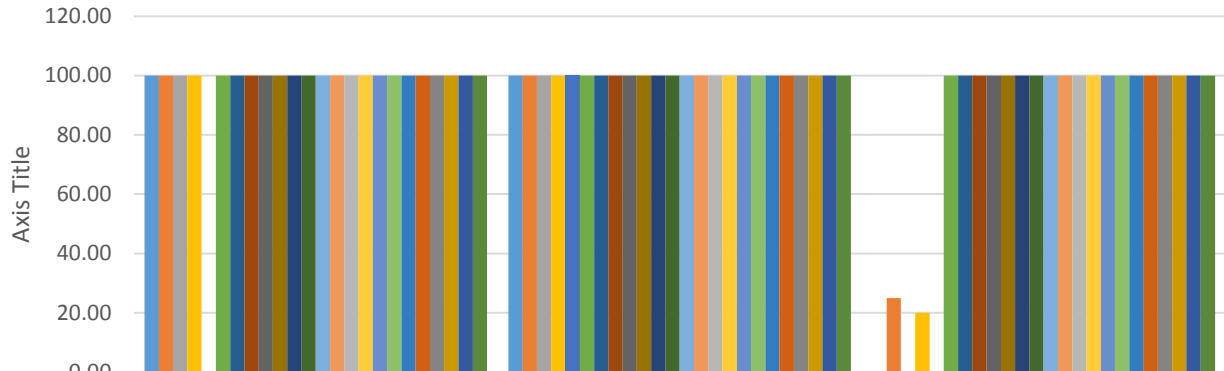
West Devon- Lower Priority



	Ack'd etc - % on target (7 working days/9 days) 100% target	Site visits % on target (20 working days/28 days) 80% target	First contact % on target (30 working days/40 days) 80% target
Jan-18	100.00	41.67	16.67
Feb-18	100.00	50.00	20.00
Mar-18	77.78	22.22	11.11
Q1	93.55	38.71	16.13
Apr-18	100.00	23.53	17.65
May-18	100.00	40.00	0.00
Jun-18	100.00	50.00	33.33
Q2	100.00	32.14	17.86
Jul-18	100.00	36.36	63.64
Aug-18	100.00	57.14	28.57
Sep-18	100.00	80.00	80.00
Q3	100.00	52.17	56.52
Oct-18	100.00	75.00	50.00
Nov-18	100.00	71.43	35.71
Dec-18	100.00	50.00	16.67
q4	100.00	68.75	37.50
Jan-19	100.00	50.00	37.50
Feb-19	100.00	58.33	33.33
Mar-19	100.00	27.27	18.18
q1	100.00	45.16	29.03
Apr-19	100.00	70.00	20.00
May-19	100.00	56.25	18.75
Jun-19	100.00	33.33	11.11
q2	100.00	54.29	17.14

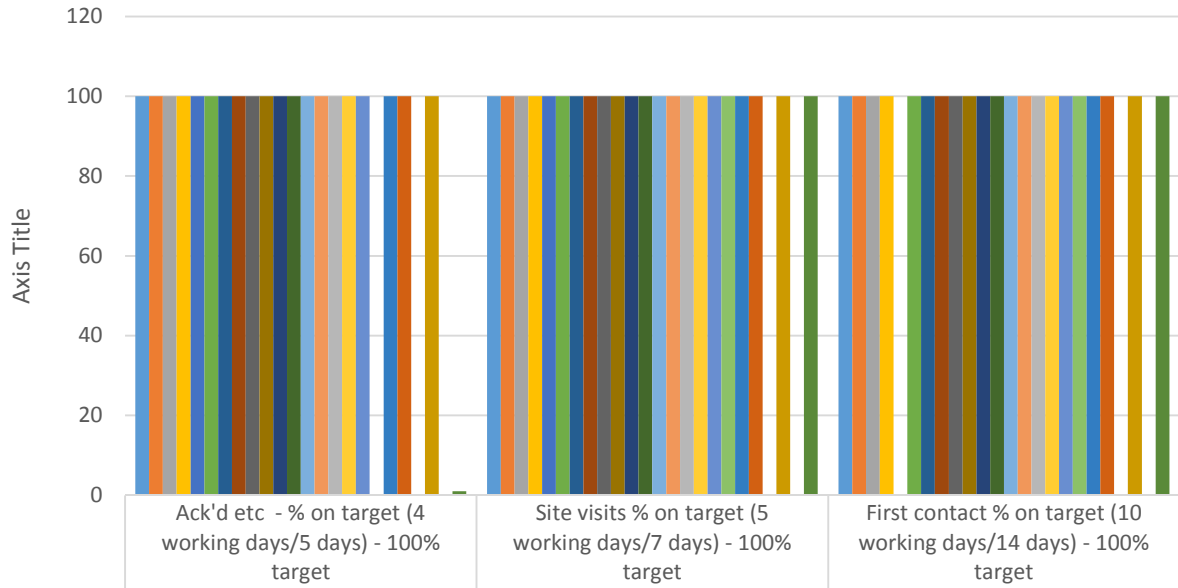
Performance against Targets –Higher Priority Cases

South Hams - Higher Priority



	Ack'd etc - % on target (4 working days/5 days) - 100% target	Site visits % on target (5 working days/7 days) - 100% target	First contact % on target (10 working days/14 days) - 100% target
Jan-18	100.00	100.00	0.00
Feb-18	100	100.00	25.00
Mar-18	100	100.00	0.00
Q1	100	100.00	20.00
Apr-18	0	100.00	0.00
May-18	100	100.00	100
Jun-18	100	100.00	100
Q2	100	100.00	100
Jul-18	100	100.00	100
Aug-18	100	100.00	100
Sep-18	100	100.00	100
Q3	100	100.00	100
Oct-18	100	100.00	100
Nov-18	100	100.00	100
Dec-18	100	100.00	100
Q4	100	100.00	100
Jan-19	100	100.00	100
Feb-19	100	100.00	100
Mar-19	100	100.00	100
Q1	100	100.00	100
Apr-19	100	100.00	100
May-19	100	100.00	100
Jun-19	100	100.00	100
Q2	100	100.00	100

West Devon- Higher Priority



	Ack'd etc - % on target (4 working days/5 days) - 100% target	Site visits % on target (5 working days/7 days) - 100% target	First contact % on target (10 working days/14 days) - 100% target
Jan-18	100	100	100
Feb-18	100	100	100
Mar-18	100	100	100
Q1	100	100	100.00
Apr-18	100	100	0
May-18	100	100	100
Jun-18	100	100	100
Q2	100	100	100
Jul-18	100	100	100
Aug-18	100	100	100
Sep-18	100	100	100
Q3	100	100	100
Oct-18	100	100	100
Nov-18	100	100	100
Dec-18	100	100	100
Q4	100	100	100
Jan-19	100	100	100
Feb-19	0	100	100
Mar-19	100	100	100
Q1	100	100	100
Apr-19	0	0.00	0
May-19	100	100.00	100
Jun-19	0%	0.00	0
Q2	100%	100.00	100

WEST DEVON BOROUGH – LOCAL ENFORCEMENT PLAN

1. Introduction

- 1.1 The National Planning Policy Framework (NPPF) recommends that local planning authorities publish a local enforcement plan to manage planning enforcement proactively and in a way that is appropriate to their area.
- 1.2 [The](#) Local Enforcement Plan sets out the West Devon Borough Council priorities for investigation, explains what will be investigated and what will not, and it outlines the Councils' general discretionary powers with regard to planning enforcement. The plan sets out the priorities for responses to complaints and details the timescales for response by planning enforcement officers along with explaining the assessments and considerations that are undertaken and actions and outcomes that may result.
- 1.3 Paragraph 207 of the NPPF sets out that effective enforcement is important as a means of maintaining public confidence in the planning system, that planning enforcement action is discretionary, and that Local Planning Authorities should act proportionately in responding to suspected breaches of planning control.
- 1.4 This Local Enforcement Plan sets out how the Council will investigate alleged cases of unauthorised development and take action where appropriate. It also ensures that development takes place in a sustainable manner and that the credibility of the planning system in West Devon is not undermined. The planning enforcement function needs ongoing review recognising that the Council is required to set balanced budgets presenting how its financial resources are to be allocated and utilised; thus showing the Council's financial plan for any coming year with regard to statutory services as well as local key priorities and objectives. West Devon Borough Council like many across the country remain subject to financial challenges. Discussions do include stakeholders, service users and the public who help us to re-design our services to achieve the best outcomes within the resource limits. The amount of resource which can be applied to planning enforcement will be subject to change over time and this Local Enforcement Plan must be reviewed and amended according to resource and priority setting.
- 1.5 West Devon Borough Council believe that planning enforcement has a key role in achieving the high standards of development being sought, and the purpose of this Local Enforcement Plan is to set out our approach to handling planning related enforcement matters. ~~It will be of interest to anyone who thinks the planning rules may have been broken in their area (often referred to as a 'breach of planning control'). For example, if you think that: building work is taking place without approval; a building is higher or in some way different from the approved scheme; the use of some land or a building has changed without planning permission; conditions of a planning permission are not being met; works to a listed building are being carried out without approval; a piece of land or building has become an unacceptable eyesore; adverts have been displayed without~~

~~consent; protected trees, or those in Conservation Areas, are being felled/pruned without approval.~~ The Council will, in exercising their planning enforcement function, take account of National Planning Policies including the NPPF, the Governments Planning Practice Guidance, the relevant policies of the Local Plan and all other relevant material planning considerations.

The relevant pages on planning enforcement from the Government's Planning Practice Guidance can be accessed via the following link:-

<https://www.gov.uk/guidance/ensuring-effective-enforcement>

- 1.6 Specifically the Government's Planning Practice Guidance sets out that the preparation and adoption of a local enforcement plan is important because it: allows engagement in the process of defining objectives and priorities which are tailored to local circumstances; sets out the priorities for enforcement action, which will inform decisions about when to take enforcement action; provides greater transparency and accountability about how the local planning authority will decide if it is expedient to exercise its discretionary powers; provides greater certainty for all parties engaged in the development process.
- 1.7 Planning controls can assist in effectively guiding and managing the pattern of development and change across West Devon Borough Council and secure the delivery of planning objectives of the Local Plan. The Development Management team (of which the Planning Enforcement is a part) is at the heart of achieving this, and it is crucial that developments are not only authorised, but are also carried out in accordance with approved plans.
- 1.8 One of the Council's key corporate aims is to provide and safeguard an attractive built and natural environment. Planning enforcement, in association with other Council enforcement functions, contribute to the Corporate Enforcement Policy which has a key role to play in achieving this aim. The Council take breaches of planning control seriously, particularly if it is either done intentionally, or results in significant harm. Although it will try to negotiate solutions where this is appropriate and possible, it will use the powers available to take formal action only when~~re~~ necessary and in a way proportionate to the harm caused by any breach.
- 1.9 The Planning Enforcement Team will investigate when there are reasonable grounds to suspect that there has been a breach of planning control~~possible breaches~~ and take the appropriate form of action. The aim is to provide a service that is reactive to complaints made by citizens, members and stakeholders.
- 1.10 Where appropriate, the Planning Enforcement Team will liaise and work with other enforcement bodies such as Building Control, Highways, Premises Licencing and Pollution Control.
- 1.11 This Local Enforcement Plan has been approved by the Council for use in all its Planning enforcement work. As the plan does not form part of the Statutory Local Plan there is no requirement to conduct formal consultations.

2. Key Service Aims

The Council's main aims for the Planning Enforcement Service are for it:-

- 2.1 To operate in accordance with the procedures explained in this Plan, which sets out the level of service and performance the public and businesses can expect. We will regularly review these standards taking account of the views of stakeholders.
- 2.2 To provide information and advice in plain language on the policies and procedures of the service, and to communicate this mainly by electronic means whilst giving access for all. Confidentiality will be maintained for complainants.
- 2.3 To work with the community on compliance with planning controls on the basis that prevention is better than cure, and to ensure that our efforts are coordinated with other enforcement agencies within and outside the Council.
- 2.4 To provide an efficient service with appropriate publicised contact points.
- 2.5 To exercise the planning enforcement powers on an individual basis, considering fitness for purpose and having clear regard to an assessment in each case of the expediency and public interest tests, before taking action. The Council has a wide range of planning enforcement powers, but must act in accordance with national policy and guidance.
- 2.6 To decide when a breach of planning control has occurred, whether or not this is sufficiently harmful as to require action to be taken in the public interest. At one end of the scale, if no or little harm is identified, the matter could be treated as a 'technical breach' with no further action to be taken, or a planning application might be invited to regularise the situation. At the other end of the scale, where it is assessed that serious harm has occurred, a formal notice might be served and other formal steps considered.
- 2.7 To use the Council's planning enforcement powers in a fair and consistent manner.
- 2.8 To respond when required through the Council's compliments, suggestions and complaints procedure in an appropriate, accessible, effective and timely manner.
- 2.9 To protect and enhance the environment of West Devon Borough Council by active and responsible use of the full range of enforcement powers.

3. Planning enforcement law and what is a breach of planning control

- 3.1 The enforcement of planning law is complex; this is because the government attempts to strike a balance between the rights of individuals to use or alter their property in the way they wish, and the need to safeguard the character and quality of neighbourhoods and to uphold the planning policies of the local area.

- 3.2 In general, the system tends to give the benefit of the doubt to anyone undertaking the unauthorised development, and the Council are expected to give those responsible for undertaking unauthorised development the chance to put matters right before taking formal action.
- 3.3 If the Council's actions are considered too harsh, hasty or legally incorrect, it can be ordered to pay costs or have its decisions overturned by the Planning Inspectorate or the Courts. However, the Local Government Ombudsman has held, in a number of investigated cases, that there is maladministration if a local authority fails to take effective enforcement action which was plainly necessary. Such a failing can lead to a compensatory payment to the complainant.
- 3.4 The Council's power to take enforcement action comes from laws passed by Parliament, principally by the Town and Country Planning Act 1990, the Planning and Compensation Act 1991 and the Localism Act 2011. These laws give Councils power to take action against those responsible for breaches of planning control.
- 3.5 Not all works are classed as development and not all development requires planning permission. The main source of guidance on what is development and what requires permission includes: The Town & Country Planning Act 1990, The Town & Country Planning (General Permitted Development) Order; The Town & Country Planning (Use Classes) Order; and The Town & Country Planning (Control of Advertisement) Regulations.

These documents, which are published by the government, contain schedules which list instances where consent is not required. For example, certain structures do not need permission because of their size, height, volume, location, etc. This is called 'permitted development' and specific guidelines are given in the General Permitted Development Order (the GPDO). The Use Classes Order places most types of use into classes (e.g., retail, business, etc.) and, in general, permission is required to change from one class to another. The Control of Advertisement Regulations set out what forms of advertising are exempt, what advertisements benefit from deemed consent and what requires express consent.

- 3.6 The above Statutory Instruments are regularly revised and updated by Government, but up-to-date documents can be found on the Government's Legislation website - <http://www.legislation.gov.uk>
- 3.7 For a breach of planning control to have occurred, it must first be established that development requiring planning permission has taken place. Development is a legal term and generally means building works and/or some changes of use.

(i) Building works can include the erection of a building, excavations, alterations to buildings, larger fences, and so on, although small- scale extensions or alterations to houses may not need any permission.

(ii) Changes of use can include a change from a shop to an office or a house to flats and so on. Changes of use that occur within the same Use Class Category do not require Planning permission. This might involve a change from a clothes shop to a hairdresser, or a change from a doctor's surgery to a day nursery. In addition, some changes of use from one use class to another do not require planning permission, such as from a restaurant to an estate agent, or a solicitor's office to a shop.

3.8 The enforcement process is closely regulated by legal procedures, planning legislation and guidance from the Government. This provides the framework within which the Council's planning policies and its enforcement process are applied.

4. Service commitments and reporting suspected breaches of planning control

4.1 The Planning Enforcement Team will investigate complaints relating to suspected unauthorised development and changes of use, and non-compliance with planning consents and conditions when there are reasonable grounds to do so. -A certain amount of information is needed (e.g.: location, nature of activity) in order that the complaint can be registered. The use of the online reporting form is encouraged as it ensures that the complaint goes direct to the correct team and ensures that all of the information we need is provided.-<https://www.westdevon.gov.uk/article/3088/Planning-Breach>

4.2 The Council encourages the reporting of suspected breaches of planning control, as development can gain immunity from enforcement action over time. It is important that any suspected breaches are reported as soon as possible in order that harmful development can be removed or the impact minimised~~de~~.

4.3 If the information initially provided is insufficient we will ask for additional information before investigating the breach. In all but the most exceptional (Emergency) cases, the Planning Enforcement Service is unable to investigate alleged breaches of planning control from anonymous sources. If, during the course of investigation, the contact details of the complainant are found to be false, in most circumstances, the investigation will cease.

4.4 The Council will not investigate complaints believed to be malicious or spurious or after provisional checks are found to be without basis.

4.5 In accordance with the Data Protection Act 1998, the Council will not disclose any information relating to the identity of a complainant. However, as any occupiers of land or buildings close to the breach of planning control will usually be the most affected, it is possible that an individual subject of an investigation will make their own assumptions as to who may have informed the Council.

4.6 To make the most effective use of resources all incoming enforcement cases are prioritised when registered based on information provided and an assessment of any planning history, with early site visits undertaken for deemed Emergency and High Priority cases. This will determine mainly the speed at which the cases are investigated and actioned and will be affected mainly by the assessment of the type and extent of the harm caused. There are three enforcement priorities:

(a) Emergency – i.e.: where irreversible harm is likely to be caused if the Council does not act immediately. For example: Ongoing unauthorised works to listed buildings; unauthorised felling/pruning of protected trees.

(b) High Priority – i.e.: where there is significant public concern or where there is (or is the potential for) significant harm to be caused to residential amenity in the surrounding area. For example: Breaches of planning conditions specifically identified to meet expressed public concerns, such as hours of operation; unauthorised uses/activities which are causing significant harm.

(c) Lower Priority – i.e.: smaller scale infringements which do not result in significant immediate or irreversible harm. For example:

Unauthorised building of walls/fences;

Unauthorised erection of satellite dishes.

Action	Priority		
	Emergency	High	Lower
Register and allocate to case officer	Immediate background/history check	Within 4 working days	Within 7 working days
Site Visit (where applicable)	As soon as possible, and certainly within 24 hours (excluding weekend and Bank/Public Holidays)	Within 5 working days	Within 20 working days from the date that the complaint was registered
Contact complainant with ease assessment, proposed course of action and likely timescale update on the case	As soon as possible, and certainly within 72 hours (excluding weekend and Bank/Public Holidays) from the date of the site visit	Within 10 working days from the date of the site visit	Within 30 working days from the date of the site visit
Commence formal enforcement or resolve the breach or conclude that it is the breach is not expedient to take action or a planning application to regularise the breach is submitted	As soon as possible if irreversible harm is being done	Within 10 weeks from the date of the site visit	Within 20 weeks from the date of the site visit

4.7 Our service targets which ensure our performance can be measured are:

- Enforcement complaints received to be registered and allocated to an officer within the times as set out in the table at 4.6. Target – 100%
- Enforcement cases prioritised as emergency all of the timescales as set out in the table at 4.6. Target - 100%
- Enforcement cases prioritised as High all of the timescales as set out at 4.6. Target – 100%
- Enforcement cases prioritised as Low all of the timescales as set out at 4.6, with the exception of registration and allocation. Target – 80%.

5. The assessment and decision making process for planning enforcement cases

5.1 Breaching planning control is not a criminal offence in most cases. For each allegation the Council will investigate the circumstances of the case and determine what, if required, would make the development acceptable and accord with planning regulations and policies.

5.2 For the majority of cases, a council officer will undertake a visit to the site which is subject of the allegation to establish whether a breach of planning control has taken place. To allow timely investigation and effective work-planning, the majority of site visits are made without prior arrangement. It may not be necessary for the officer to visit a complainant's property or meet with them.

5.3 -Planning Enforcement Officers are authorised under Section 196A of the Town and Country Planning Act 1990 to enter, at any reasonable hour and when it is reasonably necessary, any land to ascertain whether there is or has been any breach of planning control.

5.4 If no occupier can be found at the time of visit, Officers have powers to inspect the land in their absence.

5.5 Officers do not have powers to force entry into any dwelling house. Where appropriate, they will leave a calling card requesting the occupier of the land to contact the Council. In the event admission to a dwelling house is reasonably required, 24 hours' notice of intended entry will be given to the occupier of the dwelling. If entry to land or buildings is refused and it is reasonably necessary to gain entry to the site, Officers may apply to the Magistrates Court for a Warrant under Section 196B of the Town and Country Planning Act 1990. This course of action will only be taken in cases where it is considered both necessary and proportionate to the alleged breach under investigation.

5.6 Whilst on site, officers may ask questions of any present occupiers and may take photographs or measurements. Any information gathered will be used to ascertain whether a breach of planning control has taken place. If a breach has occurred, this information will be used to assess the most appropriate course of action to resolve the

matter. [The site may need to be visited by different officers depending upon the nature of the case-](#)

- 5.7 Where officers can find no evidence of a breach of planning control the investigation will be closed, the relevant parties informed and no further action taken. In some circumstances the complainant may be asked to provide additional evidence to identify or substantiate the allegation, for example logs, records and diaries. Such cases will not be reinvestigated unless the complainant is able to provide more substantive evidence of the alleged breach of planning control.
- 5.8 When investigating breaches of planning control, officers must identify whether or not a breach is immune from enforcement action. With the exception of works to Listed Buildings [and works to protected trees](#), breaches of planning control will become lawful by the passage of time. When this occurs the breach is immune from enforcement action and the Council is unable to remove or mitigate any planning harm. Immunity from enforcement action for all building and engineering operations occurs four years from the date the development was substantially completed. The four year rule also applies to any breach of planning control that involves the change of use of any building to a dwelling house. All other breaches of planning control are subject to immunity after 10 years have passed. Legislation covering Listed Buildings does not include an immunity period and action can be taken at any time, subject to expediency considerations, where it is found that unauthorised works harm its character as a building of special architectural or historic interest.
- 5.9 The general test applied is “would planning permission have been granted for the development if it had gone through a planning application process”. Non-planning considerations will not be part of this process. Issues that cannot be taken into account include:
Breaches of restrictive covenants, Private disputes, Competition between businesses, Damage to property, Boundary or other land disputes, reduction in value of land or property.
- 5.10 The Council will initially attempt to resolve all breaches of planning control through negotiation, with the exception of breaches of planning control which could not be rectified to meet planning criteria and should be resolved as a priority. Negotiation will not be allowed to unjustifiably delay any necessary planning enforcement action. Formal planning enforcement action is discretionary and will be taken where the Council considers it to be: essential having considered the provisions of the Local Plan and to any other material planning considerations; and necessary in the public interest (unacceptably affecting public space or the existing use of land and buildings requiring protection in the public interest).

Public interest - it is not the role of the Council to protect the private interests of one party against those of another, unless these also coincide with the public interest. Nor is it the role of planning enforcement to act punitively against breaches of planning control, to punish minor or trivial breaches which do not result in demonstrable harm to the public interest. The Councils will need to ensure that any responses to breaches of planning control are proportionate and have regard to the extent to which the public interest is affected by a decision to take or not to take action. Part of this assessment is the expediency test.

Expediency test: - In cases where it has been established that a breach of planning control has occurred at the initial stage, the Planning Enforcement Officer will undertake an assessment of expediency to determine which next course of action should be taken. An expediency test will usually involve the Planning Enforcement Officer assessing: whether the breach is in accordance with the policies of the Local Plan; the breach against any other material planning considerations; whether had a planning application been submitted before the development occurred, permission would have been likely to have been granted; whether the breach unacceptably affects public amenity; whether the breach unacceptably affects any existing land, use or buildings which merit protection in the public interest; whether action would be proportionate with the breach to which it relates; whether action would be in the public interest; whether action is plainly necessary. [This will be undertaken using a Harm Assessment Matrix](#)

- 5.11 The Council has a duty to ensure proper consideration in cases where there has been previous involvement or there will likely be future involvement of the Development Management Service. Consultation with the relevant Development Management Officer will take place prior to concluding the expediency assessment to ensure consistency of decision making. This can include discussions around enforceability and reasons for conditions attached to planning decisions.
- 5.12 In cases where specialist knowledge may be required to determine the expediency of taking action, the Planning Enforcement Officer will consult the relevant department or authority prior to concluding the expediency decision.
- 5.13 Enforcement action will not be taken against a minor or technical breach which causes no harm to the local area, nor will enforcement action be taken purely to regularise breaches of planning control that have been found to be acceptable. [A Harm Assessment Matrix will be used as an assessment tool to provide consistency and transparency in the decision making process. A planning application will only be invited in cases where a potential impact of the development requires to be controlled by a planning condition. In cases where an application would have a chance of success, an application will be invited for consideration through the usual process. In cases where an application has been invited and no harm is being caused to the local area, no further formal action can be taken regardless of whether or not an application is submitted.](#) In circumstances where the best reasonable course of action to deal with the harm being caused lies outside of planning controls, the planning enforcement team will refer the matter to the relevant department/team for action, as more effective and efficient outcomes can sometimes be achieved by use of powers outside the Town and Country Planning legislation, such as the Environmental Protection Act or the Highway Act.
- 5.14 The decision to take enforcement action will normally be made by the Enforcement Specialist or another Specialist in Development Management in accordance with the Council's officer scheme of delegation arrangements. Equally, decisions not to take enforcement action will be made under officer delegation arrangements and reasons for not taking action will be recorded in writing. It is in the public interest that decisions not to take enforcement action are properly recorded.
- 5.15 The Council will not allow prolonged negotiation to delay essential enforcement action. The Councils will endeavour to overcome any harm caused by unauthorised development, by negotiation wherever possible. However, the enforcement system

rapidly loses credibility if unacceptable developments remain due to protracted enforcement discussions. A time limit for concluding negotiations will therefore normally be set in accordance with the priority of the case.

- 5.16 In situations where an unauthorised development may be acceptable, or made acceptable by appropriate planning conditions, a planning application will be invited so as to regularise the development. Where such an application is not forthcoming a decision of whether to take action will then need to be made.
- 5.17 Details of the planning application process can be found here:-
<https://www.southhams.gov.uk/article/680/Planning>
- 5.18 The Council will make efficient use of the relevant investigative powers and will justify their use as required. Full use will be made of Planning Contravention Notices or section 330 notices to elicit information about alleged breaches of control where evidence is not otherwise forthcoming. Where appropriate, powers of entry on to land will be used to obtain information for enforcement purposes.
- 5.19 In carrying out its planning enforcement investigations the Council will make efficient use of HM Land Registry records and its own records. Close links are established with other Teams of the Council to improve and enhance investigations. Information relevant to enforcement investigations is held in a variety of locations. Sources outside the Council include HM Land Registry, national and local amenity groups, national bodies, (e.g.: Environment Agency, Health and Safety Executive, DVLA, Historic England). Within the Council, Housing and benefit records, electoral roll, and Council Tax records are all examples of areas where information relevant to enforcement investigations can be located.
- 5.20 The Council will comply with the provisions of the Police and Criminal Evidence Act 1984 (as amended) [PACE] when interviewing persons suspected of a criminal offence (in so far as it applies to those being interviewed by a non-police agency) and with the Criminal Procedures and Investigations Act 1996 [CPIA] and Section 222 of the Local Government Act 1972, when carrying out prosecutions. It is not a criminal offence to carry out development without first obtaining planning permission. However, it is an offence to erect unauthorised advertisements, do work to a protected tree without consent, carry out unauthorised works to a listed building, or fail to comply with an enforcement, breach of condition, planning contravention or stop notice. For a successful prosecution to take place it is essential that the provisions of PACE, CPIA and the Code of Conduct for Crown Prosecutors are followed.
- 5.21 The Council will endeavour to allocate resources to see priority actions through to the end. Once a priority investigation has been commenced, the Council will ensure that resources are made available in order to ensure that the matter is concluded satisfactorily. This will mean that lower priority cases have less resource allocated to them. From time to time, the Council will prepare supplementary policies to deal with specific areas of focus relating to breaches of planning control which may arise.
- 5.22 The Council will be clear and precise in specifying breaches and requirements. Every effort will be taken to ensure that those being regulated fully understand what action is being taken, the steps that are required to remedy the breach, and the possible implications should they fail to comply with the requirements of that action.

5.23 The Council will make sure the reasons for issuing an Enforcement Notice match its requirements. Only those actions necessary to remedy a breach will be included in a notice. The Council will stick to procedural time limits unless there are justifiable reasons for extensions. In certain circumstances additional time may be required in order to comply with the Council's requirements. When this is apparent, due consideration will be given to permitting such requests so long as the apparent harm to third parties can be minimised.

5.24 There is a right of Appeal against a Planning Enforcement Notice. The details of which can be found at this link: - <https://www.gov.uk/appeal-enforcement-notice>

5.25 The Council will be flexible and consider genuine solutions. Where possible, any alternative solution will be considered in order to achieve a satisfactory conclusion to a reported breach of planning control. The use of formal enforcement action will in some circumstances be as a last resort, ~~and shall not be used without first seeking a remedy by other means, for instance through negotiations.~~

6. Planning enforcement interventions and powers available to the Council

~~Where negotiations fail w~~**We may decide to instigate formal proceedings. This could result in one or more of the actions set out below being pursued.**

6.1 Planning Contravention Notice (PCN). The main purpose of a PCN is to gather initial information so that the Council can establish whether there is a case for taking Enforcement Action. It is an offence if the recipient of the notice fails to provide the required information. If convicted of such an offence the offender would be liable on conviction to a fine currently not exceeding £2,500.

6.2 Enforcement Notice. This is the most common form of notice used to deal with unauthorised development, operations and/or uses. Before such action is embarked upon the Council must be satisfied that it is appropriate to issue the notice having regard to the nature of the unauthorised development and in the light of Government guidance. An Enforcement Notice will specify the alleged breach, the steps that must be taken to remedy the breach, and a time period in which to comply. The recipient of the notice has a right of appeal to the Secretary of State. If any person is subsequently found to be in breach of an Enforcement Notice the Authority will consider whether to prosecute. If found guilty in any court hearing that person would be liable on conviction in the Magistrates Courts to a maximum fine of £20,000.

6.3 Breach of Condition Notice (BCN). This type of notice can only be used where planning consent has been granted subject to conditions. The Council can issue a BCN to ensure full or part compliance with planning conditions. As with the Enforcement Notice a BCN would specify the breach and steps required to secure compliance with the notice. Unlike the Enforcement Notice a BCN must allow a minimum of 28 days in which to comply with the requirements. There are no rights of appeal against a BCN. If any person is found to be in breach of a valid BCN he or she shall be guilty of an offence with a maximum fine currently not exceeding £2,500 on conviction.

6.4 Stop Notice. The Council can, when appropriate to do so, serve a Stop Notice requiring activities to cease immediately. Such a notice can only follow the service of an Enforcement Notice. There are limitations on the service of this notice and additionally

compensation may be payable by the Council in some circumstances if the recipient makes a successful challenge. It is used very selectively and it is not necessarily an instant solution.

- 6.5 Injunction. Where the Council considers a breach of planning control to be a serious and immediate risk to health and safety, or necessary in terms of expediency, it may apply to the County or High Court for an Injunction. This can be extremely expensive, but can be effective in appropriate circumstances.
- 6.6 Temporary Stop Notices. Where the Council consider that there has been a breach of planning control and it is necessary in order to safeguard the amenity of the area that the activity that amounts to the breach should stop immediately, Section 171E of the Town and Country Planning Act 1990 enables the local planning authority to issue a temporary stop notice. This differs from the normal stop notice powers because the temporary stop notice does not have to wait for an enforcement notice to be issued. In addition, the effect of the temporary stop notice will be immediate, it will not have to wait three days before the temporary stop notice takes effect or give reasons why the temporary stop notice will take effect immediately.
- 6.7 Section 215 Notice. The condition of certain buildings or land often causes serious harm to the visual amenity of an area. Should the Council consider it appropriate to do so they may serve on the owner and occupier a Notice under Section 215 of the Town and Country Planning Act, 1990. Such a notice would require steps for remedying the condition of the land or buildings and specify a period of time for complying but in any event not less than 28 days. This Notice can be appealed via a magistrates' hearing. If any person is subsequently found guilty of an offence of not complying with the requirements of a 215 Notice they shall be liable on conviction to a fine currently not exceeding £2,500
- 6.8 High Hedges. If a complaint has been properly made and we decide that action should be taken to resolve the complaint, we may issue a formal notice to the person responsible for the hedge, setting out what must be done and by when. This action is under the Anti-Social Behaviour Act 2003 and is known as a remedial notice. This can include long-term maintenance of the hedge at a lower height. It cannot involve reducing the height of the hedge below 2 metres, or its removal. Although we cannot require such action, the hedge owner is free to go further than the remedial notice requires. The remedial notice becomes a charge on the property and legal obligations under such a notice pass to any subsequent owners.
- 6.9 Signs and Advertisements Where an advertisement is not lawfully displayed and causes harm to the amenity or public safety, and it is considered that express consent would not be granted, the owner/ occupier shall be requested to remove the offending sign. If the sign is not removed by agreement the Council does have the power to prosecute. If a person is found guilty of an offence under The Control of Advertisement Regulations he or she could be liable to a fine not exceeding £2,500 per advert. The Council also has the power to serve a Notice requiring the discontinuance of a lawfully displayed advertisement if it is satisfied that it is necessary to do so to remedy a substantial injury to the amenity of the locality or a danger to members of the public. Recipients of a Discontinuance Notice do have a right of appeal.
- 6.10 Prosecution. The Council will consider commencing a prosecution in the Courts against any person who has failed to comply with the requirement(s) of any of the

above Notices where the date for compliance has passed and the requirements have not been complied with. The prosecution is to seek to establish that an offence has occurred.

- 6.11 In considering whether to initiate prosecution proceedings against the offender the Planning Enforcement Officer will consider the possible defences (reasons to appeal) against the prosecution proceedings as set by legislation, the Code for Prosecutors evidential test and the Code for Prosecutors public interest test. All decisions will be reviewed and agreed with a Council Legal Officer.
- 6.12 The Council's Legal Officer is responsible for taking the matter before the Magistrates or Crown Court. A notice may have to be served on more than one person to meet the terms of 'good service' for example a mortgage provider or an occupant where the landowner has also been served. The Council can at any time decide not to proceed with a prosecution.

Evidential Test The evidence to be presented to [the](#) Magistrates Court must be reliable and sufficient to satisfy the Council's Legal Officer (prosecutor) that there is a realistic prospect of conviction. The evidence must clearly prove that the offence has occurred and identify who is legally responsible for that breach (the defendant).

Public Interest Test If the case does pass the evidential stage, the Council's Legal Officer (prosecutor) must then decide whether a prosecution is needed in the public interest. They must balance factors for and against prosecution carefully and fairly. Some factors may increase the need to prosecute but others may suggest that another course of action would be better.

- 6.13 In cases where it is considered disproportionate, likely to be ineffective in resolving the breach, there is no realistic prospect of conviction, or where it is not in the public interest, the Planning Enforcement Service will not initiate prosecution proceedings. In cases where it is necessary to use witnesses not employed by the Council, the witness will be advised of the possible need to attend court and will be asked to provide a written witness statement. In such circumstances, if witnesses cannot or do not provide the necessary evidence, those prosecution proceedings may not be pursued.

7. **Key Principles, conclusion and contact details**

- 7.1 This Local Enforcement Plan explains how the Council has responded to government policy on planning enforcement contained in the National Planning Policy Framework, it also sets out the procedures for delivering the Council's Planning Enforcement Service within the available resources.
- 7.2 This Plan is not part of the Statutory Local Plan, but has been agreed by the Council in line with the provisions of the NPPF. This plan and the following guiding principle will be observed and taken into account in all planning enforcement matters:

West Devon Council as a Local Planning Authority will in their consideration of and exercise of decision making in all enforcement matters have due regard to this Plan along with National Planning Policies including the NPPF, the Governments Planning Practice Guidance, the relevant policies of the Local Plan and all other relevant material planning considerations

- 7.3 The Council will continue to seek to improve its Planning Enforcement service by regularly monitoring, reviewing and updating its policies and procedures as a matter of

good practice, and consult with stakeholders to make improvements in the delivery of the service. Performance review reports will be prepared to consider service standards and performance in the context of available resources, workloads and outcomes.

- 7.4 Complaints about the service. If you are unhappy about the advice given or action taken or the level of service you have received from Development Management in relation to how it carries out its enforcement functions you can make a complaint using the Council's Complaints Procedure. Details are available on our websites.

Planning Enforcement Contact Details

Our website:

<https://www.westdevon.gov.uk/article/680/Planning>

Phone Number:-

West Devon Borough Council: 01803 861234

Email:- **PlanningEnforcement@swdevon.gov.uk**

Planning Enforcement Action Plan

Action 1.

- 1.1 Amend Enforcement Plan including introducing Harm Assessment Criteria. Facilitate a risk based decision making and expedite cases that are not expedient for action.
- 1.2 Amended Enforcement Plan to go to O&S Committees in September with delivery as soon as Council approval

Action 2.

- 2.1 Instruct Planning Enforcement Officers to schedule diary time for case closures.
- 2.2 This will ensure cases are closed in a timely regular fashion. There is a tendency to put case closure as a task due to the competing demands of investigative requirements for new cases. Case closure and the associated notifications are an important part of the process and must be scheduled.
- 2.3 Deliver by end September 2019

Action 3.

- 3.1 Review letter template for Breach of Condition allegations.
- 3.2 The introduction of warning letters will streamline the investigation process by giving the responsible person(s) opportunity to remedy the breach without the need for protracted negotiation.

Action 4.

- 4.1 Review outgoing communication templates and website to influence expectation and limit repeat requests for updates from customers.
- 4.2 Deliver by end September 2019

Action 5.

- 5.1 Recruit temporary enforcement officer to cover temporary sickness absence.
- 5.2 Deliver by September 2019.

Action 6.

- 6.1 Provide Rocketbooks/mobile solution to Enforcement Officers.
- 6.2 These electronic notebooks allow notes made during site visits to be uploaded on to W360, this avoids wasted effort by double keying data into APP.
- 6.3 Deliver by end of September 2019.

Action 7.

- 7.1 Quarterly Performance Review meeting with all members of the Planning Enforcement Service chaired by Head of Development Management Practice.

7.2 Deliver by October 2019.

Action 8.

8.1 Ward Member briefings to review all open cases and identify those of concern and prioritise accordingly together with those capable of closure.

8.2 Deliver by October 2019 and ongoing.

Working together



Date:

Case Ref:

Address:

Summary of Breach:

HARM ASSESSMENT MATRIX

- All retrospective refusals of planning permission, and all clear and significant breaches of adopted development plan policy, will automatically be the subject of a full investigation – no need to complete this form for such cases.
- After the initial site visit/investigation to establish the facts of the matter, each new case will be allocated scores as set out below to assess its harm. The total will provide its harm score on which its priority will be based.
- Where no material breach of planning control is identified, the case will be closed.

Criteria	Points	Score
Degree of conflict with policy	0-3	
Highway or other public safety issue	0-3	
Degree of excess of what would be permitted development or extant planning	0-3	
Environmental/ecological harm	0-3	
Harm to amenity	0-3	
Area extent of harm None = 0 Neighbour(s) only = 1 Local = 2 Widespread = 3	0-3	
Likely to set undesirable precedent	0-3	
Breach of condition or Article 4 Direction	0-3	
Degree of harm to any conservation area or other particularly sensitive location	0-3	
Any other material considerations or exceptional circumstances (specify)	0-3	
TOTAL POINTS (HARM SCORE)		

Only complaints which score 5 or above will be further investigated – though this does not necessarily mean that formal action will ultimately be considered to be expedient. Those with a lesser score will not normally be pursued, but may be informed of the breach and invited to remedy/regularise it. In both cases the complainant is to be notified of our actions. The above assessment will be used as a guidance tool in the decision-making process and prioritisation of cases, but the final decision in each case remains a matter of professional planning judgement.

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Report to: **Overview & Scrutiny Committee**

Date: **3 September 2019**

Title: **Customer Satisfaction Action Plan Progress**

Portfolio Area: **Customer First**

Wards Affected: **All Wards**

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

Date next steps can be taken:
(e.g. referral on of recommendation or implementation of substantive decision) **N/A**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: Nadine.Trout@swdevon.gov.uk or **01822 813624**

RECOMMENDATION

That the Overview & Scrutiny Committee:

- 1. Notes the progress made to date in improving customer satisfaction as detailed in section 3 of this report.**
- 2. Notes the next steps as outlined in section 5 of the report.**
- 3. Makes any necessary recommendations**

1. Executive summary

1.1 This report is presented by the Hub Lead for Customer First and details progress made since June 2019 on improving customer satisfaction.

1.2 The report also includes recommended next steps to continue to improve the customer experience by further honing the Council website, to pre-empt customer needs and manage expectations.

2. Background

2.1 On 20 November 2018 the Hub Committee resolved to note the results from the Institute of Customer Service Customer Satisfaction Survey, and endorsed an action plan to improve customer service.

2.2 The Hub Committee also requested that the Overview and Scrutiny Committee amend its Work Programme whereby 'Progress against the Customer Service Action Plan' be included as a standing agenda item for consideration and reported on quarterly.

2.3 This report therefore provides an overview of progress made in improving customer service, since June 2019 when the Overview and Scrutiny Committee last met.

3.0 Outcomes/outputs

3.1 Weekly Customer Satisfaction Team Meetings

The introduction of standardised customer satisfaction agendas began on the 1 July whereby every team leader was instructed to conduct a 30 minute weekly meeting focussing solely on customer satisfaction.

3.2 Meetings have been well received by staff and primarily focussed on the following:

- *What's gone wrong for our customers this week? Think about complaints received both formal and informal, whether there has been increased contact from customers and why.*
- *What have we done to fix it and what can we do better next time?*
- *Any further action needed and who is responsible for sorting it and by when.*
- *Has it been communicated to the people who need to know?*
- *Are we satisfied that we have done everything to put this right for the customer? Think about the whole customer journey.*
- *What have we done to improve customer experience in the last week?*

3.3 Outcomes from each meeting are centrally recorded to promote best practice and shared via the Friday Flash – the Council's weekly staff e-newsletter. To view a list of service improvements see appendix A.

3.4 Website Improvements

July also saw the appointment of a part time web editor, seconded from the Council's Communications team. Work has begun on improving the Contact Us pages of the Council website to provide a comprehensive A-Z list of services, coupled with the development of standardised forms to ensure customer queries are targeted to the correct service area, as efficiently and timely as possible.

3.5 Visuals have been drawn up for an improved home page for both desk top and mobile devices see appendix B attached. Advertising has also been removed from the site and the prominence of the sign up facility changed to improve user navigation.

4 Options available and consideration of risk

4.1 The Council is committed to improving customer service. It is therefore consider prudent to continue with the implementation of the Customer Satisfaction Action Plan. Evidence suggests actions taken to date are contributing to improved customer service.

5. Proposed Way Forward

5.1 Weekly customer satisfaction team meetings continue to ensure customer satisfaction is foremost in staff's minds and continual improvements are made.

- 5.2 The weekly team meetings have highlighted the need for clear customer communication. With this in mind it is proposed an in house, online "Effective Customer Communication" course is produced and is completed by all staff by the end of the year.
- 5.3 Continued focus on the website ensuring regularly searched information is quick and easy to access and service changes clearly communicated.
- 5.4 Participation in the Institute of Customer Service's National Customer Service Week, 7-11 October 2019. During this week it is proposed the Council hosts its annual Staff Awards, in recognition of staff delivering exemplary customer service. It is also proposed the Council launches its Institute of Customer Service benchmarking survey during this week.
- 5.5 Improvements be reported to this Committee in November along with the results of the benchmarking survey.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council.
Financial implications to include reference to value for money	N	There are no financial implications as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon the Customer Satisfaction Action Plan could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
Supporting Corporate Strategy	Y	This report supports the Council theme i.e. <i>Delivering efficient and effective services</i>
Comprehensive Impact Assessment Implications		
Equality & Diversity		None – no policy or service change is proposed.
Safeguarding		None – no policy or service change is proposed.
Community Safety, Crime and Disorder		None – no policy or service change is proposed.
Health, Safety and Wellbeing		None – no policy or service change is proposed.
Other implications		-

APPENDICES

- Appendix A – Service Improvement
Appendix B – Website visuals

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APPENDIX A - SERVICE IMPROVEMENTS

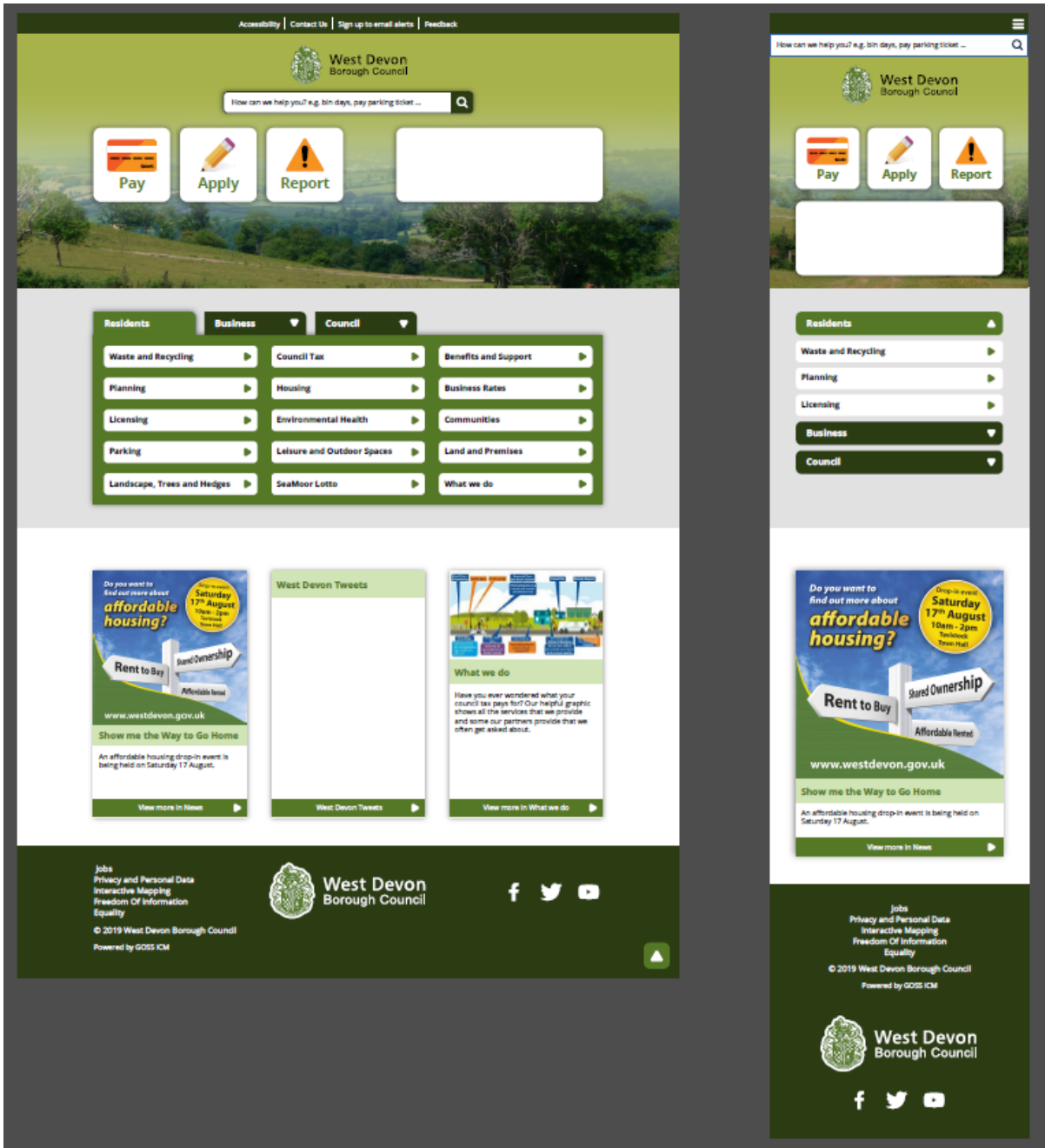
Improvement	Why	How	Outcome	Lessons learnt
Additional FAQs added to the Private Water Supplies appointment letters. Why we ask to sample from an inside tap? How to make payment?	To provide Customer with the information they require at initial stages.	Letter amended.	Reduce contact from customers	Consider other letters issued and information that is provided to customers at initial stages
Planning Site Notices, reduction in amount of paper being printed and site Notice placed inside wallet prior to handing over to MLOs.	To reduce the amount of paper wastage	Double sided printing and site notice fully prepared for the MLOs to save printing spares	Reduction in paper used. 2 sheets per Site Notice, 100s of sheets of paper saved each year.	Consider what is required to be printed
Lottery Registration Forms updated on website	Noticed initial page of lottery registration form was missing from the website	Amended pdf and updated website	Correct registration form submitted	Check website when amendments made (this was due to the form being updated but not checked when released to website)
Food Hygiene Improvement Notice - Actions diary template amended, letters added to APP to improve efficiency	To aide the Specialists when serving improvement notices. Letters pre-populated with food business details, thus saving Officer time.	Made suggestions, amended APP action diary and attached letters to the relevant action diary codes	Saved Officer time. Efficient work practices	Specialists to have an input into improvements with internal process.
Animal Licence Register published online	To release information to the public. To save time answering FOIs requests.	Animal Licence Public Register spreadsheet created. Natalie Dakin added to webpage	Reduction in time answering FOIS	Public Licence Register should be available, not possible at present due to corrupt data with APP system. (see improvements needed)
Benefit Chasing e-mails are now being assigned to the Benefit Duty Case Manager tray and being picked up in 1 -2 days	Previously they were being attached to the existing process and left in the Benefits Case Management Tray and not being looked at for weeks	Matters was discussed at the TMM	Enquiries and not being processed quickly and prevents repeat calls. Far better service to our Customer.	It is necessary to have an escalation/high priority tray.

Improvement	Why	How	Outcome	Lessons learnt
Additional text added to the Q&A within the Council Tax Customer Portal.	The question asks 'when am I next due to make a payment?' the answer links through to Northgate and pulls through from a field in NG. If this enquiry is made on the instalment due date, that instalment has already become due so will show the next instalment due.	Amended the text within the Q&A to read When am I next due to make a payment? This is the next payment due according to your current instalment calendar. It does not take into account any instalments you have missed, payments made in advance or	Clearer guidance for our customers by updated the Q&A	Consider feedback from customers and if possible amend text to clarify.
PWS failure re-test letters created and attached to APP action diary template	Created 2 letters to send to customers after a PWS sample failure. This is to ensure customers have taken measures to improve their water supply and to arrange for a re-test	Created 2 x letters and attached to APP action diary template to automatically generate	Ensures that CM do not miss contacting the customer to check if they have taken measures to improve their water supply. Reminds customers of the importance of taking measures to improve their water quality	Consider having other letters to follow up customer actions (to be used when cannot contact via telephone)
EH Grant templates all looked at in detail and updated, letters & memos to customers/stakeholders updated	To aide Case Managers and ensure customers have direct contact details at the outset to avoid additional calls into the contact centre	Set time aside to go through all the Grant templates as processes had changed since last looked at.	This should save officer time and reduce calls to contact centre	To update templates when processes change / error noticed or from feedback from customer/stakeholder
Ensure that Notes are added to Debtors and Creditors accounts when there is contact from Customer or more relevant information available.	To ensure all information is recorded for all to see so that the correct decision can be made for debt recovery also when a customer calls in the whole picture is there to see.	Team reminded to add to the notes pages with all relevant information, followed up in email.	This should ensure customer queries can be actioned at the first point of contact.	If notes are not up to date incorrect information could be given to the Customer.

Improvement	Why	How	Outcome	Lessons learnt
SSCM deal with lots of internal customer so it is important to sign off emails with your name so that colleagues know who to contact when they get an email	emails being sent from generic email boxes without the name of who is sending, this means that they don't know who to talk to if needed also colleagues within the team who also deal with the same mailbox wont know who has actioned. It is not good for our "internal" customers	Need to add name to email and set up generic signatures with mailbox details for all of the mailboxes managed, we don't want to be a faceless authority.	Team will know who has actioned something so they know who to ask, colleagues will be able to talk to that person and customers will not think of us as a faceless authority, timw saved chasing around to find out who dealt.	
WD Adelante receipts were providing the wrong email address	Providing wrong information to customer	Call logged with Adelante and resolved	Now contains correct address	Possibly missed in original testig - remember to test all functionality for both Councils (as SHs was correct).
EH Housing CM changed rota	With one person on duty calls were being missed	All the team are now in the hunt group		
Adelante training for EH CM	Calls were being handed back to CST to make payment		payments can be taken by EH CMs, including during face to face meetings with taxi drivers	
New Food Business registration Letter set up.	Unable to contact new food business operators whose business are home based. Caused additional work having to call customers to arrange a home food inspection visit.	Produced a home visit appointment letter. Sally configured to INU in APP	Letter now set up enabling better communication with customers	Think about how we contact customers and any difficulties communicating with them
Animal Licensing webpage updated to include pre-inspection checklists	To enable the customer to have pre-knowledge of what is required at time of inspection and to reduce the risk or re-inspections	Uploaded a checklist on the website for each type of activity	now set up	

Improvement	Why	How	Outcome	Lessons learnt
Taxi rank inspections being carried out across SH & WD	To carry out checks on the taxi ranks, spotting any potential issues with taxis early on and to build good working relations between the Councils and taxi trade	Taxi Rank Inspection checklist created , MLOs carry out inspections		
Taxi Driver medicals	Clearer understanding of Driver medical dates since the policy change, enabling CMs to give accurate information to taxi drivers	Additional training provided and the APP records being updated with correct dates	less errors being made when sending out driver renewals and accurate information being passed to taxi Drivers	Ensure adequate training provided when policies changed.
New online process for applicants/agents to submit documents to validate application – customer came back confused as to how to use as couldn't find the link online.	Spoke with customer and found out issues – wording in email to customer has now been amended to explain hidden link and they must click the link	Need to sense check with someone who is not so ict literate and who doesn't know about planning so we don't assume people know. Futher changes also been made to web	fewer questions from customers and documents submitted more quickly and efficiently. Documents index directly to W2	Need to sense check with someone who is not so ict literate and who doesn't know about planning so we don't assume people know.

APPENDIX B – Website visuals



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OVERVIEW AND SCRUTINY COMMITTEE
DRAFT ANNUAL WORK PROGRAMME – 2019/20

Date of Meeting	Report	Lead Officer
8 October 2019	Future Approach to Performance Measures	Neil Hawke
	Joint Local Plan: Quarterly Update	Richard Grant
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Peer Review Action Plan: Political Governance Arrangements	Neil Hawke
	Update from the Financial Stability Review Group (<i>standing agenda item</i>)	Lisa Buckle
19 November 2019	Update from the Financial Stability Review Group (<i>standing agenda item</i>)	Lisa Buckle
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Locality Service – Annual Report	Richard Easthope
	Member 2019 Induction Review	Darryl White
	Ombudsman Annual Review Letter 2019	Catherine Bowen
	Customer Satisfaction Survey 2019	Nadine Trout
14 January 2020	Draft Budget Proposals 2020/21	Lisa Buckle
	Joint Local Plan: Quarterly Update (<i>standing agenda item</i>)	Richard Grant
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
25 February 2020	Fusion Leisure – Annual Report and Presentation	Jon Parkinson
	Customer Satisfaction Progress Update (<i>standing agenda item</i>)	Nadine Trout
	Task and Finish Group Updates (if any)	
	Quarterly Performance Measures	Jim Davis
	Hub Committee Forward Plan	Kathy Trant
7 April 2020	Joint Local Plan: Quarterly Update (<i>standing agenda item</i>)	Richard Grant
	Task and Finish Group Updates (if any)	
	Customer Satisfaction Progress: Quarterly Update	Nadine Trout

	Quarterly Performance Measures	Jim Davis
	Hub Committee Forward Plan	Kathy Trant

Future Item(s) to be programmed:
Community Safety Partnership: Annual Report (Louisa Daley); and
Safeguarding Annual Report (Louisa Daley).