

West Devon Council



West Devon
Borough
Council

Title:	Summons																																													
Date:	Tuesday, 17th December, 2019																																													
Time:	2.00 pm																																													
Venue:	Butchers' Hall, Tavistock PL19 0AL																																													
Full Members:	<p style="text-align: center;">Mayor Cllr Leech Deputy Mayor Cllr Mott</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 Moody</td> <td style="width: 33%;"></td> </tr> <tr> <td>Cllr Bolton</td> <td>Cllr Moyse</td> <td></td> </tr> <tr> <td>Cllr Bridgewater</td> <td>Cllr Musgrave</td> <td></td> </tr> <tr> <td>Cllr Cheadle</td> <td>Cllr Pearce</td> <td></td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Ratcliffe</td> <td></td> </tr> <tr> <td>Cllr Crozier</td> <td>Cllr Renders</td> <td></td> </tr> <tr> <td>Cllr Davies</td> <td>Cllr Ridgers</td> <td></td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Samuel</td> <td></td> </tr> <tr> <td>Cllr Edmonds</td> <td>Cllr Sellis</td> <td></td> </tr> <tr> <td>Cllr Ewings</td> <td>Cllr Southcott</td> <td></td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Spettigue</td> <td></td> </tr> <tr> <td>Cllr Hipsey</td> <td>Cllr Vachon</td> <td></td> </tr> <tr> <td>Cllr Jory</td> <td>Cllr Wood</td> <td></td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Yelland</td> <td></td> </tr> <tr> <td>Cllr Kimber</td> <td></td> <td></td> </tr> </table>	Cllr Ball	Cllr Moody		Cllr Bolton	Cllr Moyse		Cllr Bridgewater	Cllr Musgrave		Cllr Cheadle	Cllr Pearce		Cllr Coulson	Cllr Ratcliffe		Cllr Crozier	Cllr Renders		Cllr Davies	Cllr Ridgers		Cllr Daniel	Cllr Samuel		Cllr Edmonds	Cllr Sellis		Cllr Ewings	Cllr Southcott		Cllr Heyworth	Cllr Spettigue		Cllr Hipsey	Cllr Vachon		Cllr Jory	Cllr Wood		Cllr Kemp	Cllr Yelland		Cllr Kimber		
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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

1 - 14

To approve and adopt as a correct record the Minutes of the Meeting of the Council held on 17 September 2019 and the Special Meeting of the Council held on 5 November 2019

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 Summons, then please contact the Monitoring Officer in advance of the meeting.

4. To receive communications from the Mayor or person presiding

5. Business brought forward by or with the consent of the Mayor

6. To respond to any questions submitted by the public and to receive deputations or petitions under Council Procedure Rule 21

7. To consider (any) questions submitted under Council Procedure Rule 21;

8. To consider motions (if any) of which notice has been duly submitted by Members in accordance with Council Procedure Rule 15;

9. To receive the Minutes of the following Committees, to note the delegated decisions and to consider the adoption of those recommendations which require approval:

15 - 36

(i) Development Management & Licensing Committee

Meeting held on 29 October 2019

(ii) Audit Committee

Meeting held on 29 October 2019

(iii) Hub Committee

Meeting held on 5 November 2019

Recommendations to agree:

HC 45 Budget Update Report 2020/21 to 2024/25

That, with effect from 1 April 2020, Council be **RECOMMENDED** to withdraw the Council Tax Support Grant from Town and Parish Councils by 100% as part of the budget process.

HC 48 Council Tax Reduction Scheme

That Council be **RECOMMENDED** to continue with the existing Council Tax Reduction Scheme for 2020/21 with no changes.

(iv) Overview & Scrutiny Committee

Meeting held on 19 November 2019

10.	Climate Change Action Plan	37 - 76
11.	Draft Sustainable Procurement Policy	77 - 96
12.	Commercial Investment Strategy (Renewable Energy)	97 - 128
13.	Community Infrastructure Levy	129 - 138
14.	Political Structures Working Group Findings	139 - 150
15.	Calendar of Meeting 2020/21	151 - 156
16.	Annual Review of Health and Safety Policy Statement	157 - 176

Dated this 9th of December 2019

Sophie Hosking
Chief Executive

Agenda Item 2

At the Meeting of the **WEST DEVON BOROUGH COUNCIL** held in the **COUNCIL CHAMBER, KILWORTHY PARK, TAVISTOCK** on **TUESDAY** the 17th day of **SEPTEMBER 2019** at **4.00pm** pursuant to Notice given and Summons duly served.

Present

Cllr A F Leech – The Mayor (In the Chair)

Cllr K Ball	Cllr T Bolton
Cllr A Bridgewater	Cllr R Cheadle
Cllr A Coulson	Cllr P Crozier
Cllr L Daniel	Cllr M Davies
Cllr C Edmonds	Cllr M Ewings
Cllr N Heyworth	Cllr S Hipsey
Cllr N Jory	Cllr C Kemp
Cllr J B Moody	Cllr C Mott
Cllr C R Musgrave	Cllr T G Pearce
Cllr B Ratcliffe	Cllr M Renders
Cllr P J Ridgers	Cllr L Samuel
Cllr D K A Sellis	Cllr T Southcott
Cllr J Spettigue	Cllr J Yelland

Chief Executive
Monitoring Officer
Section 151 Officer
Commissioning Manager
Senior Specialist – Democratic Services

CM 30 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs P Kimber, D E Moyse, Cllr P Vachon and L Wood.

CM 31 DECLARATION OF INTEREST

The Mayor invited Members to declare any interests in the items of business to be considered during the course of the meeting and these were recorded as follows:-

Cllrs K Ball and J Yelland both declared a Disclosable Pecuniary Interest in Item 9 (iv): 'Minutes of Committees: (d) Hub Committee and specifically Unstarred Minute HC 41 'Land at Okehampton' (Minute CM 35 d v below refers). Cllr Ball declared his interest by virtue of the area in question being in close proximity to his home address and Cllr Yelland declared her interest by virtue of her husband's business interests. Both Members proceeded to leave the meeting room during consideration of this Unstarred Minute.

CM 32 CONFIRMATION OF MINUTES

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon the motion being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the Council agree the Minutes of the 23 July 2019 Meeting as a true record.”

CM 33 COMMUNICATIONS FROM THE MAYOR

The Mayor advised that there were still a number of Members who had not informed the lead officer as to whether or not they would be attending his Civic Service on Sunday, 6 October 2019. The Mayor requested that these Members let the office know as soon as was practically possible.

CM 34 NOTICE OF MOTION

It was moved by Cllr L Daniel and seconded by Cllr A Coulson:

“This Council:

1. seeks to ban the use of chemical pesticide spraying including herbicides, pesticides and fungicides in the urban and public areas that the Council is responsible for maintaining, with the only exception being for the control of Japanese Knotweed that will be carried out by stem injection of herbicide not spraying; and
2. instructs the Climate Change and Biodiversity Working Group to form a detailed plan of implementation to present to the Council meeting on 10 December 2019.”

The proposer introduced the motion and made reference to:-

- 97% of wildflower meadows having disappeared since the 1920s;
- Insect and bird numbers being on the decline;
- loss of biodiversity being particularly pertinent in the United Kingdom;
- Climate Change and farming pesticides being a major contributing factor to the loss of biodiversity;
- a number of pending global lawsuits that were linked to the ill health of workers in the agriculture industry who had been exposed to pesticides;
- the need for the Council to take such steps in support of its decision to declare a Climate Change and Biodiversity Emergency; and
- there being alternative systems in the market place that could be used instead.

In the ensuing discussion, the following points were raised:-

- (a) The seconder strongly urged the Council to support the motion and highlighted that:

- the Council had a moral responsibility to approve this motion having declared a Climate Change and Biodiversity Emergency;
 - the UK's butterfly species had decreased by two-thirds in the last 43 years;
 - Austria, the Czech Republic, Italy and the Netherlands had all banned the use of glyphosates and their use was to be phased out in France and Germany by 2023; and
 - the potential to recover the additional costs arising from this proposal by offering rental use of the equipment to town and parish councils.
- (b) Whilst supporting the sentiments of the motion, some Members felt that more research needed to be undertaken before a final decision was made. As a result, an amendment was moved and seconded that read as follows:

'This Council recognises the need to change behaviours and policies in response to the Climate Change and Biodiversity Emergency.'

The Council acknowledges legitimate concerns about the use of pesticides, herbicides and fungicides and recommends that the Climate Change and Biodiversity Working Group fully considers the current use of such chemicals, alternative working practices and the impact and potential consequences of a ban in its report to Council in December 2019.'

In support of the amendment, some Members were of the view that it would enable for a detailed review to be carried out by the Working Group with an evidence based recommendation then being presented to the Council meeting on 10 December 2019.

As a contrasting view, other Members felt that the amendment diluted the sentiments of the original motion and the Council was reminded that it only '*sought to*' ban the use of chemical pesticide spraying.

When put to the vote, the amendment was declared **CARRIED** and therefore became the substantive motion.

Prior to the vote being taken on the substantive motion, a Member felt that it would provide clarity to state that it only referred to land within the stewardship of the Council. This suggestion was agreed by the proposer and seconder and when put to the vote, the motion was declared **CARRIED**.

Upon being submitted to the Meeting, it was then declared to be **CARRIED** and "**RESOLVED** that this Council recognises the need to change behaviours and policies in response to the Climate Change and Biodiversity Emergency.

The Council acknowledges legitimate concerns about the use of pesticides, herbicides and fungicides and recommends that the Climate Change and Biodiversity Working Group fully considers the current use by this Council of such chemicals, alternative working practices and the impact and potential consequences of a ban in its report to Council in December 2019.”

CM 35 MINUTES OF COMMITTEES

a. Audit Committee – 23 July 2019

It was moved by Cllr M Davies, seconded by Cllr J Yelland and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 23 July 2019 meeting be received and noted”.

b. Development Management and Licensing Committee – 30 July 2019

It was moved by Cllr J Yelland, seconded by Cllr R Cheadle and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 30 July 2019 meeting be received and noted”.

c. Overview and Scrutiny Committee – 3 September 2019

It was moved by Cllr M V L Ewings, seconded by Cllr J Spettigue and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 3 September 2019 meetings be received and noted”.

d. Hub Committee – 10 September 2019

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 10 September 2019 meeting be received and noted, with the exception of Unstarred Minutes HC 27, HC 28 (part 2 only), HC 33, HC 37A, HC 40 and HC 41”. With regard to Unstarred Minute HC 27, it was noted that these recommendations were to be considered later at this meeting (Minute CM 36 below refers).

In respect of the remaining Unstarred Minutes:

i. **HC 28 Quarter 1 Revenue Budget Monitoring 2019/20**

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the proposal to recruit two additional Planning Enforcement Level 6 Case Managers (that will cost the Council an additional £21,460 per annum) be approved. (NB. the two posts to be funded from the Planning Earmarked Reserve in 2019/20 at a maximum cost of £7,200 to the Council).”

ii. **HC 33 Corporate Strategy**

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the Corporate Strategy desired outcomes (objectives) up until 2023 be adopted as follows:

Homes

- Enable the delivery of at least 150 affordable homes.

Communities

- Actively support communities to develop and introduce their Neighbourhood Plans; and
- Fund grass roots initiatives that unite communities.

Environment

- Increase the percentage of waste that we recycle;
- Meet our Climate Change pledge and help to reduce carbon emissions; and
- Work with partners to encourage high quality, environmentally sound new homes.

Enterprise

- Provide professional and impartial business advice; and
- Lobby strategic partners to provide affordable premises, improve Broadband, develop road and rail links.

Wellbeing

- Working with the NHS and local charities to enhance access to Health and Wellbeing services; and
- Provide affordable and well maintained leisure centres offering a range of activities for all.

Efficient and Effective Council

- Ensure Value for Money without comprising customer service; and
- Improve our customer satisfaction ratings.

iii. HC 37 Reports of Other Bodies

Overview and Scrutiny Committee – 3 September 2019 A: O&S 30 Planning Enforcement Plan Review

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that approval be given to:

1. the updated Enforcement Plan;
2. the Harm Assessment Matrix; and
3. the Enforcement Action Plan.”

iv. **HC 40 Grounds Maintenance Review**

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the proposal for the Grounds Maintenance service be approved in accordance with paragraph 5.1 of the exempt agenda report that was presented to the Hub Committee meeting.”

iv. **HC 41 Land at Okehampton**

It was moved by Cllr N Jory, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that:

1. approval be given to the acquisition of a parcel of land to support the Strategic Development Plan, with the purchase being funded from the Capital Receipts Reserve and the Financial Stability Reserve; and
2. authority be delegated to the Director of Place and Enterprise, in consultation with the Section 151 Officer and the Leader of Council to conclude negotiations in accordance with paragraph 1.3 of the exempt agenda report that was presented to the Hub Committee meeting.”

CM 36

MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2024/25

Members considered a report that presented the Council’s draft Medium Term Financial Strategy (MTFS) from 2020/21 to 2024/25.

In the ensuing debate, reference was made to:-

- (a) the minimum level of Unearmarked Reserves. Officers confirmed that it was a requirement for the minimum level to be reviewed and set annually by the Council;

- (b) the three weekly residual (black sack) collection trial. In reply to a question, officers advised that any delay in the trial would require a further report being presented to the Hub Committee. However, Members were assured that any such proposal to delay would not have an impact on the proposed implementation date of 1 April 2021;
- (c) the importance of the MTFS. A number of Members highlighted the importance of closely (and regularly) monitoring the Council's financial position;
- (d) the future of New Homes Bonus monies. The Section 151 Officer informed the Council that a decision was still awaited from Central Government in respect of whether or not New Homes Bonus funding would be retained in the future.

It was then proposed by Cllr N Jory, seconded by Cllr R Cheadle and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that:

1. The strategic intention be set to raise Council Tax by the maximum allowed in any given year, without triggering a Council Tax Referendum, to endeavour to continue to deliver services. (NB. the actual Council Tax for any given year will be decided by Council in the preceding February);
2. The Council respond to any Government announcement / consultation in September 2019 on Business Rates Reform;
3. The Council continue to actively lobby and engage with the Government, Devon MPs and other sector bodies (such as the District Councils Network and the Rural Services Network) for a realistic Business Rates Baseline to be set for the Council for 2020 onwards, if Business Rates Reform is introduced for 2020-21 or a later timescale (it is widely thought that it will be delayed until 2021-22);
4. The Council continues to lobby in support of the Government eliminating Negative Revenue Support Grant in 2020/21 (and thereafter) and continues to lobby for Rural Services Delivery Grant allocations which adequately reflect the cost of rural service provision;
5. For modelling purposes, £200,000 of New Homes Bonus funding be used for 2020/21 (or any alternative scheme) to fund the Revenue Base Budget with this being reduced to £100,000 by 2021/22 and £50,000 by 2022-23;
6. The minimum level of Unearmarked Reserves to be retained is increased from £750,000 (2019/20 level) to £900,000 for 2020/21 to reflect the increase in financial risks which the Council faces;

7. £200,000 of Unearmarked Reserves be transferred into the Financial Stability Earmarked Reserve;
8. The Council continues dialogue with the actuaries of the Devon Pension Fund and Devon County Council on the options for the Council's Pension position, with the aim of reducing the current contributions, increasing affordability, whilst best managing the pension deficit. (NB. once the results of the Triennial Pension Revaluation are known, a report will be presented to Members by January 2020);
9. The Council maintains an Upper Limit on External Borrowing (for all Council services) as part of the Medium Term Financial Strategy of £50 million;
10. The forecast Budget Gap for 2020/21 of £0.38 million and the position for future years be noted; and
11. The current options identified and timescales for closing the Budget Gap in 2020/21 and future years (in order to achieve long term financial sustainability) be noted."

CM 37

CALL-IN OF THE HUB COMMITTEE RESOLUTION ON MINUTE *HC 15: 'NORTHERN OUTREACH'

Having been referred by the Overview and Scrutiny Committee at its meeting on 3 September 2019 (Minute *O&S 29 refers), the Council considered the future of the 'Northern Outreach' service.

By way of an introduction, the lead Hub Committee Member for Customer First highlighted that the subject matter had been rigorously debated by both the Hub and Overview and Scrutiny Committees. Having reflected on these meetings, the Member absolutely took on board the need for the Council to consider how local residents accessed services across the Borough (not just in Okehampton or Tavistock). As a result, the lead Member informed that he would welcome the opportunity to explore options further before presenting his findings to a future meeting. In so doing, the Member clarified that the current service provision would continue until a final decision was taken.

In the ensuing discussion, the following points were raised:

- (a) With regard to timescales, the lead Member confirmed that, if Council was minded to approve his proposed way forward, it would be his intention to present his findings to the Hub Committee at its meeting on 5 November 2019. After this meeting, the Hub Committee recommendations would then be determined at the Council meeting to be held on 10 December 2019;

- (b) The lead Member assured the Council that local ward Members would be given the opportunity to be involved in the review prior to the report being presented to the Hub Committee meeting on 5 November 2019;
- (c) Whilst acknowledging that the timescales were tight, officers were confident that they were realistic and, in light of the potential budget implications, it was felt important to reach a decision at the Council meeting on 10 December 2019;
- (d) A Member who had instigated the Scrutiny Call-in thanked the lead Member for his comments and felt that the item had been a good example of effective scrutiny in the Council's decision-making process.

It was then proposed by Cllr J B Moody, seconded by Cllr L Samuel and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that, at its meeting on 5 November 2019, the Hub Committee consider the Borough wide accessibility of Council services and makes recommendations to the Council meeting on 10 December 2019 on future service delivery."

CM 38

HEART OF THE SOUTH WEST – JOINT COMMITTEE GOVERNANCE REVIEW

Consideration was given to a report that sought to approve the amendments to the Joint Committee's list of functions and note the updated budget position for 2019/20.

In discussion, Members recognised the importance of the Council having a presence (and vote) on the Joint Committee.

It was then proposed by Cllr N Jory, seconded by Cllr R Cheadle and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that:

1. the amendments to the Committee's list of functions in the Arrangements document be approved and the updated budget position for 2019/20 for the Heart of the South West Joint Committee be noted; and
2. Somerset County Council be reappointed as the Administering Authority to the Joint Committee for the period from 22 January 2020 to 21 January 2022."

CM 39

APPOINTMENT OF A SUBSTITUTE MEMBER TO THE DEVON AUTHORITIES STRATEGIC WASTE COMMITTEE FOR THE REMAINDER OF THE 2019/20 MUNICIPAL YEAR

The Group Leaders had been invited to submit their nominations to the role of Substitute Member to the Devon Authorities Strategic Waste Committee for the remainder of the 2019/20 Municipal Year. The Council noted that the deadline had now expired and Cllr S Hipsey had been nominated.

It was then proposed by Cllr R Cheadle, seconded by Cllr N Jory and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that Cllr S Hipsey be appointed as Substitute Member to the Devon Authorities Strategic Waste Committee for the remainder of the 2019/20 Municipal Year."

(The Meeting terminated at 5.30 pm)

Mayor

At the Special Meeting of the **WEST DEVON BOROUGH COUNCIL** held in the **COUNCIL CHAMBER, KILWORTHY PARK, TAVISTOCK** on **TUESDAY** the **5th** day of **NOVEMBER 2019** at **4.30pm** pursuant to Notice given and Summons duly served.

Present

Cllr A F Leech – The Mayor (In the Chair)

Cllr T Bolton	Cllr A Bridgewater
Cllr R Cheadle	Cllr P Crozier
Cllr M Davies	Cllr C Edmonds
Cllr M Ewings	Cllr N Heyworth
Cllr S Hipsey	Cllr N Jory
Cllr C Kemp	Cllr P Kimber
Cllr J B Moody	Cllr C Mott
Cllr D E Moyse	Cllr C R Musgrave
Cllr T G Pearce	Cllr B Ratcliffe
Cllr M Renders	Cllr P J Ridgers
Cllr L Samuel	Cllr D K A Sellis
Cllr T Southcott	Cllr J Spettigue
Cllr P Vachon	Cllr L Wood

Chief Executive
Monitoring Officer
Support Services Specialist Manager
Senior Specialist – Democratic Services
Democratic Services Specialist

CM 40 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs K Ball, A Coulson, L Daniel and J Yelland.

CM 41 MAYOR'S ANNOUNCEMENTS

(a) The Purdah Period

The Mayor informed the Council that, in light of the recent decision to call a Parliamentary Election on 12 December 2019, it had been deemed necessary to rearrange the Hub Committee meeting (that was initially scheduled for 3 December 2019) and the Council meeting (that was initially scheduled for 10 December 2019) to now both be held on Tuesday, 17 December 2019.

It was noted that the primary reason for these rearrangements was because of the Purdah period and Members were reminded that more information about Purdah could be found on both the Intranet site and the most recent edition of the Members' Bulletin. In addition, the Monitoring Officer and Communications Team were available in the event of any Member queries during this period.

(b) Mayor's Charity Race Night

The Mayor reminded Members that he had arranged a Charity Race Night for the evening of Saturday, 16 November 2019 and all Members were invited to attend this Event.

CM 42 DECLARATION OF INTEREST

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

CM 43 MINUTES OF COMMITTEES

a. Development Management and Licensing Committee – 3 September 2019

It was moved by Cllr T G Pearce, seconded by Cllr P Crozier and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 3 September 2019 meeting be received and noted”.

b. Invest to Earn Committee – 3 September 2019 and 1 October 2019

It was moved by Cllr C Edmonds, seconded by Cllr R Cheadle and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 3 September 2019 and 1 October 2019 meetings be received and noted”.

c. Overview and Scrutiny Committee – 8 October 2019

It was moved by Cllr M V L Ewings, seconded by Cllr S Hipsey and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the Minutes of the 8 October 2019 meeting be received and noted”.

CM 44 POLLING DISTRICT AND POLLING PLACES REVIEW 2019

Members considered a report that presented some slight revisions to the Council's Polling Districts and Polling Places Order.

In the ensuing debate, officers confirmed that the stations were all available for the Parliamentary Election on 12 December 2019.

It was then proposed by Cllr N Jory, seconded by Cllr J B Moody and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that the Polling Districts and Polling Places Order 2019 be made."

CM 45 OUTCOMES OF A POLITICAL STRUCTURES WORKING GROUP MEETING

The Council considered a report that brought forward a series of recommendations from a recent meeting of its Political Structures Working Group.

In the ensuing debate, reference was made to:-

- (a) the proposed webcasting trial. When questioned, it was confirmed that the purpose of launching the initiative on an internal trial basis was to enable for the equipment to be rigorously tested and to provide Members with the opportunity to monitor its effectiveness before a final decision was made. As a reminder, a Member advised that, in line with the transparency agenda, the public and press were already able to live broadcast from formal Member meetings without the prior permission of the Council;
- (b) the option of remote attendance at Member Briefings via Skype. A number of Members expressed their support for the use of Skype technology and felt that it would help to reduce both travel costs and the Council's Carbon Footprint. It was noted that, whilst it would be appropriate for certain Briefings, the technology would not be suitable for formal Member decision-making meetings or interactive Member sessions;
- (c) the proposed revisions to the Recorded Vote procedure. There was widespread support expressed for the proposed revisions to the Recorded Vote procedure.

It was then proposed by Cllr L Samuel, seconded by Cllr R Musgrave and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that:

1. the Head of Communications be instructed to progress a three-month trial period (from January to March 2020) of webcasting Council and formal Committee meetings to an internal audience in the first instance, and to report back to the Political Structures Working Group with the findings of this trial before making a recommendation on a final decision to the Council;
2. where deemed appropriate by the lead officer, Members be given the option of remotely attending Briefings by skype; and

3. the Constitution be amended so that the method of taking Recorded Votes be changed as follows:

Step 1 – a ‘Recorded Vote’ is called for;
Step 2 – all Members receive a named Voting Paper;
Step 3 – all Members complete their Voting Paper;
Step 4 – all Voting Papers are collected;
Step 5 – all Votes are read to the meeting and collated; and
Step 6 – result of Vote declared.”

CM 46

APPOINTMENTS TO OTHER GROUPS AND OUTSIDE BODIES

Consideration was given to a report that sought Council approval, for the remainder of the 2019/20 Municipal Year, to establish a ‘Future IT Platforms’ Joint WD/SH Member Working Group and to make appointments to serve on the Devon Audit Partnership Committee.

It was proposed by Cllr N Jory, seconded by Cllr R Cheadle and upon being submitted to the Meeting was declared to be **CARRIED** and **RESOLVED** that for the remainder of the 2019/20 Municipal Year:

1. the Council establish a ‘Future IT Platforms’ Joint WD/SH Member and approve the draft Terms of Reference as outlined at Appendix A of the presented agenda report;
2. the Council representatives on this Group be: Cllrs Cheadle, Edmonds (Chairman), Kimber, Moody and Southcott;
3. the Council be represented on the Devon Audit Partnership Committee by Cllrs Davies and Ewings; and
4. attendance at meetings of these Bodies, for the purposes of Members’ Allowances, be regarded as an ‘Approved Duty’.”

(The Meeting terminated at 5.10 pm)

Mayor

Agenda Item 9

At a Meeting of the **DEVELOPMENT MANAGEMENT & LICENSING COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **29th** day of **OCTOBER 2019** at **10.00am**

Present: Cllr J Yelland – Chairman
Cllr T G Pearce – Vice Chairman

Cllr R Cheadle	Cllr P Crozier
Cllr S Hipse	Cllr C Mott
Cllr D E Moyse	Cllr B Ratcliffe
Cllr M Renders	Cllr P Vachon

Head of Development Management Practice (PW)
Development Management Specialists (JH, CS)
Solicitor (DF)
Specialist Democratic Services (KT)

Other Members also in attendance: Cllrs L Daniel, T Leech, N Heyworth and T Southcott

***DM&L 19 DECLARATION OF INTEREST**

Members were invited to declare any interests in the items of business to be considered and the following were made:

Cllr T G Pearce declared a personal interest in all applications by virtue of being a Member of the Devon Building Control Partnership. He remained in the meeting and took part in the debate and vote on the item.

***DM&L 20 CONFIRMATION OF MINUTES**

The Minutes of the Development Management and Licensing Committee Meeting held on 3 September 2019 were confirmed and signed by the Chairman as a correct record.

***DM&L 21 PLANNING, LISTED BUILDING, TREE PRESERVATION ORDER AND ENFORCEMENT REPORTS**

The Committee proceeded to consider the applications that had been prepared by the Development Management Specialists and considered also the comments of the Town and Parish Councils together with other representations received, which were listed within the presented agenda report and summarised below, and **RESOLVED** that:

(a) Application No: 1719/19/VAR
Monachorum

Ward: Buckland

Site Address: Land adjacent to Yelverton Business Park, Yelverton Business Park, Crapstone

Application for variation of condition 2 to subdivide a single business unit into 3no. units with associated amendments to external fenestration, following grant of planning permission 4005/16/FUL (Appeal ref. APP/Q1153/W/17/3180733 – schedule 1, condition 2)

Case Officer Update: None

Speakers included: Supporter – Mr Nigel Passmore: local Ward Member – Cllr Cheadle

RECOMMENDATION: Conditional Approval

COMMITTEE DECISION: Conditional Approval

Conditions:

1. Time limit
2. Accord with plans (changed plans)
3. Materials
4. Soft landscaping scheme
5. Contamination condition
6. Verification of remedial works having taken place
7. Unexpected contamination
8. Surface Water Scheme
9. Access road
10. Not occupied until a noise assessment undertaken (whilst this was discharged, it is considered necessary to add it again on this variation because of the potential different users of the buildings)
11. Adherence to ecology report prior to commencement of use
12. Time limit for deliveries 07.00 to 20.00 Mon to Sat , No deliveries on Sunday and Bank holidays
13. Use classes B1, B2 and B8 only
14. No external lighting unless details of design etc. have first been agreed by the LPA
15. No internal mezzanine floor without a further grant of planning permission

(b) Application No: 2467/19/FUL Ward: Hatherleigh

Site Address: Owls Oak, Highampton, EX21 5LF

Retrospective change of use of chalet within boundary from residential use to holiday let

Case Officer Update: None

Speakers included: None

RECOMMENDATION: Conditional Approval

COMMITTEE DECISION: Conditional Approval

Conditions:

Accord with plans

Holiday Accommodation only in connection with main dwelling

Drainage in accordance with submitted details

Approved parking/turning to be retained in perpetuity

No external lighting

Removal of residential PD rights

***DM&L 22 PLANNING APPEALS UPDATE**

The Committee received and noted the updated list of Planning Appeals, including Enforcement Appeals.

(The Meeting terminated at 10.50 am)

Chairman

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At a Meeting of the **AUDIT COMMITTEE** held in the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the 29th day of **October 2019** at **2.00pm**

Present: Cllr M Davies (Chairman)
Cllr P Vachon (Vice Chair)
Cllr A Bridgewater
Cllr P Crozier
Cllr M Renders
Cllr J Yelland

Apologies received from Cllr S Hipsey and Cllr A Bridgewater

Officers in attendance:

Section 151 Officer
Internal Audit Manager
Chief Internal Auditor
Senior Specialist -Accountant Business Partner
External Auditor
Director of Governance and Assurance
Director of Place and Enterprise
Senior Specialist – ICT Information Security
Case Management Manager

Also in attendance: Cllr C Edmonds (lead Hub Committee Member)

*** AC 15 CONFIRMATION OF MINUTES**

The Minutes of the Committee Meeting held on 23 July 2019 were confirmed and signed by the Chairman as a correct record.

*** AC 16 GRANT THORNTON UPDATE REPORT**

The External Auditor took members through the Grant Thornton update report. He explained the consultation exercise currently taking place in regard to the Independent Redmond Review, which is looking at local authorities financial auditing and reporting. The S151 Officer was drafting a consultation response before the end of November that would be circulated to all Members.

It was then **RESOLVED** that the content of report be noted

*** AC 17 ANNUAL AUDIT LETTER FROM GRANT THORNTON**

The External Auditor presented the Annual Audit letter to Members which outlined any key areas arising from their work carried out for year ended 31 March 2019.

It was then **RESOLVED** that the content of the audit letter be noted.

AC 18 STRATEGIC RISK ASSESSMENT – SIX MONTHLY UPDATE

The Director of Governance and Assurance introduced the Strategic Risk Assessment update report to Members.

It was then **RESOLVED** that:

- 1 The Audit Committee reviewed the Strategic Risk & Opportunity Register (see Appendix 1a & b) and made recommendations to Council on any further action the Committee concluded should be considered; and
- 2 Approved the proposal to review the Risk Register using a PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental) analysis approach with the outcome of this review being presented back to the Committee at its meeting on 24 March 2020

***AC 19 STRATEGIC DEBT REVIEW – SIX MONTHLY UPDATE**

The Lead Hub Member presented the report to Members with input from the Case Management Manager. It was reported that housing benefit overpayments were being managed due to the DWP real time reporting with universal credits. The number of write offs were reasonably low. The debt recovery team were to be thanked.

It was then **RESOLVED** that the content of the report was noted.

***AC 20 INTERNAL AUDIT CHARTER AND STRATEGY 2019/20**

The Internal Auditor introduced the report. Two Member would be Appointed as reps to attend the Devon Audit Partnership meetings. West Devon are non-voting members.

It was then **RESOLVED** that the Internal Charter and Strategy 2019/20 was approved.

***AC21 INTERNAL AUDIT PLAN 2019/20 – UPDATE ON PROGRESS**

The Internal Auditor updated Members on the progress of FCC contract stating early reviews gave assurance it was going well

It was then **RESOLVED** the progress made against the 2019/20 internal audit plan, and any key issues arising were noted and approved

***AC22 COMMERCIAL PROPERTY MONITORING REPORT**

The Director of Place and Enterprise introduced the report. He stated there had been no further purchases since March 2019 and the portfolio was performing well.

It was then **RESOLVED** the performance and risks of the commercial property portfolio to date was noted.

AC23 TREASURY MANAGEMENT MID-YEAR REVIEW 2019/20

The Lead Member introduced the review to Members.

It was RESOLVED that:

- 1 The content of the report was endorsed
- 2 The Committee **recommend** to Council an amendment to the Medium Revenue Provision Policy Statement (MRP)

***AC24 PART 2 – CYBER SECURITY REPORT**

‘In accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item of business as the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act is involved.’

At the request of the Committee, the Senior Specialist (ICT Information Security) attended to provide an update on measures that the Council had in place.

(The Meeting terminated at 3.25pm)

Dated this

Chairman

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At a Meeting of the **HUB COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the 5th day of **NOVEMBER 2019** at **2.00 pm**

Present: Cllr N Jory – Chairman
Cllr L Samuel – Vice Chairman

Cllr R Cheadle	Cllr C Edmonds
Cllr A F Leech	Cllr J B Moody
Cllr C Mott	Cllr T G Pearce
Cllr D K A Sellis	

In attendance: Chief Executive
Deputy Chief Executive
Section 151 Officer
Strategic Planning Manager (Joint Local Plan)
Housing Specialist
Commissioning Manager
Assets Senior Specialist
Specialist Democratic Services

Other Members in attendance:

Cllrs P Crozier; M Ewings; N Heyworth; S Hipsey; C Kemp; P Kimber; D Moyse; R Musgrave; B Ratcliffe; M Renders; T Southcott; J Spettigue

***HC 42 DECLARATIONS OF INTEREST**

Members were invited to declare any interests in the items of business to be discussed but none were made.

***HC 43 MINUTES**

The Minutes of the Hub Committee meeting held on 10 September 2019 were confirmed and signed by the Chairman as a correct record.

***HC 44 HUB COMMITTEE FORWARD PLAN**

Members were presented with the Hub Committee Forward Plan setting out items on the agenda for Hub Committee meetings for the next four months.

The contents of the Forward Plan were agreed.

HC 45 BUDGET UPDATE REPORT 2020/21 TO 2024/25

Members were presented with a report that set out the current forecasted budget gap for 2020/21, and the further gap for 2021/22, and up until 2024/25. Changes to the Medium Term Financial Strategy since it was approved in September 2019 were set out within the report.

The Leader introduced the report, and the Leader and s151 Officer responded to questions of clarity.

Members had a detailed debate on the third recommendation of the report, which sought authority to withdraw 100% Council Tax Support Grant from Town and Parish Councils with effect from 1 April 2020. Some Members felt it would better serve Town and Parish Councils to stagger the withdrawal of the Council Tax Support Grant, particularly in light of the consultation responses received. However, other Members noted that to delay the withdrawal could adversely impact Town and Parish Councils, particularly if a council tax referendum limit on raising precept levels for Town and Parish Councils was introduced by Central Government in 2021/22. On balance, the Committee agreed with the recommendation as set out in the presented report.

It was then **RESOLVED** that:

1. the forecast budget gap for 2020/21 of £225,084 and the position for future years be noted;
2. the current options identified and timescales for closing the budget gap in 2020/21 and in future years, to achieve long term financial stability, be noted;
3. the results of the consultation exercise with Town and Parish Councils on the Council Tax Support Grant (set out in presented Appendix C) be considered, and Council be **RECOMMENDED** to withdraw the Council Tax Support Grant from Town and Parish Councils with effect from 1 April 2020 by 100% as part of the budget process; and
4. the revised Terms of Reference for the Financial Stability Review Group be agreed.

*HC 46

PLYMOUTH AND SOUTH WEST DEVON SUPPLEMENTARY PLANNING DOCUMENTS

Members were presented with a report that sought approval to publish the Supplementary Planning Documents (SPD) for public consultation. The purpose of the SPD was to add further detail and guidance to the policies in the adopted Joint Local Plan (JLP). The SPD would be a material consideration when making decisions on planning applications in the JLP area.

The Lead Member for Environment introduced the report. The Strategic Planning Manager confirmed that the SPD was guidance to support the Plymouth and South West Devon Joint Local Plan, and not policy. In respect of the weight to be afforded to the SPD, he advised that it should be very little, at least until after the consultation had been completed.

It was then **RESOLVED** that:

1. Publication for consultation purposes, of the Plymouth and South West Devon Supplementary Planning Document and its two companion documents, the Developer Contribution Evidence Base and the Traditional Farm Buildings: Their adaptation and re-use (Barn Guide), be approved; and
2. Authority be delegated to the Director of Place and Enterprise, in consultation with the Lead Member and Lead member for Environment, to make presentational and minor amendments to the SPD for consultation.

***HC 47 STATEMENT OF COMMUNITY INVOLVEMENT**

Members were presented with a report that sought approval to consult on the draft Statement of Community Involvement (SCI). Approval had been granted by Plymouth City Council, and South Hams District Council. The purpose of the SCI was to establish protocol, process and objectives associated with consultations on planning matters. It met a statutory requirement of the Planning Regulations 2019.

The Lead Member for Environment introduced the report.

There being no debate, it was then **RESOLVED** that:

1. Publication of the Statement of Community Involvement, for consultation purposes, be approved; and
2. Authority be delegated to the Director Place and Enterprise, in consultation with the Leader and Lead Member for Environment to make presentational and minor amendments to the SPD prior to consultation.

HC 48 COUNCIL TAX REDUCTION SCHEME 2020/21

Members were presented with a report that set out the annual requirement for Councils to revisit their existing council tax support schemes and make a decision as to whether to replace or revise them.

The Lead Member for Health and Wellbeing introduced the report. A number of Members stated how pleased they were with how the scheme had worked and that officers should be congratulated.

It was then **RESOLVED** that Council be **RECOMMENDED** to continue with the existing Council Tax Reduction Scheme for 2020/21 with no changes.

***HC 49 ACCESS TO SERVICES – A BOROUGH WIDE REVIEW**

Members were presented with a report that provided a set of recommendations to support access to Council services throughout the Borough through a range of different channels, namely web, telephone, face to face contact and through partner agencies.

The Lead Member for Customer First introduced the report. He and the Commissioning Manager responded to a number of detailed questions of clarity. The Chief Executive concluded the questions by reminding Members that the issue for the Council to consider was to look at the most appropriate way for people to access the Council services.

It was then **RESOLVED** that:

1. Promotion of online services for those able to self-serve be increased;
2. Support to those most in need with home visits be continued;
3. Partnership working be continued;
4. Assisted self-service at the Council's Tavistock Reception be developed;
5. Coverage of the Council outreach be refocused and extended borough wide; and
6. The effectiveness of the above be reviewed by the Hub Committee within six months of their implementation.

***HC 50 PARTNERSHIP FUNDING**

Members were presented with a report that provided feedback from each of the partners the Council currently funds.

The Lead Member for Communities introduced the report. He and the Commissioning Manager responded to questions of clarity. Members had a full debate on this item, and it was confirmed in response to questions that the funding would be awarded to partners for a three year term, would be subject to a legally binding agreement and would be reviewed by officers annually to ensure efficient and effective service delivery and any changes of circumstance that might affect the arrangement. The majority of Members agreed that the partners should each be awarded the amount of funding set out in their Partnership Funding Submission Forms, (taking account of the South West Youth Games – Planet Earth Games who advised that funding was no longer required). It was suggested that the South West Youth Games funding could be used to support other service provision for example funding to Tavistock Area Support Services should a project be forthcoming.

It was then **RESOLVED** that:

1. The feedback given by each partner had been considered and evaluated based on local need, alignment to the Council's Corporate Strategy and statutory duty;
2. The following partners be awarded funding as follows for the next three years:-
 - Citizens Advice Torridge, North, Mid and West Devon - £32,900
 - West Devon Community and Voluntary Services (CVS) - £5,100
 - Junior Life Skills - £2,510
 - Okehampton Community Recreation Association (OCRA) - £1,333
 - Okehampton & District Community Transport Group - £6,533
 - Tavistock Ring & Ride - £6,533, provided a service still continues
 - Young Devon - £2,500
 - Heart of the South West Local Enterprise Partnership (LEP) - £5,000
 - Tamar Estuaries Consultative Forum - £4,624 + 2.75%
 - Tamar Valley Area of Outstanding Natural Beauty - £8,835
 - Cornwall & West Devon Mining Landscape World Heritage Site Partnership Board (WHS) - £4,000; and
3. No alternative or additional commissioning opportunities be made available at this stage.

***HC 51 KILWORTHY PARK STRATEGIC ACCOMMODATION REVIEW**

Members were presented with a report that updated them on the findings of the Accommodation Working Group in considering future plans for Kilworthy Park.

The Leader introduced the report. The Leader and Senior Specialist Assets responded to questions of clarity and pointed out that remaining at Kilworthy did represent value for money, particularly when compared with the cost of moving accommodation. Tenants would continue to be sought for the appropriate parts of the building, which would further improve the value for money for the Council. In addition, the Leader advised that the Group had requested a review of the annual amount paid to South Hams District Council for the cost of shared services provision.

It was then **RESOLVED** that:

1. The proposals from the Accommodation Working Group (AWG) for the Council to remain at Kilworthy Park, noting that at the current time the Council's occupation of the property represents good value for money, be approved; and
2. The options presented to the Accommodation Working Group and outlined in section 3 of the report be reviewed and the findings and recommendations agreed;
3. that a review be undertaken of the annual amount paid by the Council to South Hams District Council, for the cost of the shared service provision and the far greater footprint used at Follaton House for the provision of some frontline services (call centre) and all back office functions.

***HC 52 LEAD MEMBER UPDATE**

Cllr Mott (Lead Member for Environment) had circulated a paper in advance of the meeting and confirmed that it would be circulated to all Members in due course.

(The meeting terminated at 4.15 pm)

Chairman

(NOTE: THESE DECISIONS, WITH THE EXCEPTION OF MINUTES HC 45 PART 3, AND HC 48, WHICH ARE RECOMMENDATIONS TO THE FULL COUNCIL MEETING ON 17 DECEMBER 2019, WILL BECOME EFFECTIVE FROM WEDNESDAY 13 NOVEMBER 2019 UNLESS CALLED IN, IN ACCORDANCE WITH SCRUTINY PROCEDURE RULE 18).

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At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **19th** day of **NOVEMBER 2019** at **2.00 pm**.

Present:

Cllr M Ewings – Chairman
Cllr P Kimber – Vice Chairman

Cllr K Ball Cllr A Coulson
Cllr L Daniel Cllr N Heyworth
Cllr C Kemp Cllr B Ratcliffe
Cllr T Southcott Cllr J Spettigue
Cllr L Wood

Deputy Chief Executive
Senior Specialist – Democratic Services
Community Safety Partnership Representatives
Commissioning Manager
Monitoring Officer
Localities Team Leader
Specialist Manager
Section 151 Officer

Also in Attendance:

Cllrs C Edmonds, T Leech, J Moody, T Pearce,
M Renders, L Samuel, D Sellis and J Yelland

***O&S 47 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs T Bolton, D Moyse, R Musgrave and P Ridgers.

Whilst not Committee Members, apologies were also received for this meeting from Cllrs N Jory and C Mott.

***O&S 48 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 8 October 2019 were confirmed and signed by the Chairman as a true and correct record.

***O&S 49 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 50 CHAIRMAN'S ANNOUNCEMENTS – PURDAH**

The Chairman reminded the Committee that 'Purdah' (a term commonly used to describe the pre-election period) had started on 6 November 2019 and would run until the General Election (12 December 2019).

During a Purdah period, there were strict rules on publicity that essentially stated that a Council must not issue any publicity (i.e. any form of communication) that a reasonable person would consider was giving support to a particular political party. However in their own right, Members were not required to comply with the same strict rules as long as they did not use any Council resources to do so.

***O&S 51 PUBLIC FORUM**

The Chairman informed that no formal requests had been received in accordance with the Overview and Scrutiny Procedure Rules.

***O&S 52 HUB COMMITTEE FORWARD PLAN**

It was noted that no prior requests had been received for updates on any future Hub Committee agenda items at this meeting.

As previously notified, the Committee acknowledged that the next Hub Committee meeting had been rearranged to take place on Tuesday, 17 December 2019.

***O&S 53 COMMUNITY SAFETY PARTNERSHIP**

A report was considered that provided Members with the opportunity to scrutinise the work of the Community Safety Partnership (CSP) as defined by Sections 19 and 20 of the Police and Justice Act and the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

In the ensuing debate, reference was made to:-

- (a) County Lines. Officers advised that there were challenges in the Tavistock area with regard to County Lines operations.

At this point, Members sought additional information and it was therefore **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:

'in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following items of business as the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act is involved.'

Once all Members were content that they had no further issues or questions to raise in exempt session, it was then **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:

‘the public and press be re-admitted to the meeting.’

In conclusion, officers advised that the CSP also offered detailed County Lines Briefings to any interested Members;

- (b) the Exploitation Prevention Toolkit. The Committee was informed that the CSP offered Exploitation Prevention training events and the next session was to be held at Kilworthy Park, Tavistock on 20 November 2019. In reply to a question, officers confirmed that any Members who were interested in this session were more than welcome to attend;
- (c) the dedication of lead officers. A number of Members paid tribute to the hard work and dedication of lead officers in maximising the effectiveness and success of the CSP. In taking the point a step further, some Members emphasised the benefits of this Partnership and recognised that, whilst need had increased, funding had decreased. As a result, a Member felt that consideration should be given to increasing the current level of resource that was allocated to the CSP;
- (d) support for armed forces veterans and their families. When questioned, officers advised that the CSP found it to be a challenge to identify veterans. However, the CSP was active in providing support to armed forces veterans and their families and it was agreed that further details on this aspect of work would be provided to an interested Member outside of this Committee meeting;

It was then:

RESOLVED

That the Committee welcome the contents of the annual update and commend the work and effectiveness of the Community Safety Partnership.

O&S 54 CUSTOMER SATISFACTION SURVEY

The Committee considered a report that detailed the scores achieved by the Council as part of a recent Institute of Customer Service Customer Satisfaction Benchmark Survey.

Whilst the Council’s scores had improved in comparison to 2018, the report recognised that there was still further improvements to be made to be on a par with the top national performers across all sectors. Of particular note, the importance of the Council getting it ‘right first time’ was emphasised.

The report proceeded to recommend a series of next steps with a view to building on the progress that had been made to date and to further improve the Council’s Customer Satisfaction scores.

In discussion, the following points were raised:-

- a) The Committee paid tribute to the improved Survey results and noted that these had been achieved without any additional resources being allocated;
- b) With regard to staff targets and monitoring, officers confirmed that customer satisfaction was a key performance measure for staff in their Personal Continuous Improvement discussions. In addition, improving customer satisfaction remained the emphasis for the annual staff away days and the latest round of these had just commenced;
- c) In reiterating the comments in the report that there was a need to build on the progress that had been made, some Members emphasised the importance of promoting channel shift and ensuring that residents were kept regularly informed;
- d) The Committee recognised the importance of a systematic approach to process improvements. It was therefore requested that Members (in their role as Community Leaders) be informed as and when significant process improvements were being rolled out.

It was then:

RESOLVED

That the results from the Customer Satisfaction Survey be welcomed and the Hub Committee be **RECOMMENDED** to approve the actions contained within Section 5 of the presented agenda report that are headed as follows:

- Customer Service Improvement Manager;
- Complaint Handling Review;
- Staff Meetings, Performance Monitoring and Training;
- IT Procurement and Improvement;
- Continued Surveying; and
- Progress Reporting.

***O&S 55**

OMBUDSMAN'S ANNUAL REVIEW LETTER 2019

Members considered a report that presented the Local Government & Social Care Ombudsman's (LGO) Annual Review Letter 2019 regarding Ombudsman complaints that had been received against the Council for the period 1 April 2018 to 31 March 2019.

In discussion, it was recognised that the improvements that had been made to customer satisfaction (Minute O&S 54 above refers) had been a key factor in the reduction in complaints to the Ombudsman.

It was then:

RESOLVED

That the Committee has reviewed the Ombudsman Annual Letter for 2019.

***O&S 56 PEER CHALLENGE – UPDATE ON GOVERNANCE**

The Committee considered a report that provided an overview of the progress against the Peer Challenge Action Plan but was limited to Recommendation 2 of the Peer Challenge: ‘Strengthening the Council’s Political Governance Arrangements’.

In the ensuing debate, it was confirmed that the Political Structures Working Group had given consideration to more shared working opportunities with South Hams District Council. To progress this work further, a meeting of the Chairmen and Vice-Chairman of both Council’s Overview and Scrutiny Committees was to be convened in early 2020.

It was then:

RESOLVED

That the Committee acknowledge the progress made to date on the delivery of the governance recommendations in the Peer Challenge Action Plan in relation to recommendation 2: ‘Strengthening the Council’s Political Governance Arrangements’.

***O&S 57 2019 MEMBER INDUCTION REVIEW: VERBAL UPDATE**

By way of a reminder, the Chairman made a plea for all Members to complete the recent Induction Survey before the results were presented to the next Committee meeting.

In addition, the importance of all Members completing the recent Surveys into the 2020/21 Budget and Committee Meeting Start Times was also emphasised.

***O&S 58 LOCALITY SERVICE – ANNUAL REPORT**

The Committee considered the annual report of the Locality Service. The report noted that the service continued to evolve and covered service elements that had been previously covered by a number of service areas across the Council.

In the ensuing debate, reference was made to:-

- (a) the Team working at reduced capacity. When questioned, it was confirmed that the Team was still operating at reduced capacity and officers were monitoring this situation;
- (b) dog patrols. The Committee was informed that the Mobile Locality Officer focus was on providing a visible presence and to educate dog owners. In acknowledging that dog fouling was an area of high concern for town and parish councils, officers advised that the Team undertake out of hours

inspections and proceeded to encourage Members (and Clerks) to report any issues to the Localities mailbox.

It was then:

RESOLVED

That the Committee endorses continuation of the Locality Model pending ongoing monitoring and a further report being presented to the Committee in November 2020.

***O&S 59 OPERATIONAL PERFORMANCE: APRIL – SEPTEMBER 2019**

A report was considered that presented the operational performance of the Council during the period April to September 2019. Furthermore, the report also set out a proposed approach to future monitoring of operational performance.

In discussion, there was widespread support for the proposed new approach.

It was then:

RESOLVED

1. That the operational performance of the Council during the period between April and September 2019 be noted; and
2. That the draft live performance dashboard has been considered and the proposed new approach endorsed.

***O&S 60 FINANCIAL STABILITY REVIEW GROUP – MEMBER BRIEFING NOTE**

The Section 151 Officer presented her Briefing Note that had informed that the Group had last met on 22 October 2019.

During the debate, a number of Members highlighted the recent draft Budget Setting Workshop and felt that it had been an excellent session.

***O&S 61 TASK AND FINISH GROUP UPDATES**

(a) Leisure Review

By way of an update, the Committee was informed that:

- a face-to-face and online customer survey had been undertaken;
- the Group had conducted a site visit to the Meadowlands and Parklands Leisure Centres;
- the initial view of the Group was that the future of the Leisure Contract was very positive; and

- the Group remained on target to present its concluding report to the next Committee meeting on 14 January 2020.

***O&S 62 ANNUAL WORK PROGRAMME 2019/20**

The Committee considered the latest version of its Work Programme for the remainder of the 2019/20 Municipal Year.

In discussion, it was agreed that:-

- the Safeguarding Annual Report would be presented to the next Committee meeting on 14 January 2020; and
- the Enforcement: Verbal Update would be presented to the Committee at its meeting on 25 February 2020.

***O&S 46 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THE MEETING**

The Committee was reminded that:

- the Community Safety Partnership was offering detailed County Lines Briefings to any interested Members; and
- an Exploitation Prevention training event was to be held at Kilworthy Park, Tavistock on 20 November 2019.

(The meeting terminated at 3.50 pm)

Chairman

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Report to: **Council**
Date: **17 December 2019**
Title: **CLIMATE CHANGE UPDATE**
Portfolio Area: **Council**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Immediately**

Author: **Drew Powell** Role: **Director of Governance and Assurance**

Contact: **01803 861240 email: drew.powell@swdevon.gov.uk**

RECOMMENDATIONS:

That Council is RECOMMENDED to:

- 1. Adopt the Climate Change and Biodiversity Action Plan (as attached at Appendix 1);**
- 2. Note the content of the Councils first Greenhouse Gas Inventory (as outlined at Section 5);**
- 3. Aim to reduce the Councils organisational carbon emissions (Scope 1, 2 and 3 emissions) to net-zero by 2030;**
- 4. Commit to working with partners through the Devon Climate Emergency Response Group to aim to reduce the Borough of West Devon's carbon emissions to net-zero by 2050 at the latest;**
- 5. Aim for a 10% Biodiversity Net Gain in the habitat value of its green and wooded public open space by 2025.**
- 6. Request that the Climate Change and Biodiversity Working Group develop a Climate Change and Biodiversity Strategy to be brought back to full Council for approval on 22 September 2020; and**
- 7. Request that an update on progress against the adopted aims be brought back to Council on an annual basis.**

1. Executive summary

- 1.1 At the meeting of full Council on July 23rd 2019 it was resolved that the Council sign the Devon Climate Emergency Declaration (Minute CM 29 refers)
- 1.2 The Council also approved the recommendation that the Climate Change and Biodiversity Working Group develop an Action Plan to be presented back to the Council for approval in December 2019.
- 1.3 This report outlines progress in developing the Action Plan and proposals for progressing implementation along with proposed targets for reducing carbon emissions both organisationally and across the Borough.

2. Background

- 2.1 Evidence shows that humans have already caused climate change, the impacts of which are being felt around the world. Global temperatures have already increased by 1 degree Celsius from pre-industrial levels. Atmospheric Carbon dioxide (CO²) levels are above 400 parts per million (ppm). This far exceeds the 350 ppm deemed to be a safe level for humanity.
- 2.2 In order to reduce the impact of Global Warming and limit the effects of Climate Breakdown, it is estimated that, globally, we need to reduce our CO²eq (carbon equivalent) emissions from their current 6.5 tonnes per person per year to less than 2 tonnes as soon as possible.
- 2.3 Understanding how an organisation impacts climate change is complex. Determining how to approach achieving a carbon neutral Borough or County is equally complex and requires a strategic evidence based approach.
- 2.4 The Greenhouse Gas (GHG) protocol introduced a widely accepted accounting tool, a methodology that splits consumption and production as follows;
 - Scope 1 – All Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.
 - Scope 2 – Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.
 - Scope 3 – All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.
- 2.5 Assessing Scope 1 and 2 emissions is relatively straightforward however Scope 3 requires detailed work and cooperation across numerous stakeholders.

- 2.6 Tackling this huge challenge will require action at all levels from international policy through to individual action but it is recognised that Local Authorities at all tiers are uniquely placed to deliver and enable a reduction in carbon emissions.
- 2.7 In addition to reversing the adverse impacts on the environment, reducing our carbon footprint can deliver economic benefits in terms of new jobs, economic savings and market opportunities, as well as improved personal, social and environmental well-being for people, locally and worldwide.
- 2.8 In terms of Biodiversity, The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Global Assessment Report on Biodiversity and Ecosystem Services (May 2019) concludes that 'Nature is declining globally at rates unprecedented in human history — and the rate of species extinctions is accelerating, with grave impacts on people around the world now likely.'
- 2.9 It is recognised that whilst Climate Change and Biodiversity are separate issues they are also intrinsically linked.

3. Outcomes/outputs

- 3.1 The Council recognises the need to reduce its carbon footprint, and to respond to the challenges of climate change and loss of biodiversity in the interests of local, national and global well-being.
- 3.2 This report sets out progress on the Action Plan to date, proposals for specific targets and details the baseline carbon footprint from the Councils own activities.

4. Action Plan

- 4.1 The Climate Change and Biodiversity Action Plan (The Plan) (see Appendix 1) has been developed, for consistency, using the 12 Decarbonisation Themes being put forward as part of the emerging Devon Carbon Plan plus an additional 13th Theme, Biodiversity. A lead Officer, with expertise in the relevant area, has been allocated to each Theme and a list of proposals has been generated.
- 4.2 At this stage the Plan is a compilation of proposals generated to date by officers and Members of the Working Group and it is important to stress that it will remain a live, working document that will be subject to regular review by the Working Group.
- 4.3 The Plan takes the form of an interactive spreadsheet that allows the proposals to be subjectively assessed against a number of criteria including likely benefit in terms of carbon reduction, biodiversity gain, cost and the influence the Council has in taking action.
- 4.4 This allows a high level prioritisation exercise to be undertaken to determine which of the over 150 proposed actions should be individually assessed first. It is proposed that an overall cost/ benefit

analysis will be undertaken for each proposal prior to determining whether to implement, pend or to reject.

- 4.5 The above approach will allow low cost, 'quick wins' to be implemented as soon as possible whilst more complex and potentially costly actions can be fully assessed and included within budget setting and decision making processes.

5. The Councils Carbon Footprint

- 5.1 It is recognised that the Council has a key role in tackling the Climate Change and Biodiversity Challenge both directly as an organisation and also through its leadership role within the community.
- 5.2 The Councils own activities generate a carbon footprint and the Working Group have been keen to quantify this and to lead by example by reducing it.
- 5.3 In view of this the Council commissioned Exeter University, a key partner in the development of the Devon Carbon Plan, to carry out a Greenhouse Gas Inventory based on the financial control of the Council. This inventory is essentially the carbon footprint of the organisation.
- 5.4 The West Devon Borough Council Greenhouse Gas Inventory report (Appendix 2), which has just been received, quantifies the emissions in terms of metric tonnes of Carbon Dioxide (CO₂) equivalent (tCO₂e) in line with standard methodology arising from Scope 1, 2 and 3 emissions.
- 5.5 This data, for 2018/19, establishes a baseline position against which progress in reducing carbon emissions can be measured year on year. This is the first time the Council has been able to quantify its actual contribution to climate change.

5.6 The following table shows the summary of emissions (metric tonnes of CO₂e);

No.	Category	2018/19
SCOPE 1: Direct GHG emissions and removals		1435.2
1.	<i>Stationary combustion</i>	73.3
2.	<i>Owned transport</i>	1361.9
3.	<i>Process emissions</i>	0.0
4.	<i>Fugitive emissions</i>	0.0
SCOPE 2: Energy GHG indirect emissions		51.0
5.	<i>Electricity</i>	51.0
SCOPE 3: Other indirect GHG emissions		3713.2
6.	<i>Purchased material and fuel</i>	1017.1
7.	<i>Transport related activities</i>	123.8
8.	<i>Waste disposal</i>	0.0
9.	<i>Leased assets and franchising, outsourcing</i>	2572.4
10.	<i>Sold Goods and Services</i>	0.0
TOTAL GROSS FOOTPRINT (SCOPES 1, 2 and 3)		5199.4
11.	<i>Offset Emissions</i>	0.0
TOTAL NET FOOTPRINT (SCOPES 1, 2 and 3 and Offsets)		5199.4

5.7 The Councils total carbon footprint is estimated at approximately 5200 metric tonnes of CO₂ equivalent (tCO₂e) per year. For comparison, the average home in the United Kingdom is estimated to contribute 2.7 tCO₂e per year through heating.

5.8 It can be seen that the key contributor where the Council has full control, Scope 1 and 2 emissions, relates to 'owned transport' (Scope 1.2) which includes mileage from our own vehicle fleet, excluding waste and cleansing.

5.9 Under Scope 3, the key contributors are Scope 3.6: Purchased material and fuel and Scope 3.9: Leased assets and franchising, outsourcing. This includes energy usage within the leisure centres and the Waste and Cleansing contract outsourced to FCC.

5.10 As this report has just been received Officers are in the process of analysing the data to establish a clear understanding of the implications going forward.

6. Next Stages

6.1 The Working Group originally agreed to focus on two distinct work streams:

- The Councils own Carbon Footprint – understanding and calculating this and creating a plan to become net-zero carbon by a future date.
 - The wider Community/Devon/Regional position – the need to support the emerging Devon Carbon Plan and establish similar wider plans on biodiversity.
- 6.2 Now that we have an established baseline carbon footprint for the Council it is proposed to align the relevant proposals within the Action Plan to the footprint and determine which should be pursued in line with the principles set out in 4.3 to 4.5 above
- 6.3 The above will be carried out by officers and brought back to the Working Group for consideration.
- 6.4 In terms of the wider Borough/Devon position it is clear that there are number of the proposals in the Action Plan that can be delivered at a local, Community/Borough level and others that are likely to be more achievable if included as part of the wider, Devon Carbon Plan.
- 6.5 In view of the above the logical approach it to align these proposals as part of the Councils wider approach effectively creating two distinct, but complimentary, plans
- The Operational Carbon Reduction Plan – Reducing Our Footprint
 - The West Devon Climate Change and Biodiversity Action Plan (which will be aligned to the Devon Carbon Plan)
- 6.6 In order to set the context and evidence base for the plans, it is recommended that the Council develops a Climate Change and Biodiversity Strategy to provide the framework and set out the organisational aims and objectives. The Strategy, once adopted by the Council, would support all six Corporate Themes and ensure that Climate Change and Biodiversity are key factors in future decision making.

7. Setting Targets

- 7.1 Setting targets for reducing carbon emissions is notoriously difficult. A key factor is the level of control over which, in this case, the Council have in securing the necessary reductions. Whilst the Council can influence, promote and support change it has very limited direct control other than over its own activities.
- 7.2 However, it is considered that targets need to align with established and recognised dates as put forward by the Intergovernmental Panel on Climate Change (IPCC) and IPBES.
- 7.3 In addition, as leaders in the Community the Council should help set the standard, be aspirational and promote the changes needed in support of the Climate Change and Biodiversity Emergency that Members declared on 21st May 2019.
- 7.4 It is proposed that two targets are set in line with the Action Plans proposed in 6.5 above.

- 7.5 There are a number of options that are available to the Council for reducing its own organisational carbon footprint;
1. Option 1 - set no targets and measure progress against the Action Plan
 2. Option 2 – set a target to reduce the Council's organisational carbon emissions (Scope 1 and 2 only) to net-zero by 2030
 3. Option 3 - set a target to reduce the Council's organisational carbon emissions (Scope 1,2 and 3) to net-zero by 2030

It is recommended that Option 3 is adopted as it is considered both aspirational and realistic.

- 7.6 In terms of the wider Borough target;
1. Option 1 – set no targets and measure progress against the Action Plan
 2. Option 2 – Commit to working with partners through the Devon Climate Emergency Response Group to reduce West Devon's carbon emissions to net-zero by 2030 at the latest;
 3. Option 3 - Commit to working with partners through the Devon Climate Emergency Response Group to reduce West Devon's carbon emissions to net-zero by 2050 at the latest;

It is recommended that Option 3 is adopted in view of the lack of control the Council has over the vast majority of factors that influence carbon emissions within the Borough and as it aligns both with the Devon Climate Declaration, to which then Council is a signatory, and the Government's position.

- 7.7 In terms of a measurable target for Biodiversity, it is proposed that the Council commission a benchmarking of the baseline habitat value of its green and wooded public open space, and aim for a 10% Biodiversity Net Gain in the value of these sites by 2025.

- 7.8 Defra have recently released a 'Biodiversity Metric Calculator' which is being used for planning purposes (Development Management and Strategic Planning) but equally could be used to establish the current baseline of 'Biodiversity units' at the Council owned public open spaces. The exercise would record the type and size of parcels of habitat within a site, multiplying the sizes by scores for the quality of the existing habitat (which are based on pre-set distinctiveness score and assessed condition, strategic significance and connectivity scores). This gives a biodiversity unit value for each habitat parcel and represents the 'baseline' or 'pre-intervention' value.

- 7.9 The calculation can then be repeated for a post-intervention scenario, typically post-development, but in this case post land management change. In the case of the Council owned public open spaces, changes to the Council's land management such as tree planting or conversion

of part of amenity greenspace/verges to meadow planting would have a positive effect on the biodiversity unit value. The calculation would be repeated periodically to assess performance towards the 10% increase in value as the condition of the habitat parcels improves.

- 7.10 There will be a cost associated, which can be found within existing budgets, with the commissioning of benchmarking of the baseline habitat value and the specification and parameters of this will require careful consideration as this method of assessing the biodiversity value of a site is relatively new (the Biodiversity Metric Calculator is currently a 'test' version). However, in addition to the Climate Change and Biodiversity Action Plan proposals associated with this report, there may be additional benefits to the Council in terms of contributing evidence towards future Open Space Assessments which will be required for Local Plan Reviews. In addition, a commitment to a 10% Biodiversity Net Gain on the Council's estate would be a proactive move which may encourage others, for example Town and Parish Councils, to undertake similar measures.

8. Initiatives the Council is Progressing

- 8.1 The Council has engaged with British Solar Renewable (BSR) and negotiated to purchase a site and develop 2 solar farms, totalling over 20MW capacity. The above is subject to a review of the business case and Member approval.
- 8.2 A staff policy to facilitate a salary sacrifice scheme for pure electric cars is being investigated. The policy, which promotes uptake of Ultra Low Emissions Vehicles (ULEVs), will help reduce emissions from business and commuting mileage.
- 8.3 An electric pool car is on order and is estimated to arrive just ahead of Christmas. The car will be used to reduce business mileage and further promote car sharing for essential journeys.
- 8.4 The Assets team are currently measuring electricity usage at Kilworthy Park to ascertain how much real spare capacity is available with a view to installing further Electric Vehicle (EV) charging capacity.
- 8.5 A review of the Councils current vehicle fleet is underway with the aim of moving over to pure EV over a 5 year period.

9. Resources

- 9.1 In order to progress future work on this agenda, A Climate Change Policy Officer (a two year temporary post) has been included in the budget proposals for 2020/21 at a cost of £25,000 per annum (WDBC share). The post will be reviewed after year 2.

10. Summary

10.1 The Council has established its own carbon footprint and now has an understanding of its climate change impact. Through this and its developing Action Plan, the Council is now in a position to respond positively to the Climate Change and Biodiversity Emergency at an organisational and Borough level.

11. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>As a Category 1 responder under the Civil Contingencies Act 2004 the Council has a duty to plan and prepare a response to an emergency or provide support to those who do.</p> <p>Devon County Council, also a Category 1 responder, declared a Climate Emergency on 21 February 2019.</p>
Financial implications to include reference to value for money	Y	<p>It is highly likely that declaring a climate emergency will have significant financial implications for the Council however it is not possible to estimate costs in advance of detailed work on individual actions within the developing Action Plan.</p>
Risk	Y	<p>A number of risks need to be highlighted; Based on the evidence put forward failing to respond to the emergency is likely to have long term impacts on the council and the community it serves.</p> <p>Acting in a disproportionate manner and directing resources away from other key areas may have adverse impacts in a number of areas including delivery of statutory services, customer satisfaction, vulnerable people and the financial sustainability of the organisation.</p> <p>Implementing new policies without full consideration of their impacts may directly impact on business, economic growth and delivery against the Joint Local Plan housing targets.</p>
Supporting Corporate Strategy	Y	<p>Developing a strategy to meet the challenges of climate change and Biodiversity supports all six corporate themes.</p>

Climate Change - Carbon / Biodiversity Impact	Y	The report focusses on these issues and the impact will be assessed for each arising action.
Comprehensive Impact Assessment Implications		
Equality and Diversity		There are no implications arising from this report
Safeguarding		There are no Safeguarding implications arising from this report.
Community Safety, Crime and Disorder		There are no positive or negative impacts on crime and disorder reduction.
Health, Safety and Wellbeing		Developing a plan to meet the challenges of climate change and biodiversity is likely to have a net positive impact on health, safety and well-being. The magnitude of this impact cannot be assessed at this stage.
Other implications		None at this stage

Supporting Information:

Appendices:

Appendix 1: Draft Climate Change and Biodiversity Action Plan
Appendix 2: West Devon Borough Council Greenhouse Gas Inventory Report

Background Documents:

Devon Climate Declaration
Climate Change and Biodiversity Working Group agenda papers and action notes;
Council meeting agendas and minutes – 21 May 2019 and 23 July 2019.

Draft Master Plan - West Devon Borough Council

Theme	Officer	Proposal	Level of influence	Doing now?	Annual Estimated Net potential Carbon	Annual Estimated Net potential Biodiversity	Timescale to implement (incl. current contract)	Cost	Opportunity	Defer to Devon	Progress	Link to Business Case (if required)	Reduce organisational footprint	Notes/Suggestions	Members notes and suggestions
1 Behaviour Change & Communication - Internal	Andy Wilson	Introduce culture of agile working, working from home & skype meeting to reduce unnecessary travel	1	Y	High	High	Ongoing	Low	Low	N	G				
1 Behaviour Change & Communication - Internal	Andy Wilson	Introduce business train booking account to encourage journeys by rail	1	Y	High	High	Ongoing	Low	Low	N	G				
1 Behaviour Change & Communication - Internal	Andy Wilson	Introduce a car sharing scheme publishing on the intranet the intended journey and times	1	N	Med	Med	2 months	Low	Low	N	R				
1 Behaviour Change & Communication - Internal	Andy Wilson	Introduce a company scheme incentivising the purchase of electric cars	1	N	Med	Med	6 months	Low	Low	N	R				
1 Behaviour Change & Communication - External	Lesley Crocker	Create new website/pages on what residents can do to help fight climate change	1	N	Med	Med	1 month	Low	Low	N	A				
2 Behaviour Change & Communication - External	Lesley Crocker	Litter, packaging and waste must be in key messages	1	N	Low	Low	3 months	Low	Low	N	R				
1 Behaviour Change & Communication - Internal	Andy Wilson	Use of electric car between KP & FH	2	N	Med	Med	1 year	Med	Low	N	R			Vehicle being leased in December to enable trial to commence	
1 Behaviour Change & Communication - Internal	Andy Wilson	Provide new electric charging points	2	N	High	High	6 months	Med	Med	N	R				
1 Behaviour Change & Communication - Internal	Andy Wilson	Encourage car sharing by paying 5p per mile if sharing on a business journey	3	Y	Med	Med	Ongoing	Med	Med	N	G				
1 Behaviour Change & Communication - Internal	Andy Wilson	Change criteria for essential car user allowance, remove minimum mileage requirement and don't reimburse between FH&KP	3	Y	High	High	Ongoing	Med	Med	N	G				
1 Behaviour Change & Communication - External	Lesley Crocker	Encourage residents to sign up to paperless billing and communication	4	N	Low	Low	1 months	Low	Low	N	R				

3 Areas we can enable through policy

4 Areas we can influence locally

5 Areas we can influence nationally through request and lobby

1 Areas we can directly control/guide

2 Areas we can enable through funding

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Draft Master Plan - West Devon Borough Council

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2 Energy Supply	Stuart Truss	Procure truly renewable energy	1	N	High	Med	1 year	High	Low	N	R				
2 Energy Supply	Stuart Truss	Divest from fossil fuels and invest in renewable energy projects	1	N	High	High	2 years	Med	Med	N	R				
2 Energy Supply	Stuart Truss	Explore forming a non-profit green energy company	1	N	High	High	5 years	High	High	N	R				
2 Energy Supply	Stuart Truss	Install low water delivery taps/plumbing to all our toilet facilities at Follaton House	1	N	Low	Low	2 years	Med	Low	N	R				
2 Energy Supply	Stuart Truss	Install much more sophisticated thermostats for the heating system at Follaton House – at the moment it’s either baking or freezing.	1	n	Med	Low	2 years	Med	Low	N	R				
2 Energy Supply	Stuart Truss	Identify areas suitable for renewable energy in the local plan.	2	N	High	Med	5 years	High	High	N	R				
2	Stuart Truss	Rolling programme of electric equipment to move away from petrol/generators.	2	N	High	High	6 months	High	High	N	R				

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3 Walking, Cycling & Public Transport	Tom Jones	Investigate electric bikes for some facility servicing. For instance, it would be much easier for the toilet cleaners to park up in Salcombe and travel to the various locations on an electric bike, especially in high season. It would mean having supplies and cleaning kit at each locality.	1	N	Low	Low	2 years	Low	Low	N	R				
3 Walking, Cycling & Public Transport	Tom Jones	Promote/Require all Taxis to be EV's through licencing	3	N	Med	Low	2 years	Med	Low	N	R				
3 Walking, Cycling & Public Transport	Tom Jones	Introduce differential changes to parking permits e.g Higher carbon emission vehicles pay more.	3	N	Low	Low	2 years	Med	Low	N	R				
3 Walking, Cycling & Public Transport	Tom Jones	Ensure new housing developments are much more walking and cycling friendly.	3	Y	Med	Med		Low	Low	N	A				
3 Walking, Cycling & Public Transport	Tom Jones	Promote/ Require buses to be Electric	4	N	High	Med		Low	Low	Y	R				

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4 Strategic Transport Planning	Tom Jones	District and Borough Councils do not have any direct or specific responsibility for delivering or managing cycling / active transport networks but can influence	4	N	Med	Med		Low	Low	Y	R				
4 Strategic Transport Planning	Tom Jones	Electrification of the main train lines	5	N	High	High		Low	Low	Y	R				
4 Strategic Transport Planning	Tom Jones	Rail and road improvements linked to the future economic well-being of the South West.	5	N	High	High		Low	High	Y	R				

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5 Waste and Resources	Jane Savage	WD aligned service	1	Y	Low	Low	Already implemented	Low	Low	N	A				
5 Waste and Resources	Jane Savage	WD - introduction of rigid mixed plastics & foil	1	Y	Low	Low	Dec-19	Low	Low	N	A				
5 Waste and Resources	Jane Savage	WD - Three weekly residual waste collection	1	Y	Med	Med	Subject tot Member approval planned Apr 2021	Low	Low	N	A				
5 Waste and Resources	Jane Savage/Cathy	Fleet forward plan to include a trial use of electric vehicles for GM/MLO/CEO's.	2	N	High	High	2 years	High	High	N	R				
5 Waste and Resources	Jane Savage	Promote zero to incineration by improved communications	2	N	High	High	1 year	Med	Med	N	R				
5 Waste and Resources	Cathy Aubertin	New EP policy to ensure correct use of litter bins potentially reducing collection need	3	N	Low	Low	6 months	Low	Low	N	R				
5 Waste and Resources	Jane Savage	The Council should support the principles proposed through the English Waste Strategy regarding the Extended Producer Responsibility. The principles support a circular economy approach which will be funded by producers and will lead to better packaging design, improved recycling and better consumer awareness of what can be recycled.	5	N	Med	Med		Low	Low	Y	R				

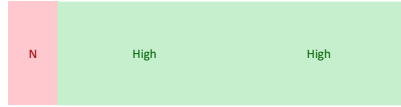
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Draft Master Plan - West Devon Borough Council

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7 New Developments - Internal	Guy Pedrick	Achieve good EPC rating on new Developments.	1	Y	Med	Med	Ongoing	Med	Med	N	A				
7 New Developments - Internal	Guy Pedrick	rainwater harvesting	1	N	Low	Low	Ongoing	Med	Med	N	R				
7 New Developments - Internal	Guy Pedrick	Passive Solar design	1	N	Med	Med	Ongoing	Med	Med	N	R				
7 New Developments - Internal	Guy Pedrick	Recycled and Sustainable construction materials	1	N	Low	Low	Ongoing	Med	Med	N	R				
7 New Developments - External	Phil Baker	JLP policies to reduce the carbon footprint of new development DEV32, DEV33, DEV34	1	Y	Med	Med	Ongoing	Low	Low	N	A			Need to ensure Members/Officers have necessary skill set to assess	
7 New Developments - External	Phil Baker	Change how we invest developer contributions for carbon reduction for example invested directly into energy saving measures to help improve the efficiencies of our existing housing stock through EH networks	1	N	Med	Med	5 years	Med	High	N	R				
7 New Developments - External	Phil Baker	JLP is reviewed every 5 years and we could revise it to better reflect the heightened importance of carbon reduction. The JLP was adopted in March 2019, but a review can be undertaken at any stage within the 5 year review period. The reviews, submission and adoption process is time consuming, so at the latest a review would begin in 2021.	3	N	Med	Med		Med	High	N	R				
7 New Developments - External	Phil Baker	Internal process to create a flow of investment from developer contributions to energy saving projects. It is unclear how much will be available as this depends on to what extent developers contribute onsite renewables – but a mechanism could be established internally that is ready to invest funds when available.	3	N	Low	Low		Med	Med	N	R				
7 New Developments - External	Phil Baker	As part of JLP review consider an Article 4 Direction that removes permitted development rights on class Q barn conversions.	3	N	Low	Low	5 years	Low	Med	N	R				
7 New Developments - External	Phil Baker	Allocate sites for renewable energy, in particular strategic scale solar and wind for both commercial and community energy development	3	N	Med	Low	5 years	Med	Med	N	R				
7 New Developments - Internal	Guy Pedrick	Location for good transport infrastructure	4	N	Med	Med	Ongoing	Med	Med	Y	R				
7 New Developments - Internal	Guy Pedrick	Encourage occupiers to factor in sustainability in work processes	4	N	Low	Low	6 months	Low	Low	N	R				
7 New Developments - External	Phil Baker	JLP adopted a carbon reduction target and aims to reduce carbon emissions by 50% by 2034 (monitored against the 2005 baseline)	4	Y	Med	Med	Ongoing	Low	Low	N	A				
7 New Developments - External	Phil Baker	The LPAs could look to invest more directly in community energy projects though community energy groups. In Plymouth this could be the Plymouth Energy Community, and in SHWD it could be the SWD Community Energy Partnership or similar.	4	N	Med	Med	2 years	Med	Med	N	R				

7 New Developments - Phil Baker
External Change to building regulations, reducing energy demand in new homes towards net zero carbon. This would require the change to the Deregulation Act 2015 as its currently outside the control of local government

5



2 years



Lobbying with Devon/Partners will add weight but can also be done locally.

Draft Master Plan - West Devon Borough Council

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8 Existing Buildings - Internal	Guy Pedrick	Retro-fit Council properties with energy efficient measures	1	N	Med	Med	5 years	High	High	N	R			
8 Existing Buildings - Internal	Guy Pedrick	Explore PV options for car parks	1	N	Med	Med		High	High	N	R			
8 Existing Buildings - Internal	Stuart Truss	Aim for a Higher result in the energy performance certificates	1	N	Med	Med	On going	Med	Med	N	R			
8 Existing Buildings - Internal	Stuart Truss	Energy Efficiency – light fittings changed to LED	1	Y	Med	Med	Ongoing	Med	Med	N	R			
8 Existing Buildings - External	Stuart Truss	More emphasis on renewable technology – solar and air source heat pumps for example	1	N	High	High	5 years	Med	Med	N	R			
8 Existing Buildings - External	Guy Pedrick	Increase PV on tenanted/commercial property	1	N	High	High	2 years	High	High	N	R			
8 Existing Buildings - External	Guy Pedrick	PV on landholdings, but mostly public open space/play areas	1	N	High	High	5 years	High	High	N	R			
8 Existing Buildings - Internal	Stuart Truss	LED at Commercial estate	1	N	Med	Med	On going where we have responsibility	Med	Med	N	R			
8 Existing Buildings - External	Rob Sekula	Plant new trees on open space	1	N	Med	Med	6 months	Low	Low	N	R			
8 Existing Buildings - External	Rob Sekula	Grow samplings (save money too)	1	N	Low	Low	6 months	Low	Low	N	R			
8 Existing Buildings - External	Guy Pedrick	Reduce consumption at toilets (water flushing)	1	N	Low	Low	6 months	Low	Low	N	R			
8 Existing Buildings - External	Stuart Truss	PV on industrial units and secure feed in tariff to grid - post 1.04.19 FIT not available to commercial installations	1	N	High	Med	Currently not achievable	High	High	N	R			
8 Existing Buildings - External	Stuart Truss	Purchase our energy from green suppliers (Stuart) contract - depends on contracted supplier agreeing switch	1	N	High	Med	1 year	Low	Low	N	R			
8 Existing Buildings - External	Ian Luscombe	Promoting ECO grants for home insulation, efficient heating systems and sustainable energy sources for owner occupied and tenanted properties	2	Y	High	Med	Ongoing	Med	High	N	R			
8 Existing Buildings - External	Stuart Truss	Electric car charging points in car parks	2	Y	Med	Med	Ongoing	Med	Med	N	R			
8 Existing Buildings - Internal	Stuart Truss	Opportunity for ground source heat pump at Follaton -installation implications for site	2	N	Med	Med	5 years	High	High	N	R			
8 Existing Buildings - External	Guy Pedrick	Wind turbines in industrial estates	2	N	High	Med	5 years	High	High	N	R			
8 Existing Buildings - External	Guy Pedrick	Tenanted property/commercial – 3-4% PV, no heating installed, EPC is now necessary in some cases	3	Y	High	Med	Ongoing	Med	Med	N	R			
8 Existing Buildings - External	Guy Pedrick	Electric charging points in industrial estates	4	N	High	High	6 months	High	High	N	R			
8 Existing Buildings - External	Guy Pedrick	Green messaging in tenants handbook – encourage tenants to buy green energy	4	N	High	Med	6 months	Low	Low	N	R			
8 Existing Buildings - Internal	Stuart Truss	Biomass boilers at HQ building - wil investigate	1	N	Med	Med	5 years	High	High	N	R			

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Draft Master Plan - West Devon Borough Council

Theme	Officer	Proposal	Level of influence (see chart to the right)	Doing now?	Annual Estimated Net potential Carbon Saving/Benefit	Annual Estimated Net potential Biodiversity Saving/Benefit	Timescale to implement (incl. current contract lengths)	Cost	Opportunity	Defer to Devon Carbon Plan	Progress	Link to Business Case (if required)	Reduce organisational footprint	Notes/ Suggestions	Members notes and suggestions
9 Greening the Economy - Internal	Rosie Wilson	Contract Procedure Regulations which already contain Environmental Sustainability aspects when procuring via our standard selection questionnaire or through the use of frameworks or dynamic purchasing systems whereby the suppliers are already prequalified with a similar standard selection questionnaire.	1	Y	Med	Med	Ongoing	Med	Med	N	G				
9 Greening the Economy - Internal	Rosie Wilson	Devon Districts Procurement Strategy in place 2015-2019	1	Y	Med	Med	Ongoing	Low	Low	N	G				
9 Greening the Economy - Internal	Rosie Wilson	Sustainability in Commissioning Policy in place	1	Y	Med	Med	Ongoing	Low	Low	N	G				
9 Greening the Economy - Internal	Rosie Wilson	Responsible Procurement Strategy in place	1	Y	Med	Med	Ongoing	Low	Low	N	G				
9 Greening the Economy - Internal	Rosie Wilson	Removal of Sustainability in Commissioning Policy and amalgamating with 6 other policies into 1 Sustainable Procurement Policy	1	N	Med	Med	Deadline Jan	Low	Low	N	R				
9 Greening the Economy - Internal	Rosie Wilson	Introducing new Devon Districts Procurement Strategy 2019-2022.	1	N	Low	Low	Deadline Apr	Low	Low	N	R				
9 Greening the Economy - Internal	Rosie Wilson	The Sustainable Procurement Policy also include ideas about how we can be sustainable day to day (outside of procurement).	1	N	Med	Med	Deadline Jan	Low	Low	N	R				
9 Greening the Economy - Internal	Rosie Wilson	Introduction of new Sustainable Procurement Policy – however, we need to bear in mind that environmental sustainability, whilst it can be considered, can be challenging for some procurements due to increased costs.	1	N	Med	Med	Deadline JAN	Low	Low	N	R				
9 Greening the Economy - External	Tom Jones	Draw together external organisations, who have active projects in the pipeline.	4	N	Med	Med	6 months	Low	Low	Y	R				
9 Greening the Economy - External	Tom Jones	Bring groups together in a District / Borough (including DNPA) wide fora	4	N	Med	Med	6 months	Low	Low	Y	R				

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Draft Master Plan - West Devon Borough Council

Theme	Officer	Proposal	LEVEL OF influence (see chart to the right)	Doing now?	Annual Estimated Net potential Carbon Saving/Benefit	Annual Estimated Net potential Biodiversity Saving/Benefit	Timescale to implement (incl. current contract lengths)	Cost	Opportunity	Defer to Devon Carbon Plan	Progress	Link to Business Case (if required)	Reduce organisational footprint	Notes/ Suggestions	Members notes and suggestions
10 Individual and Collective Action - Internal	Andy Wilson	Reduce personal commuter mileage by more use of agile working	1	N	Low	Low	6 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Reduce business mileage by greater use of technology to reduce need to attend meetings	1	N	Med	Med	6 months	Med	Med	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Reduce business mileage by encouraging customer self-service and reduce need for officer/customer to travel	1	N	Med	Med	1 year	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Further encourage and incentivise alternative modes of travel e.g. use of rail, public transport	1	N	Med	Med	6 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Publicise/incentivise change of residential energy provider	1	N	Med	Med	2 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Encourage/incentivise use of electric cars	1	N	Med	Med	6 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Encourage/incentivise greater use of cycles for commuting	1	N	Low	Low	2 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Reduce energy consumption at home – install greater insulation, use less hot water, use less heating, turn off electrical appliances when not in use, don't use unnecessary appliances like tumble dryer etc.	1	N	Med	Med	6 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Make sure Council finances are invested with 'green banks'	1	N	Low	Low	1 year	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Commit to buying less new products, to greater recycling and greater use of re-used (second-hand) products	1	N	Med	Med	6 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Identify individual commute and business usage and set reduced targets	1	N	Med	Med	1 year	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Provide free/subsidised home energy audit to advise employees on how to reduce carbon footprint of home	1	N	Med	Med	1 year	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Provide advice/support to allow employees to calculate the impact of their lifestyles	1	N	Low	Low	6 months	Low	Low	N	R				
10 Individual and Collective Action - External	Lesley Crocker	Support the council be exploring the use of webinars for training	1	N	Med	Med	2 months	Med	Med	N	R				
10 Individual and Collective Action - External	Lesley Crocker	Explore other channels for communicating with residents that are not in print	1	N	Low	Low	6 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Take greater personal responsibility for the use of car sharing, particularly between KP and FH.	3	N	Low	Low	6 months	Low	Low	N	R				
10 Individual and Collective Action - External	Lesley Crocker	Encouraging a culture in the teams of not printing unless they need to	3	Y	Low	Low	Ongoing	Low	Low	N	G				
10 Individual and Collective Action - Internal	Andy Wilson	Encourage people to reduce animal protein in their diet	4	N	Low	Low	2 months	Low	Low	N	R				
10 Individual and Collective Action - Internal	Andy Wilson	Volunteer/support collective action via community groups	4	N	Low	Low	1 year	Low	Low	N	R				

10 Individual and
Collective Action -
Internal

Andy
Wilson

Incentivise the use of public transport

4



6 months



Draft Master Plan - West Devon Borough Council

Theme	Officer	Proposal	Level of influence	Doing now?	Annual Estimated Net potential Carbon	Annual Estimated Net potential Biodiversity	Timescale to implement (incl. current contract	Cost	Opportunity	Defer to Devon	Progress	Link to Busines	Reduce organisational	Notes/ Suggestions	Members notes and suggestions
11 Community Engagement	Lesley Crocker	Informing residents about how they can recycle – using norming messaging	1	Y	Med	Med	Ongoing	Low	Low	N	G				
11 Community Engagement	Lesley Crocker	Informing residents about what we are doing with climate change	1	Y	Low	Low	Ongoing	Low	Low	N	G				
11 Community Engagement	Lesley Crocker	Push the recycling messages hard this Christmas / Halloween	1	N	Low	Low	2 weeks	Low	Low	N	R				
11 Community Engagement	Lesley Crocker	Demonstrate the effectiveness of the campaigns and celebrate how well the public are doing by telling them after Christmas	1	N	Low	Low	2 months	Low	Low	N	R				
11 Community Engagement	Lesley Crocker	Link in more with recycle Devon and all of the other efforts that people are going around the District and borough	1	N	Low	Low	2 months	Low	Low	N	R				
11 Community Engagement	Lesley Crocker	Create an e newsletter and get people who are interested in supporting our emergency to sign up – begin to build an army of interested people	1	N	Low	Low	6 months	Low	Low	N	R				

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Draft Master Plan - West Devon Borough Council

Theme	Officer	Proposal	Level of influence (see chart to the right)	Doing now?	Annual Estimated Net potential Carbon Saving/Benefit	Annual Estimated Net potential Biodiversity Saving/Benefit	Timescale to implement (incl. current contract lengths)	Cost	Opportunity	Defer to Devon Carbon Plan	Progress	Link to Business Case (if required)	Reduce organisational footprint	Notes/ Suggestions	Members notes and suggestions
12 Land Use Change for Carbon Sequestration	Rob Sekula	Supporting individual tree planting requests on estate	1	Y	Low	Low	Ongoing	Low	Low	N	G				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Securing tree planting through development proposals	1	Y	Low	Low	Ongoing	Low	Low	N	G				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Plant up our own land ourselves subsidised by grants (but unlikely to receive any/significant maintenance support)	1	N	Med	Med	2 years	Med	Med	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Buy land to plant – within Strategic Nature Areas or to contribute to forthcoming Devon Nature Recovery Network – South Hams forest/woodland (either funded/part funded by Biodiversity Net Gain, Woodland Creation Grants - Countryside Stewardship <£6,800 per ha, possibly followed by Woodland Management Grants), Woodland Trust partnership, but likely to be significant additional cost to the LA particularly land purchase cost and ongoing maintenance costs. Possible woodland managers living on site in temporary accommodation (subject to planning) – i.e. sustainable and Low cost woodland management?	1	N	Med	Med	5 years	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Support more/all approaches by communities for tree planting on our land where they source free trees (and is consistent with land use and not likely to lead to conflict with neighbours) – but maintenance costs	1	N	Med	Med	2 years	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Fix more carbon in vegetation cover (relaxing cutting regime)	1	N	Med	Med	6 months	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Look at alternative grass/plant mixes in any new sowing, using varieties to increase soil carbon sequestration.	1	N	Med	Med	1 year	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Potential use of biodiversity net gain funds to contribute to community planting schemes	1	N	Low	Low	2 years	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Pushing tree planting agenda within Neighbourhood Plans (allocating spaces for woodland creation and sustainable management perhaps)	1	N	Med	Med	1 year	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Tree planting, supporting resident interest in planting on Council land where they can obtain free trees	1	N	Med	Med	1 year	Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	EOI to Urban Tree Challenge Fund for Ph2 with bids in 2020/21	1	N	Med	Med		Low	Low	N	R				
12 Land Use Change for Carbon Sequestration	Rob Sekula	Policy of replanting X number of trees for each tree felled dependant on trunk diameter at 1.5m height (using table included in JLP SPD)	1	N	Med	Med		Low	Low	N	R				

12	Land Use Change for Carbon Sequestration	Rob Sekula	Ringfencing and promoting a % of Members grant schemes (SCLF/Localities Fund) towards tree planting schemes for community groups, Town and Parish Councils, or a % of the WD Community Project grant scheme towards a 'Tree Planting grant scheme' (we did this in 2010 for the International Year of Biodiversity)	1	N	High	High	1 year	Low	Low	N	R
12	Land Use Change for Carbon Sequestration	Rob Sekula	Urban Tree Challenge Fund (Phase 2 – 2020/21)	4	N	Med	Med	2 years	Low	Low	N	R
12	Land Use Change for Carbon Sequestration	Rob Sekula	Increasing approaches from residents for tree planting on Council land (spurred by National Tree Week/plant a tree campaigns)	4	N	Med	Med	1 year	Low	Low	N	R
12	Land Use Change for Carbon Sequestration	Rob Sekula	Natural Environment Design Guide to support Development Management proposals – establishing importance of street trees in urban/built environment proposals, trees in new hedgelines, and tree/woodland planting as part of onsite public open space provision	5	N	Med	Med	5 years	Med	Med	N	R
12	Land Use Change for Carbon Sequestration	Rob Sekula	Biodiversity Net Gain likely to be mandated – generating Es for planting		N						N	R
12	Land Use Change for Carbon Sequestration	Rob Sekula	Natural coastal and flood management approaches to increase carbon sequestration, reduce erosion, deliver improved catchment management (?)		N	Med	Med		Med	Low	N	R
12	Land Use Change for Carbon Sequestration	Rob Sekula	Targeting biodiversity net gain (and offsite compensation) at tree planting where appropriate, increasing and connecting woodland SNAs		N	Low	Med		Med	Low	N	R

Draft Master Plan - West Devon Borough Council

Theme	Officer	Proposal	Level of influence (see chart to the right)	Doing now?	Annual Estimated Net potential Carbon Saving/Benefit	Annual Estimated Net potential Biodiversity Saving/Benefit	Timescale to implement (incl. current contract lengths)	Cost	Opportunity	Defer to Devon Carbon Plan	Progress	Link to Business Case (if required)	Reduce organisational footprint	Notes/ Suggestions	Members notes and suggestions
13 Biodiversity	Rob Sekula	Applying JLP policies (as well as other related policy and legislation) relating to development and the conservation and enhancement of biodiversity	1	Y	Med	Med	Ongoing	Low	Low	N	G				
13 Biodiversity	Rob Sekula	Do not use fertiliser, no weedkiller used on beds	1	Y	High	High	Ongoing	Low	Low	N	G				
13 Biodiversity	Rob Sekula	Produce c.50 tons of wood chip each year for use on shrub beds and under hedge lines, also have a bio shredder producing c.30 tons of compost that we also use on beds.	1	Y	High	High	Ongoing	Low	Low	N	G				
13 Biodiversity	Rob Sekula	Review own estate management in terms of Grounds Maintenance	1	N	High	High	2 years	Low	Low	N	R				
13 Biodiversity	Rob Sekula	Review GM layer and assess potential for amending to increase wildlife value balanced against amenity requirements (e.g. for short grass for dog walking/recreation, etc)	1	N	Med	Med	1 year	Low	Low	N	R				
13 Biodiversity	Rob Sekula	Relax cutting regimes – i.e. cut less often/vary leaving uncut majority, well cut margins, cut later in the year	1	N	Low	Low	1 year	Low	Low	N	R				
13 Biodiversity	Rob Sekula	Scrape sites, reseed with wildflower mix, annual cut, use mixes that increase soil carbon sequestration	1	N	Low	Low	1 year	Low	Low	N	R				
13 Biodiversity	Rob Sekula	Introduction of wildlife measures (e.g. hibernacula in appropriate sites, bird and bat boxes, bug hotels, etc)	1	N	Low	Low	2 year	Low	Low	N	R				
13 Biodiversity	Rob Sekula	PR relating to purpose of any revised approach (e.g. managing community expectations and a level of complaint about 'unkempt/untidy' sites, lazy Councils, etc)	1	N	Low	Low	6 months	Low	Low	N	R				
13 Biodiversity	Rob Sekula	Look to reduce/eliminate weedkiller use on hard surfaces	1	N	High	High	6 months	Low	Low	N	R				
13 Biodiversity	Rob Sekula	Produce Natural Environment Design Guide to sit alongside the JLP and SPD as a guide for good design for biodiversity (amongst other ecosystem services) within new development	1	N	Med	High	1 year	Med	Low	N	R				
13 Biodiversity	Rob Sekula	Ensure the DBRC SLA is a revenue budget line (currently funded through 'new burdens money' contributing to safeguarding the Local Wildlife Sites network)	1	N	Med	Med	1 year	Med	Low	N	R				
13 Biodiversity	Rob Sekula	Put additional resource to a 'biodiversity officer' post – namely with respect to avoiding backlog of DM and consultation responses (i.e. to make sure no potential for missing responses) and ensuring policy is correctly and consistently applied, or potentially contribute to a shared DCC ecologist post for this purpose	1	N	High	High	6 months	High	High	N	R				

13 Biodiversity	Rob Sekula	Potentially skim/apply a % management fee to offsite compensation/Biodiversity Net Gain payments (via s106) to part fund a new/existing role (there will be an additional pressure) in terms of findings sites to delivery this offsite habitat creation (which the LA could either buy and manage, or work in partnership with another, e.g. DWT, RSPB).	1	N	High	High	6 months	Med	Med	N	R
13 Biodiversity	Rob Sekula	Monitor work being undertaken by the PCC Green Estates team on their natural capital accounting tool, and seek to learn from this.	1	N	Low	Low	1 year	Low	Low	N	R
13 Biodiversity	Rob Sekula	Tweaking management of some sites within own estate likely to be quickest win – in terms of relaxing cutting regimes. (scraping/reseeding, etc, would take some more research about costs and suitability, and much more positive PR due to current level of complaints we receive about long grass!)	1	N	Med	Med	3 months	Low	Low	N	R
13 Biodiversity	Rob Sekula	Check potential for amending GM contract (in WD)	1	N	Med	Med	1 year	Low	Low	N	R
13 Biodiversity	Rob Sekula	Encourage the creation of living walls to encourage biodiversity also roof top bee hives and gardens - WD could potentially create these on viaducts?	1	N	Low	High	1 year	Low	High	N	R
13 Biodiversity	Rob Sekula	Fund forthcoming baseline mapping of the DNRN (critical in guiding future spend of £s generated from development towards offsite compensation and BNG measures)	2	N	Low	Low	1 year	Med	Low	N	R
13 Biodiversity	Rob Sekula	Consult Town and Parish Councils over changes to their practices	3	N	Low	Med	1 year	Low	Low	N	R
13 Biodiversity	Rob Sekula	Any new development led by SHWD to be exemplar (e.g. Building with Nature, bird and bat boxes, good design with GI, etc).	4	N	Med	Med	tbc	Med	Med	N	R
13 Biodiversity	Rob Sekula	Funding the Ancient Woodland Inventory review		Y	Low	Low	Ongoing	Med	Low	N	G
13 Biodiversity	Rob Sekula	Working with other LPAs across Devon to get ahead of the curve on Biodiversity Net Gain, including pushing the new Defra Biodiversity Metric 2.0 at pre-app for new applications		Y	Low	Med	Ongoing	Low	Low	N	G
13 Biodiversity	Rob Sekula	Increase in 'offsite compensation' and Biodiversity Net Gain measures to restore and create new habitat		N	Med	High	1 year	Low	Low	N	R
13 Biodiversity	Rob Sekula	Devon Nature Recovery Network mapping		N	Low	Med	1 year	Med	Low	N	R
13 Biodiversity	Rob Sekula	JLP SPD (covering approach to BNG – first in Devon)		N	Med	Med	6 months	Low	Low	N	R
13 Biodiversity	Rob Sekula	Supporting mapping of local ecological networks/corridors within Neighbourhood Plans		N	Low	Med	1 year	Med	Low	N	R

West Devon Borough Council

Greenhouse Gas Inventory 2018/19

Company Information

West Devon Borough Council

Kilworthy Park, Drake Road, Tavistock, Devon, PL19 0BZ.

Reporting Period

1st April 2018 to 31st March 2019

Reasons for Change in Emissions

This is the first year that an organisational greenhouse gas (GHG) footprint has been undertaken for the organisation following this method. Future annual updates will include a running commentary of the key drivers for changes in GHG emissions in this section.

Quantification and Reporting Methodology

The quantification of emissions has been undertaken in accordance with Chapter 3 of *HM Government 2019, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance*¹.

The *2018 UK Government GHG Conversion Factors for Company Reporting (version 1.01)* were used in the calculations².

Organisational Boundary

The financial control approach has been used.

Operational Scopes

Scopes 1, 2 and certain Scope 3 emissions (as described in the detailed inventory) have been measured in metric tonnes of carbon dioxide equivalent (tCO₂e).

Summary Inventory

Emissions by scope measured in tCO₂e are shown in the inventory and graph below.

Total gross emissions in 2018/19 were 5,199 tCO₂e.

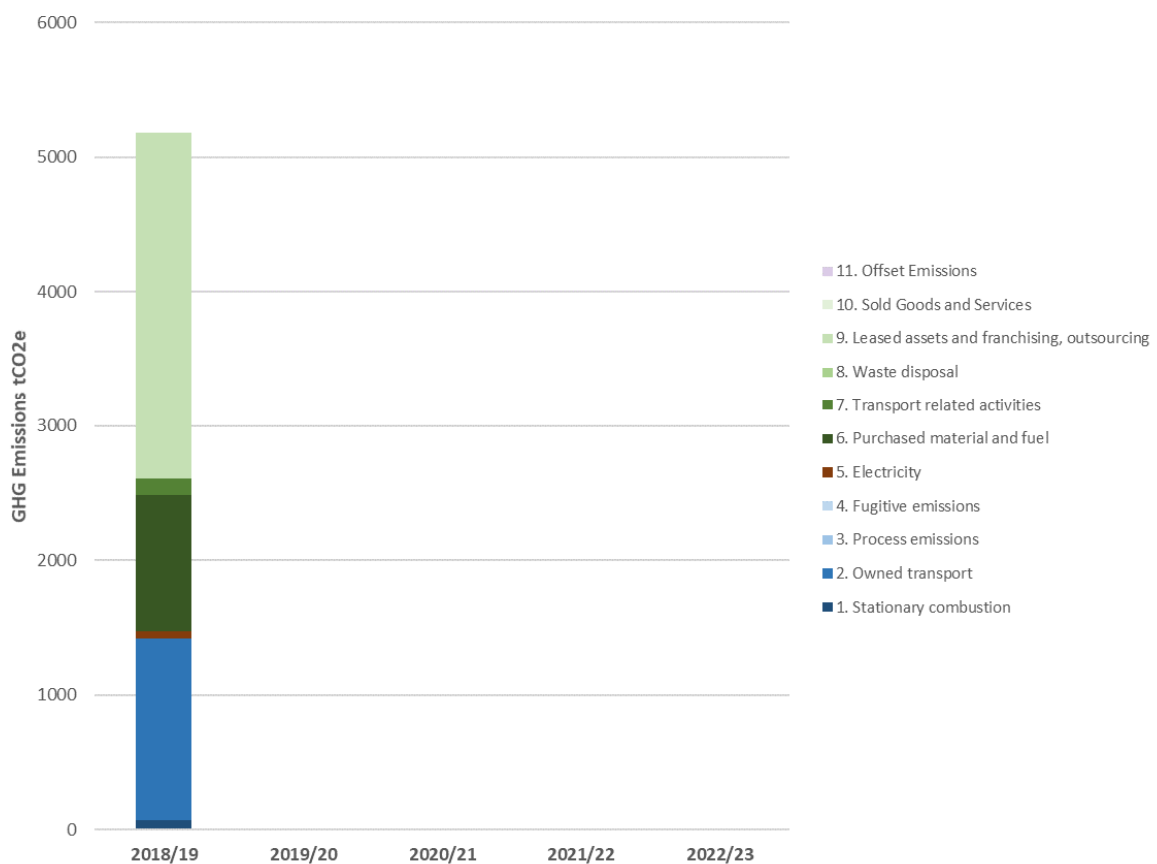
¹ <https://www.gov.uk/government/publications/environmental-reporting-guidelines-including-mandatory-greenhouse-gas-emissions-reporting-guidance>

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

No.	Category	2018/19
SCOPE 1: Direct GHG emissions and removals		1435.2
1.	<i>Stationary combustion</i>	73.3
2.	<i>Owned transport</i>	1361.9
3.	<i>Process emissions</i>	0.0
4.	<i>Fugitive emissions</i>	0.0
SCOPE 2: Energy GHG indirect emissions		51.0
5.	<i>Electricity</i>	51.0
SCOPE 3: Other indirect GHG emissions		3713.2
6.	<i>Purchased material and fuel</i>	1017.1
7.	<i>Transport related activities</i>	123.8
8.	<i>Waste disposal</i>	0.0
9.	<i>Leased assets and franchising, outsourcing</i>	2572.4
10.	<i>Sold Goods and Services</i>	0.0
TOTAL GROSS FOOTPRINT (SCOPES 1, 2 and 3)		5199.4
11.	<i>Offset Emissions</i>	0.0
TOTAL NET FOOTPRINT (SCOPES 1, 2 and 3 and Offsets)		5199.4

Annual GHG Emissions by Category

(Scope 1 = blue, Scope 2 = red, Scope 3 = green)



Base Year

The base year is taken as this year, namely 2018/19. Subsequent years will report progress against the base year.

Targets

West Devon Borough Council is in the process of considering an appropriate target for GHG reduction, including potentially to achieve net zero emissions by 2030.

Intensity Measurement

Emissions have been quoted in absolute terms only.

External Assurance Standard

The inventory has been compiled by the Centre for Energy and the Environment at the University of Exeter.

Carbon Offsets

No carbon credits have been purchased.

Detailed Inventory

Scope 1

Scope 1 includes four emission categories. The assumptions made for each of these were as follows:

1. Stationary Combustion: Emissions associated with combustion of fuels in stationary equipment (typically boilers in buildings). Consumption data provided for three buildings. Kilworthy Park data from a Display Energy Certificate, Tavy and Okehampton Business Park from metered data and fuel purchases. Note, periods not aligned to reporting period so extrapolation was necessary.
2. Owned Transport: Emissions associated with mobile equipment, typically transport equipment e.g. localities vehicles, maintenance vans and LA owned cars etc. Emissions were from fuel bought on forecourts data available on volume of fuel. This is split 66:34 between South Hams and West Devon. Note, fuel consumption from Waste and Cleansing vehicles has been calculated under category 9 (data collected from outsourced service FCC). Fuel use from mobile machinery was calculated based on estimates of fuel use for tools, lawnmowers and tractors.
3. Process Emissions: Waste collection is part of the Council's obligations – those emissions are included within transport based emissions (2. Owned Transport). Waste processing is a function of upper tier authorities and so are out of scope for second tier authorities. There are no other process emissions.
4. Fugitive Emissions: Emissions due to leakage of refrigerant from air conditioning systems. There are only a few small localised air conditioning and whilst data on leakage does not exist, it is likely to be very low.

The results are shown in the Table below.

No.	Category	2018/19
SCOPE 1: Direct GHG emissions and removals		1435.2
1. Stationary combustion		73.3
1	Kilworthy Park	37.0
1	Tavy Business Centre	13.1
1	Okehampton Business Centre LPG	22.4
1	Okehampton Business Centre biomass	0.8
2. Owned transport		1361.9
2	Fuel in own vehicles from forecourts	1345.9
2	Mobile Machinery	16.0
3. Process emissions		0.0
3	Not applicable	0.0
4. Fugitive emissions		0.0
4	Not applicable	0.0

Scope 2

Scope 2 includes one emission category. The assumptions made were as follows:

- Electricity: Emissions associated with purchased electricity. This includes all owned buildings including leased out buildings as these are on an Operating Lease. Calculations undertaken for the same buildings and on the same basis as those in category 1.

The results are shown in the Table below.

No.	Category	2018/19
SCOPE 2: Energy GHG indirect emissions		51.0
5. Electricity		51.0
5	Kilworthy Park	33.3
5	Tavy Business Centre	1.9
5	Okehampton Business Centre	12.2
5	20 Plymouth Road	3.6

Scope 3

Scope 3 includes five emission categories. The assumptions made for each of these were as follows:

- Purchased material and fuel: Embedded emissions of all purchased materials and fuels. Materials emissions were taken to be emissions associated with the purchase of goods. These were established by identifying the "top 10" contracts from the council's procurement records and allocating these to a sector (within goods or services). Emissions were calculated using a conversion factor from Annex E of Environmental Reporting Guidelines. Well to Tank (WTT) emissions from fuels and processes were calculated from all the other sections in the inventory with the exception of sections 3, 4, 8, 9 and 10.
- Transport related activities: Emissions from grey fleet, business travel and commuting: Grey fleet: Based on mileage at 45p/mile. Business travel (road/rail/air): Based on spend on train/plane/taxi. Commuting: Based on provided distances from employee to office, assumed number of journeys (260 for FT), split of FT to PT, and assume average car unknown fuel.

Councillor mileage: Based on supplied annual mileage and assume unknown car size and fuel.

8. Waste disposal: Emissions associated with disposal of the Council's own waste e.g. from its offices (as opposed to waste produced by constituents). No data was available, though from past projects it is expected that this would be a very small number in the context of the overall footprint.
9. Leased assets and franchising, outsourcing: This covers all emissions from outsourced services. Emissions from energy use at the leisure centres (based on metered fuel consumption data) was calculated in the same manner as for categories 1 and 5. Emissions from waste and cleansing vehicles were calculated based on litres of fuel (data provided by FCC). Emissions from procured services were calculated in the same manner as for goods in category 6. As the contracts for the leisure centres and waste collection were already included in the procurement spend, only the balance of emissions from procured services were added.
10. Sold goods and services: The council state that no additional sold goods or services have been identified.

The results are shown in the Table below.

No.	Category	2018/19
SCOPE 3: Other indirect GHG emissions		3713.2
6. Purchased material and fuel		1017.1
6	Well to Tank Emissions fuels	376.4
6	Procured Goods	640.7
7. Transport related activities		123.8
7	Commuting	100.0
7	Councillor mileage	12.6
7	Car travel/parking/ferry/toll expenses	11.1
7	Air Travel	0.0
7	Rail Fares	0.1
7	Taxi Fares	0.0
8. Waste disposal		0.0
8	Not applicable	0.0
9. Leased assets and franchising, outsourcing		2572.4
9	Meadowlands Leisure Centre	335.7
9	Parklands Leisure Centre	308.7
9	Fuel from refuse collection (outsourced to FCC)	498.4
9	Procured services balance	1429.7
10. Sold Goods and Services		0.0
10	Not applicable	0.0

Net Footprint

As well as the headline gross footprint, the net footprint can be reported as a secondary output. This can include reductions in GHG emissions associated with the generation of renewable energy, and the purchase of carbon offsets. Neither of these were present for the period considered.

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Report to: **COUNCIL**
Date: **17 December 2019**
Title: **Sustainable Procurement Policy and Procedure**
Portfolio Area: **Council – Cllr Jory**

Wards Affected: **all**

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

Date next steps can be taken: Recommendation that The Sustainable Procurement Policy and Procedure 2019 is endorsed.

Author: **Rosanna Wilson** Role: **Corporate Procurement Officer**

Contact: **Telephone/email: 07403995515
rosanna.wilson@teignbridge.gov.uk**

RECOMMENDATION

That Council be RECOMMENDED to:

- 1. approve the Sustainable Procurement Policy (as attached at Appendix A);**
- 2. agree for the 6 policies sitting under the 'Responsible Procurement Strategy' to be replaced with the Sustainable Procurement Policy; and**
- 3. agree that a review into the approved Sustainable Procurement Policy be undertaken in six months' time.**

1. Executive summary

- 1.1 The Sustainable Procurement Policy and Procedure (SPP) (2019) (as attached at Appendix A) has been produced to advise Officers how they can consider sustainability throughout the Procurement lifecycle;

1.2 What did WDBC have in place prior to the SPP?

- 1.2.1 Prior to the creation of the SPP, there were 6 policies sitting under The Responsible Procurement Strategy. One of these policies included "The Sustainability in Commissioning Policy". The 5 other policies were: Social Value, Ethics, Equality & Diversity, Health & Safety and Safeguarding;
- 1.2.2 Aspects were taken from each policy and incorporated into the SPP under the appropriate 4 elements: Environmental Sustainability, Equality & Diversity, Social Value and Ethics. Sustainable Procurement takes into account all of these aspects as this is the Council's Corporate Social Responsibility;
- 1.2.3 The SPP takes officers through the Procurement cycle containing 5 stages: identifying the need, defining the need, tender/quote, contract award and finally contract management. It advises the officer how to consider sustainable procurement at each stage whilst considering a 10% weighting for environmental sustainability as a minimum;
- 1.2.4 A "Timber Pledge" has also been added to the SPP under section 4. This is a pledge that TDC will not procure timber and wood derived products at the expense of the future of the world's forests;
- 1.2.5 The SPP ends with ideas about how Officers can be more sustainable outside of Procurement in keeping with the 4 elements of Environmental Sustainability, Social Value, Equality & Diversity and Ethics.

2. Background

- 2.1 The SPP (2019) will advise Officers how to consider and incorporate sustainable procurement throughout the procurement cycle;
- 2.2 The SPP takes into account Social Value aspects as well as Environmental aspects. In terms of Social Value, WDBC's local spend is 8%. We need to see this increased. In terms of environmental aspects, WDBC has signed the Devon Climate Declaration and this draft Policy will help officers work towards tackling the Climate Change and Biodiversity Emergency;
- 2.3 The draft SPP fits with both the National Procurement Strategy and The Climate Change Emergency declaration;

- 2.4 The draft SPP will affect officers as they will need to adhere to this Policy when procuring. It will affect suppliers as they will need to take into account our sustainable procurement assessments when submitting a bid;
- 2.5 The Climate Change and Biodiversity Working Group has also viewed the draft SPP and supports its adoption.

3. Outcomes/outputs

- 3.1 In the event of the Council approving the draft SPP, it is intended that the document is published before the start of the new calendar year.
- 3.2 Success will be evaluated as an increase in local spend and an increased awareness of environmental sustainability that can be measured (e.g. through the amount of local spend during the financial year and the amount of Sustainable Procurement that the Council has taken into account within its tenders). It is intended that the success will be seen during the 2021/22 Financial Year;

4. Options available and consideration of risk

- 4.1 The main alternatives would be to either keep the 6 policies as they are and do nothing or to introduce a mandatory weighting for sustainable procurement within the approved SPP;
- 4.2 If the Council did nothing, then the awareness of sustainable procurement will not be raised and the local spend and environmental factors will remain the same;
- 4.3 If the Council set a mandatory weighting, then it could mean an increase in costs. Moreover, it may not be relevant to certain procurement exercises.

5. Proposed Way Forward

- 5.1 It is recommended that the draft SPP be adopted and that its effectiveness be evaluated in six months' time.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		The Council's Contract Procedure Rules are contained within its Constitution and these will be updated in the event of the SPP being adopted.
Financial implications to include reference		There are no financial implications directly associated with this report.

to value for money		
Risk		The risk implications are outlined at Section 4 of the report.
Supporting Corporate Strategy		Council – delivering efficient and effective services.
Climate Change - Carbon / Biodiversity Impact		Environmental Sustainability is a key element of the draft Policy.
Comprehensive Impact Assessment Implications		
Equality and Diversity		Equality and Diversity is a key element of the draft Policy
Safeguarding		Safeguarding is a key element of the draft Policy.
Community Safety, Crime and Disorder		N/A
Health, Safety and Wellbeing		N/A
Other implications		N/A

Supporting Information

Appendices:

A – Draft Sustainable Procurement Policy

Background Papers:

Council Constitution



Sustainable Procurement Policy & Procedure



1 Contents

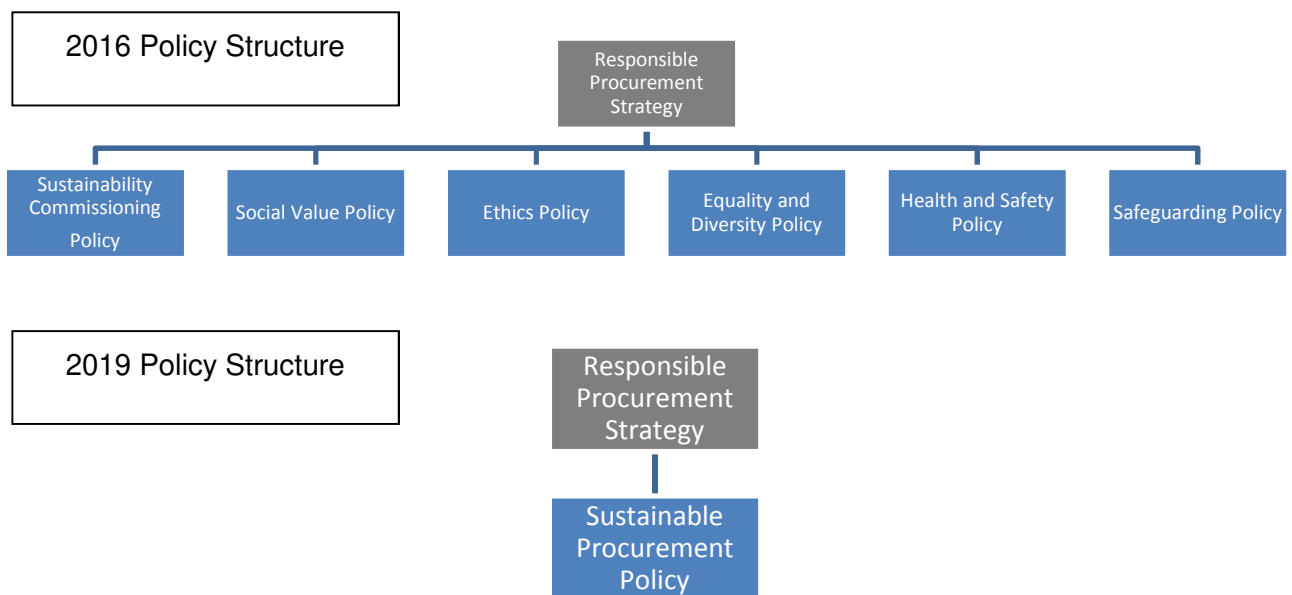
2	Introduction.....	3
2.1	Introduction	3
2.1	What changes have been made?.....	3
2.2	How to follow this document.....	3
2.3	What is Sustainable Procurement?	4
3	Sustainability in the tender process	6
3.1	The Procurement Cycle.....	6
3.2	Identify Need.....	6
3.3	Define Need (specification)	7
3.4	Tender/Quote Stage.....	8
3.5	Contract Award	11
3.6	Contract Management.....	11
4	The Timber Pledge	12
4.1	Timber and Wood Derived Products.....	12
5	Outside The Procurement Cycle.....	13
6	Checklist.....	14

2 Introduction

2.1 Introduction

South Hams District Council and West Devon Borough Council spend approximately £24 million per year on goods, works and services contracts. We recognise the impact that our contracts may have on the environment and that we can influence sustainable practices and policy in our area. This policy and procedure explains how we will aim to incorporate sustainable procurement into our tendering procedures and contracts.

2.1 What changes have been made?



2.2 How to follow this document

The Sustainable Procurement Policy is broken down into 4 elements:

- Environmental Sustainability
- Equality and Diversity
- Social Value
- Ethics

This policy takes you on a journey through the procurement cycle and separates each element at every stage. Moreover, there are ideas provided towards the end of this document as to how you can incorporate sustainable procurement practices in your day-to-day life, along with a checklist for your Tender/Request for Quotation (RfQ).

2.3 What is Sustainable Procurement?

Sustainable Procurement is a process whereby organisations meet their needs for goods, services and works in a way that achieves value for money on a Whole Life Cost (WLC) basis. Moreover, sustainable procurement not only focuses on benefits to the organisation; but also to society and the economy, whilst minimising damage to the environment. It encompasses environmental sustainability, social value, ethics and equality.

2.4 Who should be aware of this policy and procedure?

Employees

This policy and procedure can be read by officers within South Hams District Council and West Devon Borough Council seeking to understand how to include sustainable procurement considerations in their tender/RfQ.

Suppliers

This policy and procedure can be read by suppliers seeking to understand how we will demonstrate our commitment to delivering sustainability throughout the procurement journey.

Residents, Councillors and other interested parties

To be aware of the direction the council is taking and give feedback

2.5 Our priorities

Our priorities in relation to sustainable procurement are illustrated in fig. 1 on page 5.

Thinking about sustainability in these terms can help suppliers understand what we might be looking for in the delivery of our contracts and council officers to understand how to build in these considerations when tendering.

Fig. 1

Environmental Sustainability

- to protect and enhance the environment
- to improve the health and wellbeing of our residents and visitors
- to promote sustainable transport and development
- to minimise the environmental risks linked with work carried out by our contractors
- to minimise our carbon footprint
- to minimise our impact on climate change
- to make sure that employees and suppliers comply with the relevant legislation
- to improve our suppliers' environmental performance
- to pass sustainability obligations down the supply chain

Equality and Diversity

- to pass equality and diversity obligations down the supply chain
- to support our local suppliers in applying for contract opportunities
- to award contracts to a diverse mix of suppliers
- to design services that best meet the needs of service users
- to tackle inequality of access to our services
- to support SME's

Sustainable Procurement Priorities

Ethics

- to eliminate slavery and child labour from the supply chain
- to ensure that people working in the supply chain are treated humanely and have safe and hygienic working conditions
- to ensure suppliers pay the National Minimum Wage (16-24 years old) National Living Wage (25 years+)
- to ensure that people within the supply chain are not required to work excessive hours and have regular employment
- to ensure we have products that are ethically produced
- to pass safeguarding obligations down the supply chain
- to protect the health, safety and welfare of our employees and suppliers.
- to minimise health and safety risks linked to work carried out by our suppliers.
- to ensure that our employees and suppliers comply with the relevant legislation
- to improve suppliers' health and safety and performance
- to reduce instances of reportable illnesses or accidents and long term absences of employees and suppliers related to our contracts
- to pass health and safety obligations down the supply chain

Social Value

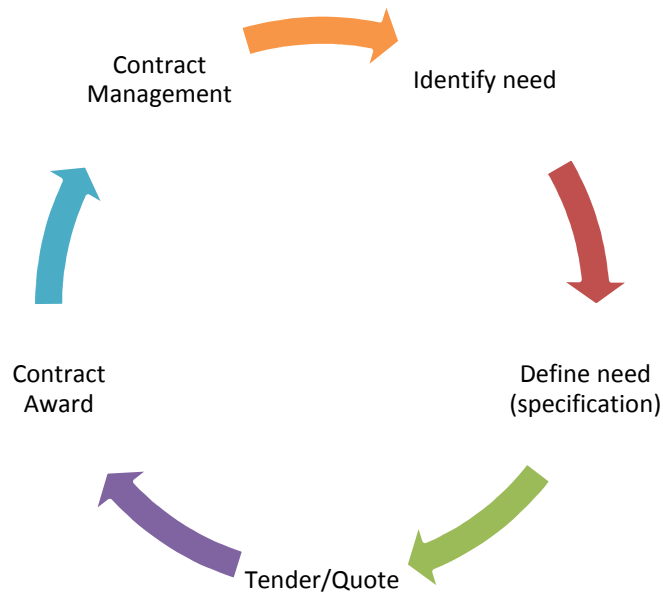
- to boost the local economy
- to encourage innovation
- to encourage training and apprenticeships
- to encourage equality and diversity
- to encourage fair trade
- to promote the procurement process to local suppliers
- to increase local spend
- to reduce carbon emissions through the supply chain
- to encourage biodiversity
- to support SME's

3 Sustainability in the tender process

3.1 The Procurement Cycle

We must consider sustainable procurement at all of the stages of the procurement cycle as shown in fig 2:

Fig. 2



3.2 Identify Need

What is identifying the need?

This could be goods, services or works. The main questions to ask are:

- “Do we really need this?”
- “What alternatives are available?” e.g. we need a new ferry to cross a river – do we buy a ferry or look at alternative modes to cross a river i.e. a bridge.

How we aim to meet our sustainable procurement expectations at this stage:

- **Environmental Sustainability**
 - Do we need this?
 - Agree sustainability outcomes that are linked with our ten year strategy.
 - Are there opportunities for collaboration with other councils for this need in order to gain greater economies of scale from bulk buying?

- **Equality and Diversity**
 - Work with suppliers to understand how we can improve the tender process making it easier for sole suppliers/SME's/local suppliers to bid.
- **Social Value**
 - What local suppliers are available?
 - What apprenticeships/training opportunities are available?
- **Ethics**
 - Consider if there are any safeguarding risks we need to mitigate.
 - Consider if there are any Health & Safety risks we need to mitigate.

3.3 Define Need (specification)

What is a specification?

We know what we need, however, now we need to explain how to get there – i.e. write a specification.

How we aim to meet our sustainable procurement expectations at this stage:

- **Environmental Sustainability**
 - Minimum environmental standards.
 - Ways to reduce our carbon footprint through the supply chain e.g. spend locally?
 - Carbon off-setting.
 - Energy efficient alternatives.
 - Adherence to The Timber Pledge (Page 12).
- **Equality and Diversity**
 - Ensure the specification is easy to understand for all suppliers.
- **Social Value**
 - Is there an opportunity to collaborate with other councils?
 - If we are getting an external company to draw up your specification, is there an opportunity to hire a local company, an SME, an apprentice?
 - Take a look at the National Themes Outcomes and Measures (TOMs) framework saved here [G:\GLOBAL\Procurement\Social Value Themes Outcomes and Measures \(TOMs\)](G:\GLOBAL\Procurement\Social Value Themes Outcomes and Measures (TOMs)) for ideas about what you can measure in terms of social value.
- **Ethics**
 - Our standard selection questionnaire contains certain mandatory questions that need to be passed e.g. adherence to National Living Wage and National Minimum Wage.
 - How can health and safety risks be mitigated when writing up the specification?
 - Can there be measureable health and safety requirements?
 - Include safeguarding requirements where appropriate.

3.4 Tender/Quote Stage

What is a tender document/request for quotation (RfQ) document?

Once you have your specification drawn up it's time to add this to your tender/RfQ documents. This is where you can award certain criteria according to the specification. Aspects of the project that are more important to you will be given higher weightings.

The tender documents will include:

- A pre-qualification of suppliers – this is via a selection questionnaire that contains mandatory (PASS/FAIL) questions that suppliers will need to answer. Questions include but are not limited to:
 - Financial stability
 - Health and safety
 - Modern Slavery
 - Insurance
- The specification
- Award questions
- A pricing schedule
- Certificates

The award criteria

Fig. 3

Evaluation Criteria Breakdown	Means of Evaluation	
	Sub Criteria	Main Criteria
Criteria: Quality		%
Sub-Criteria	%	
Sub-Criteria	%	
Criteria: Price		%
Sub-Criteria	%	
Sub-Criteria	%	

Fig 3 above is taken from our standard tender template. There are 2 options as to how to award a contract with sustainable procurement built into the tender.

- Option 1: include a sub-criteria under the umbrella of “quality” with a weighting that contributes to the total criteria of quality.

Option 1 Example	Means of Evaluation	
	Sub Criteria	Main Criteria
Criteria: Quality		30%
Please provide a method statement of your approach to the project including how you will meet the timescales.	20%	
Please give an overview of your apprenticeship scheme and how you will use this scheme to approach the project.	10%	
Criteria: Price		70%

- Option 2: have sustainable procurement as its own umbrella criteria. This way you can use more elements as subcategories.

Option 2 Example	Means of Evaluation	
	Sub Criteria	Main Criteria
Criteria: Quality		20%
Please provide a method statement of your approach to the project including how you will meet the timescales.	20%	
Criteria: Price		60%
Criteria: Sustainable Procurement		20%
Please provide an innovative solution for providing energy efficient homes.	10%	
Please give an overview of your apprenticeship scheme and how you will use this scheme to approach the project.	10%	

Here you can see that under option 1 we are able to measure social value. In option 2 we are able to measure social value and environmental sustainability.

How we aim to meet our sustainable procurement expectations at this stage:

- **Environmental Sustainability**
 - Consider a weighting of at least 10% for environmental sustainability.
 - Seek innovative method statements from suppliers surrounding their approach to tackle sustainability issues.
 - Include environmental sustainability sub-criteria falling under the umbrella quality criteria.
- **Equality and Diversity**
 - Ensure that tenders/RfQs are advertised on Contracts Finder <https://www.gov.uk/contracts-finder> (over £10k) and The Official Journal of the European Union (OJEU) (over £181k – goods/services £4.5m – works) <https://ted.europa.eu/TED/browse/browseByMap.do>
 - Adherence to the EU Treaty Principles:
 - equal treatment
 - transparency
 - mutual recognition
 - proportionality
- **Social Value**
 - Include evaluation criteria that do not only favour larger suppliers.
 - Ensure all suppliers are supported throughout the tender/RfQ stage by answering clarifications promptly and supporting them with any technical issues where you can.
 - Consider a weighting of at least 10% for Social Value.
 - Ensure that the language and format we use is accessible for suppliers.
 - Ensure that the tender/RfQ stage is not overly onerous for the suppliers.
 - Include social value sub-criteria falling under the umbrella quality criteria.
- **Ethics**
 - Seeking method statements from suppliers about their approach to health & safety and safeguarding.
 - Asking about their ethical sourcing practices.
 - Checking that suppliers meet the health & safety, modern slavery, national minimum wage and national living wage requirements within the mandatory selection questionnaire.

3.5 Contract Award

What is the contract award stage?

Once you have released your advertised tender/RfQ to the market, received the applications and have evaluated all applicants; it is time to award the contract. The contract should be awarded to the Most Economically Advantageous Tender (MEAT), looking at the Whole Life Cost (WLC) e.g. energy used for a product, whether there will be an increase in services throughout the life of the contract, disposal costs, repair and maintenance costs etc. As well as analysing the 4 sustainable procurement elements

- **Environmental Sustainability**
- **Equality and Diversity**
- **Social Value**
- **Ethics**

It is important to ensure you contact all suppliers to state whether they have been successful or unsuccessful and give a 10 calendar day (15 calendar days for OJEU) standstill period to allow time for those unsuccessful suppliers to request feedback before any contracts are signed.

3.6 Contract Management

What is the contract management stage?

After the contract is awarded – the work doesn't stop. We need to ensure the deliverables are met and under budget. This could be via an official Service Level Agreement (SLA) and via regular Supplier Relationship Meetings (SRM's) e.g. quarterly or bi-annually.

How we aim to meet our sustainable procurement expectations at this stage:

When chairing Supplier Relationship Meetings (SRMs) it's important to keep in mind the 4 main areas of sustainable procurement for your agenda. You could have an agenda item dedicated to sustainable procurement with the 4 below elements as subheadings.

- **Environmental Sustainability**
- **Equality and Diversity**
- **Social Value**
- **Ethics**

Throughout the lifetime of a contract there could be new environmental innovative technologies, new apprenticeship schemes, new legislation introduced etc. so it's important to keep up to date.

If you used sustainable procurement measures in your SLA, it's also worth reviewing how the supplier is performing against these measures.

4 The Timber Pledge

4.1 Timber and Wood Derived Products

As a consumer of timber and wood derived products, South Hams District Council and West Devon Borough Council have a responsibility to ensure that the procurement of these products is not at the expense of the future of the world's forests, but positively supports responsible forest management. To achieve this aim South Hams District Council and West Devon Borough Council will only purchase timber and wood derived products that are either:

- from independently verifiable legal and sustainable or FLEGT (Forest Law Enforcement, Governance and Trade) licensed or equivalent sources, or
- recycled timber or wood derived products

We will not knowingly source forest products from:

- Forests or forest product suppliers that do not comply with all relevant national and international legislation relating to the trade in forest products.
- High Conservation Value Forests where these are recognised nationally or regionally, unless these forests are progressing towards credible forest certification in a time bound, stepwise and transparent manner.
- Protected areas, parks or similar areas where harvesting operations are not complimentary to responsible forest management
- Forests which are currently being converted to other land uses, or forests that have been converted since 1994.
- Forests which are in areas of armed conflict or civil unrest where there is a direct relationship between the forest products trade and the funding of such conflicts.



5 Outside the Procurement Cycle

5.1 Sustainable Procurement Day to Day

Sustainable procurement practices don't have to stop after you have tendered/quoted, awarded a contract and managed the contract. It can be used around the offices and outside of work.

Below are some ideas of how sustainable procurement can be boosted day to day:

Environmental Sustainability

- Are computer monitors and printers left on or on stand-by?
- Is the heating on when windows are open?
- In summer – are buildings being over-cooled?
- Is water being wasted?
- Can you reduce your single use plastic use?
- Can you cycle to work instead of drive?
- Can you hold a skype call instead of travelling to an external meeting?
- Recycle whenever possible
- Have you ordered the right quantity? (reduce waste)
- Can you participate in carbon offsetting? e.g. plant a tree

Social Value

- Can your department participate in career talks to schools?
- Can you accommodate a work experience pupil from a secondary school?
- Can your department participate in voluntary work? E.g. community challenge days.

Equality and Diversity

- Can you help participate in "meet the buyer" events?
- Report unlawful discrimination, harassment and victimisation

Ethics

- Can you use more Fairtrade products?

6 Checklist

<i>Identify Need</i>	
Have you ensured you have the correct quantity specified whether it's the number of products for goods or number of heads for services?	
Have you analysed what sustainable procurement elements are important to you for your specification?	
Have you consulted any other local authorities to see if there are opportunities for a collaborative procurement	
<i>Define Need (specification)</i>	
Have you included the measurable sustainable procurement elements in your specification?	
If social value is one of the elements being used – ensure you have referred to the TOMS framework	
Ensure the specification is in an understandable manner to all suppliers	
<i>Tender/Quote</i>	
Ensure you have distributed your weightings in order to award the contract that will best meet the project requirements.	
Ensure that whatever is in your award criteria is specified in the specification.	
Ensure that all mandatory questions in the selection questionnaire are included	
Ensure that the tender documents are easily accessible by suppliers and help suppliers with any technical issues	
Ensure that clarifications are answered in a timely manner and answered to all suppliers	
<i>Contract Award</i>	
Ensure you have contacted all suppliers to state whether they are successful or unsuccessful	
Ensure you have included a 10 day standstill period (15 for OJEU) after all suppliers have been notified of the decision	

<i>Contract Management</i>	
Ensure there are sufficient resources to manage the contract	
Ensure there are ways to measure the suppliers' commitment to sustainable procurement along with their overall performance of the contract	
Conduct supplier relationship meetings. Think about whether you want these quarterly, annually or bi-annually and book the first meeting in the diary soon after the contract award.	

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Report to: **Council**

Date: **17th December 2019**

Title: **Updated Commercial Investment Strategy
and Updated Investment Strategy**

Portfolio Area: **Enterprise – Cllr Cheadle**

Wards Affected: **All**

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

Date next steps can be taken: N/a

Author: **Chris Brook** Role: **Strategic Director for Place
and Enterprise**

Lisa Buckle **S151 Officer**

Contact: **Email: Chris.Brook@swdevon.gov.uk**

Recommendation:

1. That the Council approves the updated Commercial Investment Strategy in Appendix A and the updated Investment Strategy in Appendix B.

1. Executive summary

- 1.1. This report requests Members to approve the amendments to the Commercial Investment Strategy and the Investment Strategy, in order to enable the Council to invest (and to borrow to invest) in renewable energy.
- 1.2. The Council is updating its Commercial Investment Strategy and Investment Strategy in accordance with the Statutory Guidance on Local Government Investments (3rd edition) as shown in the highlighted amendments in the Appendices.
- 1.3. Recently the Authority has prioritised tackling Climate Change by moving a motion to declare a Climate Change Emergency and targeting proactive measures to meet these challenges.

- 1.4. Opportunities exist for West Devon to invest, off market, in shovel ready renewable energy generation assets (large-scale solar) which will deliver multiple benefits of
 - attractive investor return
 - directly linked to tackling climate change targets and the authority's low carbon agenda
 - providing a "hedge" against forward energy price rises
 - the opportunity to generate enhanced financial returns in the future from "bolt on" energy storage
- 1.5. The pursuit of such opportunities will require the Authority to amend its Commercial Investment strategy and its Investment Strategy (a treasury management function) to include the renewable energy sector.

2. Background

- 2.1. In September 2018, West Devon Borough Council (the Council) adopted a commercial investment strategy. This strategy has four core aims;
 - 2.1.1. To support regeneration and the economic activity of the Borough, the LEP area and the South West Peninsula (in that priority order)
 - 2.1.2. To enhance economic benefit & create business rates growth
 - 2.1.3. To assist with the financial sustainability of the Council as an ancillary benefit
 - 2.1.4. To help the Council continue to deliver and/or improve frontline services in line with the Council's adopted strategy & objectives.
- 2.2. This strategy is devised and adopted specifically to promote Enterprise in the Borough, a core theme of the Council. Much progress has been made delivering against this strategy and this report aims to keep the strategy as relevant and multi-objective as possible, to align it with the Council's Climate Change agenda.
- 2.3. In June 2019 UK Government implemented, by statutory instrument, an amendment to the Climate Change Act 2008 committing to net zero emissions by 2050. This legislative change will bring into effect comprehensive recommendations contained in a report published in May 2019 by the UK Committee on Climate Change, "Net Zero, the UK's Contribution to Stop Global Warming".
- 2.4. The IPCC and UK Committee on Climate Change reports are clear that the generation of renewable energy will need to play a significant part in reaching that target of net zero by 2050. "Net Zero The UK's Contribution to Stopping Climate Change" sets out that not only will the UK's electricity need to go from 50% low carbon sources, to 100%, but due to electrification in other sectors (such as cars), there will be a doubling in the overall electricity requirement.

- 2.5. In this context, that means the quadrupling of low carbon energy including (but not limited to) solar power, hydropower and windpower.
- 2.6. As an organisation we consume energy from the national grid, through a supplier the same way as anyone else. Our current approach to our electricity procurement does not give priority to low carbon sourced power ("Green Electricity"). Furthermore, for us as an organisation to have a meaningful impact on our Scope 2 emissions (indirect emissions from things we can directly control) we need to draw our electricity from entirely new low carbon sources (i.e. "additionality"), rather than simply sharing in existing low carbon energy generation currently available.
- 2.7. It is feasible for low carbon electricity to be generated outside of area, but be bought and consumed in area, to the direct benefit of our Borough such that the generation source (units of power generated) is tracked and linked to consumption. This can be done through a sleeving arrangement with an energy supplier who will track and report energy generation and consumption through the Renewable Energy Guarantees of Origin (REGO) scheme administered by Ofgem. Consequently, beyond a perception of local investment being a good thing, it makes no difference whether an investment in a renewable energy generation facility is within the Borough of West Devon or another part of the UK.
- 2.8. Beyond the Authority's electricity consumption, there would be an opportunity for us to supply "partner organisations" (such as our Leisure Centres) with green power through a White Label supply arrangement.
- 2.9. Aligning our commercial investment strategy with our Climate Change declaration would allow us to deliver both an attractive investment return as well as directly linking such an investment to delivering on climate change targets.
- 2.10.** The proposed amendments to both the Commercial Investment Strategy and the Investment Strategy (a treasury management function) in Appendix A and Appendix B provides for this. ***The Council has procured advice from its legal advisers as part of the due diligence work for the investment in the renewable energy sector and as part of this work, these amendments to both of the strategies have been recommended.***

3. Proposed Way Forward

3.1 That the Council approves the updated Commercial Investment Strategy set out in Appendix A and the updated Investment Strategy in Appendix B.

4. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>The Council has obtained specialist external legal advice on the powers that the Council has in order to enable it to legally invest (and borrow to invest) in renewable energy. There are various powers available and the Council's legal advisors will ensure that appropriate powers are identified on a case by case basis.</p> <p>The Council is updating its Commercial Investment Strategy and Investment Strategy in accordance with the Statutory Guidance on Local Government Investments (3rd edition) as shown in the highlighted amendments in the Appendices.</p>
Financial implications to include reference to value for money	Y	Borrowing decisions will be taken prudently in line with the Council's treasury management strategy and by officers within that function. The Council must confirm that the borrowing required is available and is proportional to the Council's financial situation.
Risk	Y	The risks associated with renewable energy investment are set out in the Risk register accompanying the business case.
Supporting Corporate Strategy		<p>Enterprise & Environment</p> <p>Renewal energy investments provide a major contribution towards meeting West Devon's carbon reduction strategy.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		N/A.
Safeguarding		N/A
Community Safety, Crime and Disorder		N/A
Health, Safety and Wellbeing		N/A

Other implications		Positive alignment with meeting UK renewables targets and biodiversity associated with PV sites.
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Supporting Information

Appendices:

Appendix A – Updated Commercial Investment Strategy (Tracked Changes)

Appendix B – Updated Investment Strategy (Tracked Changes)

Background Papers:

16th July 2019 – Hub Committee – Commercial Investment Strategy

March 2019 – Council – Investment Strategy

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed/sign off	Yes
SLT Rep briefed/sign off	Yes
Relevant Head of Practice sign off (draft)	Yes
Data protection issues considered	Yes
Accessibility checked	Yes

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Appendix BA – Updated WDBC Commercial Investment Strategy

This strategy replaces the Council's Commercial Property Acquisition Strategy which was approved ~~September-July 2018~~ 2019. This Strategy covers both commercial development on Council-owned land and commercial acquisitions. [The tracked changes show the differences/changes from the Strategy approved in July 2019.](#)

Overall Objectives:

The Council's Commercial Investment Strategy has multiple objectives as stated below:

- To support regeneration and the economic activity of the Borough, the LEP area and the South West Peninsula (in that priority order)
- To enhance economic benefit & create business rates growth
- To assist with the financial sustainability of the Council as an ancillary benefit
- To help the Council continue to deliver and/or improve frontline services in line with the Council's adopted strategy & objectives.
- [Security and Liquidity](#)

Desired Outcomes:

The following outcomes are desired by the application of this strategy. Each acquisition or development opportunity will be assessed on its fit with meeting the objectives stated above and should deliver one or more of the following outcomes (benefits):

- ✓ Job creation or safeguarding
- ✓ Health & Wellbeing
- ✓ Town centre regeneration
- ✓ Tourism / Increased footfall
- ✓ Business rate growth
- ✓ Improved asset utilisation
- ✓ A minimum Net yield of 1%
- ✓ Climate Change Mitigation

This Strategy will be achieved by developments on Council owned land and commercial acquisitions within the South West Peninsula. This will include the focussed acquisition of existing commercial property assets including renewable energy investments and the development on Council owned land of new properties which are to be let to third parties.

[The following four types of investment are recognised in the Statutory Guidance on Local Government Investments \(3rd Edition\) \(SGLGI\):](#)

[1. Financial investments:](#)

[a. Specified investments - generally short term investments \(para 31 and 32\)](#)

[b. Loans - including to wholly owned companies \(para 33 and 34\)](#)

[c. Non-specified investments \(e.g. shares\) - generally longer term investments \(para 35 and 36\)](#)

[2. Non-financial investments \(e.g. property\) - non-financial assets, held primarily or partially to generate a profit \(para 37 to 40\)](#)

[As described above, this strategy therefore relates primarily to non-financial investments ie. Property. However, in the case of renewable investments it is possible that they may be classified as Financial Investments – Non specified investments. This strategy recognises that the purchase of Special Purpose Vehicles \(SPVs\) so as to own, operate or invest in renewable energy generation is a category of investment covered in this strategy.](#)

Risk

- The risks of acquiring property may be mitigated through the acquisition of assets with secure, long income streams, although this risk will be weighed up against the social and economic benefits of acquisitions to support commerce and trade in the Borough and the wider South West Peninsula
- Acquisitions are to be made in a careful and controlled manner, with specific analysis of risk criteria carried out in the 'due diligence' stage prior to the completion of each purchase
- The Council's due diligence procedures are set out in detail in Section 5.3 of the Council's Investment Strategy. The Council's Investment Strategy also sets out Investment Indicators such as Debt to net service expenditure ratio and commercial income to net service expenditure ratio.
- The portfolio will be relatively risk-averse, targeting tenants of strong financial standing and minimum unexpired lease terms of four years at the date of acquisition. However, these criteria will be considered on a case by case basis and can be outweighed in order to meet the strategy objectives
- Risk of loss (Para 41 SGLGI) shall be assessed on a case by case basis as part of the acquisition due diligence and will be a criteria considered throughout the approval process. Risk of loss during the management phase of the investment shall be reported in accordance with the criteria below.
- In accordance with Para 23-25 of SGLGI, quantitative indicators or risk and portfolio performance will be reported to Audit Committee. The frequency of this reporting is anticipated to be every 6 months and will include the following indicators (as applicable):
 - Rental value by property
 - Rental value by tenant
 - Sector split by purchase price
 - Purchase price
 - Rental income profile
 - Tenant lease length
 - Gross Yield
 - Management, Maintenance and Risk Mitigation Reserve (MMRM) value
 - Current value
 - In the case of an SPV, relevant criteria shall be reported depending on the nature of the SPV.

Location:

- Wherever opportunities arise within the peninsula, in order to acquire good properties which deliver the Council's multiple objectives stated above and are deemed an acceptable risk. Where renewable energy investments are considered, subject to further legal advice, a UK wide geographic search will apply. This shall be the least preferable option, but is included as this Strategy recognises that due to the national grid, geography is not a barrier to investment in renewable energy directly for the Borough.

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Tenant mix:

- Where possible, a mix of tenants will be sought to create a balanced portfolio
- The final decision over the appropriateness of any tenant would be reviewed at the time of acquisition
- WDBC owns a significant number of commercial units already within the Borough, mainly smaller units and tenants with relatively low credit ratings. This reflects the historic policy of supporting small start-ups which has proved successful and continues to be. Newer acquisitions are likely to be for larger units which may have single tenant occupancy.

Lease length:

- A minimum 4 years unexpired (mean unexpired term for multi-let properties) is preferable, however this is flexible if it helps achieve the strategy objectives
- For multi-let properties, a mix of lease expiry dates are preferred, thereby limiting void risk (unless the property is purchased with a view to re-development)
- Properties would preferably be let to sound tenants on leases with a preference for 'Full Repairing and Insuring' leases for single occupiers and through internal repair obligations and a service charge for multi-let properties. There may be overriding economic reasons to move away from this position and these will be considered on a case by case basis.

For all of the above:

The final decision over the definition of "good", "secure", "strong", "long", "careful", "controlled", "acceptable", "balanced" and "risk-averse" will be agreed between the property acquisition advisers (including legal due diligence) and the Officers delegated with the responsibility to conclude the acquisition of the properties. This discretion will be based on both the risk to the capital value of the asset and its fit with the Strategy objectives.

Yield:

- The Council will only acquire properties where the running cost does not require Council subsidy. Per acquisition, a minimum net yield (an ancillary benefit) of 1.0% is to be sought, after acquisition, management, maintenance, capital repayment and funding costs. However, the Council may opt to accept a net yield return of less than 1% if the benefits of job creation or safeguarding, tourism, town centre regeneration, business rate growth or effective asset utilisation are deemed more important than a purely financial return.

Value & Cost:

- Acquisitions and development initiatives will be funded using predominantly borrowing or any other unallocated or available Council reserve or capital receipt.
- Larger lot sizes are favoured - smaller size properties have disproportionately higher management costs and expose the Council to greater property void risks, but the economic and trade benefits of buying smaller units may outweigh this.
- Acquisition costs are forecast not to exceed 7% (Stamp Duty Land Tax (SDLT) / Legal / Agents / Due Diligence). These costs are to be contained within the overall strategy budget

Funding:

- This is to be secured on a case by case basis on the most commercially advantageous terms available predominantly through borrowing or any other unallocated or available Council reserve or capital receipt. [The Council shall not borrow more than or in advance of need as part of the funding for investments of developments so as to benefit from the investment of the extra sums borrowed \(para 46 & 47 SGLGI\).](#) [There are no circumstances in which the Council would seek to](#)

disregard the prohibition on borrowing ahead of need, purely for profit. The investment in renewable energy generation (SPV) would be made with a view to reducing the Council's carbon emissions and to mitigate the climate emergency that has been declared by the Council and many local authorities across the UK.

-
- The Council will review from time to time the appropriate borrowing limits for commercial acquisitions and development on Council owned land.
- Liquidity – Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority will spread its liquidity profile across its portfolio and also have a spread of the sector in which the Council invests. The Council also documents potential exit strategies as part of its due diligence checks.
- The term will not exceed the expected remaining life of the property, but as a rule, the Council wishes to secure borrowing over a maximum 50 year term. Liquidity will be a factor in determining the amount of rent set aside in the Maintenance Management and Risk Mitigation Reserve for each investment. This will be reviewed with the same frequency as the risk reporting procedure set out in this strategy.
- Capital repayments will seek to repay a minimum of 50% of the capital value of any acquired property.
- For non specific financial investments the period of the loans shall be linked to either the viable business case of the investment or the asset life whichever is the shortest as determined at the time of acquisition or investment.

Tax Implications:

- Due to the Council holding the asset, it is not anticipated that there will be any corporation tax or income tax implications from this strategy
- Some properties may be VAT elected, meaning VAT must be charged to tenants. This will be dealt with on a case by case basis and will be covered by the due diligence connected with that acquisition. The Council is able to charge and recover VAT
- Capital Gains Tax would not apply to assets sold from Council ownership. This position may change if a company were to be used to hold the acquired asset.
- Where investments in companies (such as SPVs) are made in line with this strategy, all tax liabilities shall remain with the SPV.

Exit Strategy:

- The Council is not looking to actively trade commercial property within the first 5 years of ownership of any acquired property, however this is flexible if required to meet this strategy's objectives
- If it is determined that the most prudent action is to sell an individual asset, this will be considered on a case by case basis and will be decided by the Council's Head of Paid Service and Section 151 Officer in consultation with the Invest to Earn Committee Chairman and the Leader of the Council.

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It is proposed that the majority of investments shall be non – financial investments (properties) and as such will be held as Council Assets. Investments such as Special Purpose Vehicles (SPVs) shall be owned through the purchase of shares. It is proposed that all properties will be held as Council Assets. This may change if the Council were to set up a trading company and it was found to be commercially advantageous for such a vehicle to hold the asset

- It is important to note that there would be early repayment charges if borrowing used to acquire or develop a commercial property was repaid before the end of the loan term. However, Public Works Loan Board (PWLB) lending is not secured against property, so would not inhibit the asset being traded during the loan period. An alternative asset could be purchased (& held) with any sale receipt.

Governance Arrangements:

Commercial Acquisitions

Acquisitions must conform to the adopted Commercial Investment Strategy. Any deviation from the agreed Strategy will require Council approval.

The Council's Senior Leadership Team will initially consider each proposal (development or acquisition of property or renewables) as an initial step and recommend that the proposal proceeds in principle.

The Invest To Earn Committee will consider and evaluate (in accordance with this Strategy) proposals for commercial acquisition of assets on a case by case basis, and will make any necessary recommendations to the Head of Paid Service and Section 151 Officer who will make a decision in consultation with the Leader of the Council and Chairman of the Invest to Earn Committee

Specialists will be commissioned to act on behalf of the Council to source suitable properties and manage the acquisition due diligence process.

The Council will consider debt proportionality (the amount borrowed to date against the agreed total borrowing cap net service expenditure ratio) on a case by case basis for each acquisition as part of the decision making process, with information provided to the Invest to Earn Committee Members, the s151 officer, the Head of Paid Service and the Leader of the Council. Investment Indicators are set out within the Council's Investment Strategy. Table 2 of the Council's Investment Strategy shows the aggregate of commercial property income and treasury income as a percentage of the Council's gross service expenditure.

The Council undertakes sensitivity analysis of the interest repayments on its borrowing requirements as a percentage of its available reserves to ensure there is sufficient coverage in the event that rental income is below that forecasted, or if energy prices are below that forecasted in the case of a solar farm. The Council also put 10% annually of all rental income and income from energy prices into a Maintenance, Management and Risk Mitigation (MMRM) Reserve. This is part of the Council's contingency arrangements.

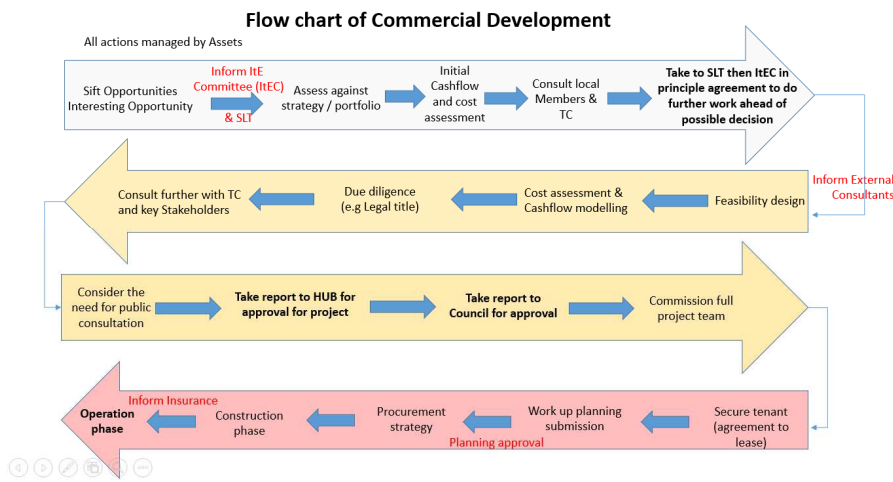
Before a final decision is made to proceed with a commercial acquisition local ward members will be briefed and be able to share their views with the Invest to Earn Committee.

Governance: In area developments on Council owned land

Development proposals on Council owned land must conform to the objectives of this Strategy. Unlike commercial acquisitions however, they shall not benefit from the same scheme of delegation. Instead, approvals must be sought through the HUB committee and Full Council process. Decisions on in area development shall consider, as appropriate, the views of the local members and key

stakeholders (Town Council / Parish Council) as one of many aspects of any projects brought forward.

The flow chart below sets out the approvals process as well as the main steps for in area development.



Running / Review

If the management of the acquired or developed assets cannot be managed in-house by existing resources, it will be outsourced to property professionals. The cost of this management is to be deducted before calculating the net yield. Regular reports will be made to the appropriate body on portfolio composition and performance (Invest to Earn Committee, Hub Committee and/or the Audit Committee) as [required set out above](#).

Disposal

Once acquired, decisions relating to the ownership of any acquired properties will be dealt with in-line with the Council’s Scheme of Delegation.

Disposal will be considered if the portfolio breaches the approved Strategy. Decisions to be made in consultation with the Invest to Earn Committee Chairman , Leader of the Council, S151 officer and Head of Paid Service.

Resources:

The work to filter, appraise and recommend investment and development opportunities will be undertaken within the Assets Head of Practice (HoP). This will be supplemented by specific consultant advice as required and associated costs built into the business case for each project. The Assets HoP has strong relationships with a number of local and national consultants who will be required to support the projects. Examples of this include (but are not limited to): CCD Properties (development specialists), Arcadis (building technical due diligence), Womble Bond Dickinson (legal due diligence) and Savills (commercial property investment advice).

Risk assessment and due diligence

The Authority assesses the risk of loss before entering into and whilst holding property investments/property opportunities by carrying out appropriate due diligence checks and implementing mitigation measures in managing risk:

- The tenants need to be of good financial standing (this is assessed using Dun & Bradstreet credit rating reports and annual accounts). The number of tenants e.g. sole tenant or multi tenanted will be assessed.
- The property condition such as date of construction and any imminent or significant refurbishment or modernisation requirements (forecast capital expenditure).
- [How the property investment or financial, non specified investment meets the Council's multiple objectives as set out in the Council's strategy e.g. Liquidity, renewable energy, economic regeneration, business growth.](#)
- ~~[How the property investment meets the Council's multiple objectives as set out in the Council's strategy e.g. economic regeneration, business growth.](#)~~
- The lease must meet certain standards, such as being in a commercial popular location and have a number of years left on the lease providing a certain and contractually secure rental income stream into the future. Any break clauses will be assessed along with the number of unexpired years, bank guarantees and rent reviews.
- The location will be either within West Devon Borough Council's boundary, the LEP area or the South West Peninsula (in that priority order), as set out in the Commercial Investment Strategy (apart from renewable energy investment which may have a wider geographic spread). The population of the catchment area, the economic vibrancy and known or anticipated market demand as well as proximity to travel infrastructure and other similar properties will be assessed.
- Rental income paid by the tenant must exceed the cost of repaying the borrowed money from the Public Works Loan Board (which is itself funded by the Government). The surplus is then an ancillary benefit which supports the Council's budget position and enables the Council to continue to provide services for local people.
- The gross and net yield are assessed against the Council's criteria.
- The prevailing interest rates for borrowing at the time.
- Debt proportionality considerations.
- The life and condition of the property is assessed by a valuer and the borrowing is taken out over the life of the asset. The amount of management and maintenance charges are assessed as well as the ease of in-house management. 10% of all rental income (or an amount as deemed prudent) is put into a Maintenance, [Management](#) and [Risk ManagementMitigation](#) Reserve to cover any longer-term maintenance issues.
- The potential for property growth in terms of both revenue and capital growth will be assessed.
- The risks are determined by the property sector e.g. office, retail, industrial, associated with specific properties and the mix of sectors within the Council's portfolio.

- Details of acquisition costs e.g. stamp duty land tax, legal costs
- The documented exit strategy for a purchase/new build.
- The legal and technical due diligence checks will also identify any specific problems such as anomalies in the title deed, restrictive use classes, indemnities, local competition, construction or refurbishment requirements.
- The Council engages the use of external advisors to assist in undertaking elements of the due diligence checks such as technical, legal, accounting, property and taxation advice.
- The Council undertakes sensitivity analysis of the interest repayments on its borrowing requirements as a percentage of its available reserves to ensure there is sufficient coverage in the event that rental income is below that forecasted. This ensures that the Council has the available reserves to enable service delivery to be maintained in the short to medium term, whilst alternative solutions are implemented.

Appendix B

Updated Investment Strategy Report 2019/20

(The attached shows the suggested changes/amendments to the Investment Strategy approved in March 2019)

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1. Introduction

- 1.1. The Authority invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
 - to support local public services by lending to or buying shares in other organisations (**service investments**), and
 - to earn investment income (known as **commercial investments**).
- 1.2. This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the Government in January 2018 and focuses on the second and third of these categories. This strategy was approved by Council in March 2019 and is being updated in December 2019, to reflect the opportunity for the Council to purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation.

2. Treasury Management Investments

- 2.1. The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £15m and £7m during the 2019/20 financial year.
- 2.2. Contribution
- 2.2.1. The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

2.3. Further details

2.3.1. Full details of the Authority's policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy (Appendix C).

3. Service Investments: Loans

3.1. Contribution

3.1.1. The Council does not currently have investments assisting local public services, such as making loans to local service providers or to local small businesses to promote economic growth or to subsidiaries that provide services. However, it may do so in the future if required.

3.1.2. The Council does not currently make loans to employees (e.g. car loans).

3.2. Security and Liquidity

3.2.1. If loans were to be made in the future, they would remain proportionate to the size of the Council.

3.2.2. Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2018/19 is currently nil. Should the Council make any loans in the future, this will be shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

~~3.2.2.~~ 3.2.3. Liquidity – This is set out in further detail in Section 5.

3.3. Risk assessment

3.3.1. The Authority will always assess the risk of loss before entering into and whilst holding service loans. Should the Council make service loans in the future, risk assessment will take various forms, for example assessing the nature and level of competition, assessing how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment

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requirements. Where necessary, the Council will also engage use of external advisors.

3.3.1-3.3.2. The Council is currently undertaking due diligence work on the opportunity for the Council to purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation. This business case would also involve the Council entering into a loan in 2020/21 at a commercial rate with the Special Purpose Vehicle. This will be set out within the Council's Investment Strategy for 2020/21 (presented to Full Council in February or March 2020).

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4. Service Investments: Shares and Bonds

4.1. Contribution

4.1.1. The Council has approved to make a £50,000 investment in the South West Mutual Bank which takes the form of shareholding in the bank with the purpose of encouraging local economic growth.

4.1.1-4.1.2. The Council is currently undertaking due diligence work on the opportunity for the Council to purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation

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4.2. Security

4.2.1. One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, an upper limits on the sum invested in shares has been at set £5,050,000.

Category of company	31.3.2019 actual			2019/20
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Local business (South West Mutual Bank)	-	-	-	£50,000
<u>Purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation</u>				<u>£5,000,000</u>
TOTAL	-	-	-	<u>£5,050,000</u>

4.3. Risk assessment

4.3.1. As it does for service loans, the Council also assesses the risk of loss before entering into and whilst holding shares.

4.3.1-4.3.2. Paragraph 5.3 sets out a more detailed approach to assessing risk.

- Risk of loss (Para 41 SGLGI) shall be assessed on a case by case basis as part of the acquisition due diligence and will be a criteria considered throughout the approval process. Risk of loss during the management phase of the investment shall be reported in accordance with the criteria below.

- In accordance with Para 23-25 of Statutory Guidance on Local Government Investments, quantitative indicators or risk and portfolio performance will be reported to Audit Committee. The frequency of this reporting is anticipated to be every 6 months and will include the following indicators (as applicable):

- Rental value by property
- Rental value by tenant
- Sector split by purchase price
- Purchase price
- Rental income profile
- Tenant lease length
- Gross Yield
- Management, Maintenance and Risk Mitigation Reserve (MMRM) value
- Current value
- In the case of an SPV, relevant criteria shall be reported depending on the nature of the SPV.

4.4. Non-specified Investments (e.g. shares)

4.4.1. Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance, as set out in 4.2.1, being the investment in the South West Mutual Bank and the purchase of shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any

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procedures for determining further categories of non-specified investment since none are likely to meet the definition. Investments in the CCLA are no longer classified as a non-specified investment.

4.5 Liquidity – This is set out in further detail in Section 5.

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5. Commercial Investments: Property

5.1. Contribution

5.1.1. The Council invests in local commercial property which is held solely to earn rentals, which will be spent on local public services. As at 31st March 2019 the Council held four investment properties.

5.1.2. In addition, West Devon Borough Council owns a number of commercial units, industrial units, office accommodation, within the Borough valued at £6 million at 31/3/2018.

5.1.3. The Council leases various parcels of land and buildings to external organisations. This reflects the historic policy of supporting small start-ups which has proved and continues to be successful.

5.1.4 ~~5.1.4~~ In September 2018 (Minute CM34) the Council approved an updated Commercial Property Strategy, which included multiple objectives: (a) to support regeneration and the economic activity of the Borough, the LEP area and the South West Peninsula (in that priority order) (b) to enhance economic benefit (c) to grow business rate income (d) to assist with the financial sustainability of the Council as an ancillary benefit and (e) to help continue deliver and/or improve frontline services in keeping with its adopted strategy and objectives.

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5.1.5 A revised Commercial Investment Strategy is also presented to Council on 17th December 2019, to enable the purchase of shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation.

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5.1.45.1.6 At the date of writing this report, the Council has made four investments in commercial property, currently totaling £21,379,452 million as shown below.

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Table 1: Property held for investment purposes in £ '000s

Property	Actual	31.3.2018 actual		31.3.2019	
	Purchase cost plus acquisition costs	Gains or (losses)	Value in accounts	expected	Actual
				Gains or (losses)	Value in accounts*
Co-op (Okehampton) Investment Property	3,572	-	-	-	3,572
Bristol House (Bristol) Investment Property	12,287,360	-	-	-	12,287,360
Heron Road (Exeter) Investment Property	3,709	-	-	-	3,709
Plymouth Investment Property	1,811	-	-	-	1,811
TOTAL	21,379,452				21,379,452

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*Note – all Investment Properties will be annually valued at 31st March 2019

5.1.76 Also in September 2018 Council approved an overall Borrowing Limit (for all Council services) of £50 million. It is estimated that there is approximately £16million left of this overall limit that could potentially be spent on commercial investments in 2019/20 or later years. This has been included within Table 1 of the Capital Strategy (Estimates of Capital Expenditure) for modelling purposes and completeness also.

5.2. Security

5.2.1. In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

5.2.2. A fair value assessment of the Authority's investment property portfolio will be made at 31.3.2019 to assess that the underlying assets provide security for capital investment. Should the 2018/19 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to Full Council detailing the impact of the loss on the security of investments. This will include any revenue consequences arising therefrom, for example, from a change in MRP policy. The fair value valuation at 31.3.2019 of the four commercial properties was £20.13 million. This reflects the fact that transaction costs (e.g. stamp duty land tax) and directly attributable expenditure (costs incurred in successfully negotiating the sale terms and price and relevant professional fees e.g. legal costs) were capitalised in accordance with the Code. This change in valuation does not impact on the Council's 'bottom line' of the Income and Expenditure account, as this is reversed out through the Capital Adjustment Account.

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5.3. Risk assessment

5.3.1. The Authority assesses the risk of loss before entering into and whilst holding property investments by carrying out appropriate due diligence checks and implementing mitigation measures in managing risk:

- The tenants need to be of good financial standing (this is assessed using Dun & Bradstreet credit rating reports and annual accounts). The number of tenants e.g. sole tenant or multi tenanted will be assessed.
- The property condition such as date of construction and any imminent or significant refurbishment or modernisation requirements (forecast capital expenditure).
- How the property investment or financial, non-specified investment meets the Council's multiple objectives as set out in the Council's strategy e.g. liquidity, renewable energy, economic regeneration and business growth.

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~~• How the property investment meets the Council's multiple objectives as set out in the Council's strategy e.g. economic regeneration, business growth.~~

- The lease must meet certain standards, such as being in a commercial popular location and have a number of years left on the lease providing a certain and contractually secure rental income stream into the future. Any break clauses will be assessed along with the number of unexpired years, bank guarantees and rent reviews.
- The location will be either within West Devon Borough Council's boundary, the LEP area or the South West Peninsula (in that priority order), as set out in the Commercial Property Strategy. The population of the catchment area, the economic vibrancy and known or anticipated market demand as well as proximity to travel infrastructure and other similar properties will be assessed.
- Rental income paid by the tenant must exceed the cost of repaying the borrowed money from the Public Works Loan Board (which is itself funded by the Government). The surplus is then an ancillary benefit which supports the Council's budget position and enables the Council to continue to provide services for local people.
- The gross and net yield are assessed against the Council's criteria.
- The prevailing interest rates for borrowing at the time.
- Debt proportionality considerations.
- The life and condition of the property is assessed by a valuer and the borrowing is taken out over the life of the asset. The amount of management and maintenance charges are assessed as well as the ease of in-house management. 10% of all rental income is put into a Maintenance and Management Reserve to cover any longer-term maintenance issues.
- The potential for property growth in terms of both revenue and capital growth will be assessed.
- The property sector e.g. office, retail, industrial will assist in deciding on the risks associated with specific properties and the mix of sectors within the Council's portfolio.
- Details of acquisition costs e.g. stamp duty land tax, legal costs
- The documented exit strategy for a purchase/new build.
- The legal and technical due diligence checks will also identify any specific problems such as anomalies in the title deed, restrictive use classes, indemnities, local competition, construction or refurbishment requirements.

- The Council engages the use of external advisors to assist in undertaking elements of the due diligence checks such as technical, legal, accounting, property and taxation advice.
- The Council undertakes sensitivity analysis of the interest repayments on its borrowing requirements as a percentage of its available reserves to ensure there is sufficient coverage in the event that rental income is below that forecasted. This ensures that the Council has the available reserves to enable service delivery to be maintained in the short to medium term, whilst alternative solutions are implemented.

Liquidity

5.3.2. Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority will spread its liquidity profile across its portfolio and also have a spread of the sector in which the Council invests. The Council also documents potential exit strategies as part of its due diligence checks.

5.3.3. Liquidity will be a factor in determining the amount of rent set aside in the Maintenance Management and Risk Mitigation Reserve for each investment. This will be reviewed with the same frequency as the risk reporting procedure set out in the Council's Commercial Investment Strategy.

5.3.2.-

6. Loan Commitments and Financial Guarantees

6.1. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.

6.2. The Council is committed to making future payments to cover its pensions liability. The Pensions Reserve for the net defined benefit liability was £24.4m at 31/3/2018.

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6.2.6.3 The Council is currently undertaking due diligence work on the opportunity for the Council to purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation. This business case would also involve the Council entering into a loan in 2020/21 at a commercial rate with the Special Purpose Vehicle. This will be set out within the Council's Investment Strategy for 2020/21 (presented to Full Council in February or March 2020).

7. Debt Proportionality

7.1 The Authority is partly dependent on profit generating investment activity to achieve a balanced revenue budget. Table 2 below shows the extent to which the expenditure planned to meet the service delivery objectives and place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan.

7.2 Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services are/would be assessed at the appropriate time and this may involve the temporary use of reserves in the short term. The Council undertakes sensitivity analysis of the interest repayments on its borrowing requirements as a percentage of its available reserves to ensure there is sufficient coverage in the event that rental income is below that forecasted. This ensures that the Council has the available reserves to enable service delivery to be maintained in the short to medium term, whilst alternative solutions are implemented.

7.2

7.3 The Council set an upper limit on External Borrowing (for all Council services) as part of the Medium Term Financial Strategy of £50 million. Interest payments at 2.5% would equate to 28.4% of available reserves. At an interest rate of 3%, interest payments would equate to 34.1% of available reserves (Appendix H to the Budget Proposals report for 2019/20 – Council 12 February 2019).

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Table 2: Proportionality of Investments

	2017/18 Actual	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Gross service expenditure	£28,085,013	£28,136,013	£27,948,813	£28,397,613	£28,766,413
Treasury income	£57,860	£80,321	£90,321	£110,321	£110,321
Commercial property income	-	£1,070,966	£1,186,419	£2,128,373 £1,300,000	£2,128,373 £1,500,000
Proportion	0.21%	4.09%	4.57%	7.884.97%	7.785.60%

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7.4 The table shows in 2019/20 that the aggregate of commercial property income and treasury income equates to 4.57% of the Council's gross service expenditure. This is projected to increase to ~~7.785.6%~~ by 2021/22.

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8. Borrowing in Advance of Need

8.1. Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Authority plans to borrow for its Commercial Investment Strategy either within the Borough, the LEP area or the South West Peninsula (in that priority order). The Authority's policies in investing the money borrowed, including management of the risks, for example, of not achieving the desired rental income or borrowing costs increasing are explained in section 5.3 Risk Assessment.

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8.2 This is to be secured on a case by case basis on the most commercially advantageous terms available predominantly through borrowing or any other unallocated or available Council reserve or capital receipt. The Council shall not borrow more than or in advance of need as part of the funding for investments of developments so as to benefit from the investment of the extra sums borrowed (para 46 & 47 SGLGI). There are no circumstances in which the Council would seek to disregard the prohibition on borrowing ahead of need, purely for profit. The investment in renewable energy generation (SPV) would be made with a view to reducing the Council's carbon emissions and to mitigate the climate emergency that has been declared by the Council and many local authorities across the UK.

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9. Capacity, Skills and Culture

9.1. Statutory Officers and Members

9.1.1. The Council employs professionally qualified and experienced staff in senior positions with responsibility for recommending capital expenditure, borrowing and investment decisions to Members.

9.1.2. ~~The Group Manager of Business Development is a qualified Project Manager and Accounting Technician, with a RICS (Royal Institute of Chartered Surveyors) Accredited degree in Estates Management, incorporating Investment and Development. In addition, the Group Manager for Business Development also has 15 years of banking/lending experience, having worked on multi million pound asset investment, disposal and development projects. Strategic Director for Place and Enterprise is a Chartered Civic Engineer with 16 years of experience and also holds a MSc in Construction Law.~~

9.1.3. The Chief Executive has a MSc in Leadership of Public Services (2009) from UWE (Bristol Business School) and an IoD (Institute of Directors) Certificate of Directorship in 2016. In addition, the Chief Executive has been involved in the oversight of the Councils' interests (as shareholder) in its wholly owned companies when working as a Director for a Unitary Council.

9.1.4. The Strategic Finance Lead (S.151 Officer) is a Chartered Accountant (ICAEW) with 15 years of experience of being a S151 Officer (Chief Finance Officer). In addition, the Strategic Finance Lead holds a BSc in Mathematics and has previously worked in the private sector for accountancy firms.

~~9.1.5. The Head of Assets Practice is a Chartered Civil Engineer with 16 years of experience. In addition, the Head of Assets holds a MSc in Construction Law.~~

9.1.5. The Monitoring Officer is a qualified solicitor with 20 years public sector experience and private practice prior to that.

9.1.6. The Estates Specialist is a Chartered Surveyor, qualified for over 13 years, with an Estate Surveying degree. In addition they are a Registered Valuer.

9.1.7. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field (see 9.2.2)

9.1.8. In 2018 some external training from a LGIU (Local Government Information Unit) Associate on Local Government Finance (including commercialism) was arranged for all Members

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aswell as some internal training events facilitated by the S151 Officer and the Group Manager for Business Development on the Council's Medium Term Financial Strategy which included an update on commercial property investment. The Council's Members' Services are consulted when organising all training in order to maintain training and development plans for Councillors.

9.1.9. A comprehensive Members' Induction Programme, following the District Elections in May 2019 ~~was~~ organised, this included specific financial and treasury management training which ~~was~~ undertaken as part of the induction. External treasury management training will be offered to all Members ~~in June 2019~~ by March 2020 to ensure Members have up to date skills to continue to make capital and treasury management decisions.

9.1.10. The purpose of this training is to ensure elected Members involved in the investments decision making process have appropriate capacity, skills and information to enable them to: 1. take informed decisions as to whether to enter into a specific investment; 2. to assess individual assessments in the context of the strategic objectives and risk profile of the local authority; and 3. to enable them to understand how the quantum of these decisions have changed the overall risk exposure of the local authority.

9.2. Commercial deals

9.2.1. The Council's negotiating team includes the Strategic Director for Place and Enterprise ~~Group Manager for Business Development~~ and the S.151 Officer, who are both members of the Senior Leadership Team. Both Officers are aware of the core principles of the prudential framework and of the regulatory regime within which Local Authorities operate. ~~The S151 Officer has These officers have~~ attended specific treasury management training courses around the new MHCLG Guidelines on investments and the accounting treatment.

9.2.2. Where Council staff do not have the knowledge and skills required, use is made of external advisors and consultants that are specialists in their field. The appropriate expertise is always resourced in relation to any financial, legal and asset related due diligence required. A list is shown below:-

- [Savills - Property agents](#)
- [JLL - Property and technical consultants](#)
- CCD Properties Limited - Development specialists
- [Arcadis - Building Surveyors and Engineers](#)
- [Everose - Technical advisers \(renewable energy\)](#)
- [Womble Bond Dickinson -- Solicitors](#)
- [TLT - Solicitors](#)
- Link Services - Treasury Management advice
- [Arlingclose - Treasury Management advice](#)
- [APSE \(Energy\) - Local government advisors](#)
- [KPMG - Financial advice \(renewable energy\)](#)

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9.2.3 This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

9.3. Corporate governance

9.3.1. The Council has corporate governance arrangements to ensure transparency, accountability, responsibility and authority for decision making on investment activities within the context of the local authority's corporate values. The Head of Finance Practice invited bids for capital funding from all service areas, for a new capital programme during July 2018 on the strict proviso that all bids must go towards meeting a strategic priority.

9.3.2. All capital bids received were ranked against a prescribed priority criteria set out in the bid process. The submitted capital bids have been assessed against the categories in each priority. Priority 1 categories include meeting strategic priorities and statutory obligations (e.g. Health and Safety, DDA etc) and other capital works required to ensure the existing Council property assets remain open. For the purpose of this report, Priority 2 categories link to good asset management whereby the capital work proposed would either generate capital/revenue income or reduce revenue spending.

10. Investment Indicators

10.1. The Authority has set the following quantitative indicators to allow elected Members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

10.2. Total risk exposure

10.2.1 The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually

committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 3: Total investment exposure in £ '000s

Total investment exposure	31.03.2018 Actual	31.03.2019 Forecast Actual	31.03.2020 Forecast
Treasury management investments	6,700	6,5009,791	78,000
Service investments: Shares and Bonds (see section 4.2 for details)	-	-	50
<u>Purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation (see 4.2 for details)</u>			5,000
Capital investments: Commercial Property – new capital expenditure*		21,379,452	16,0005,000
TOTAL INVESTMENTS	6,700	31,17027,952	1823,050
Commitments to lend	-	-	-
Guarantees issued on loans	-	-	-
TOTAL EXPOSURE	6,700	31,17027,952	1823,050

*Capital investments relate to areas such as capital expenditure on investment properties.

10.3. How investments are funded

10.3.1. Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

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Table 4: Investments funded by borrowing in £ '000s

Investments funded by borrowing	31.03.2018 Actual	31.03.2019 Actual Forecast	31.03.2020 Forecast
Commercial investments: Property (new capital expenditure)	-	21,379 21,452	16,000 5,000
Purchase shares in a Special Purpose Vehicle (SPV) so as to own, operate or invest in renewable energy generation			5,000
TOTAL FUNDED BY BORROWING	-	21,379 452	160,000

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10.4. **Rate of return received**

10.4.1. This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 5: Investment rate of return (net of all costs)

Investments net rate of return	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Treasury management investments	0.64%	0.80%	0.82%
Service investments: Shares	-	-	-
Commercial investments: Property	-	2.22%	2.00%
ALL INVESTMENTS	0.64%	3.02%	2.82%

Table 6: Other investment indicators

Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Forecast*
Debt to Net Service Expenditure ratio – This indicator shows that debt is projected to be 6.624.05 times the net service expenditure of £7million.	63.99%	330.88%	661.86 404.75%
Net Commercial Income to Net Service Expenditure ratio * This will increase in 2020/21 as it has been assumed that acquisitions or developments will occur at the latter end of 19/20	-	3.06%	3.86%*
Interest cover ratio (this indicator shows the ratio of income from commercial property investments compared to the interest expense incurred by them) – This indicator shows that gross income from commercial property is over twice that of the interest expense.	-	225.51%	207.88%

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Debt will be repaid through the Council's Minimum Revenue Provision policy. For example, for commercial investment, debt will be repaid on an Annuity method over the Asset Life.

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Report to: **Council**

Date: **17 December 2019**

Title: **COMMUNITY INFRASTRUCTURE LEVY**

Portfolio Area: **Cllr Caroline Mott**
Strategic Planning

Wards Affected: **all**

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

Date next steps can be taken: Immediately following this meeting.

Author: **Tom Jones** Role: **Head of Place Making**

Contact: **01803 861404**
thomas.jones@swdevon.gov.uk

RECOMMENDATION:

That Council be RECOMMENDED:

- 1. to approve consultation on the Community Infrastructure Levy; and**
- 2. to convene Internal and External Workshops to discuss the evidence base prior to consultation.**

1. Executive summary

- 1.1 This report sets out the purpose, timetable and key issues with respect to the proposal to introduce the Community Infrastructure Levy (CIL) in West Devon Borough and South Hams District in collaboration with Plymouth City Council.
- 1.2 If introduced, CIL would be a means to collect contributions towards infrastructure. CIL would operate in a manner complementary to the existing s106 regime.
- 1.3 A draft Viability Study has been prepared and shared with Councillors. The Study considers the costs of development and likely returns from development. Comparison of the two gives an

indication of the headroom (profit) that is potentially available to fund infrastructure that is needed to support development.

- 1.4 The draft Study, the objectives of CIL, the process and timetable that are set out in this report have been endorsed by the Joint Local Plan Partnership Board.
- 1.5 Council approval is required to proceed to Stage 2 of the Viability Study, which would include stakeholder workshops and preparation of the Final Viability Study. The Viability Study would then be the subject of formal consultation alongside a draft CIL Charging Schedule.

2. Background

What is the Community Infrastructure Levy?

- 2.1 The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008, as a tool for local authorities to help deliver infrastructure to support the development of their area. It came into force through the Community Infrastructure Levy Regulations 2010.
- 2.2 Development may be liable for a charge under CIL if the Local Planning Authority has formally adopted a Charging Schedule. A Charging Schedule sets out how much money is payable per square metre of qualifying development.
- 2.3 New development that creates net additional gross internal area of 100 square metres or more, or create new dwellings, is potentially liable for this levy.
- 2.4 Some developments may be eligible for relief or exemption from CIL. Strict requirements apply with regard to the timing of the exemption process.
- 2.5 CIL can operate alongside a s106 regime as a means to secure the necessary infrastructure to deliver sustainable development. S106 Agreements are negotiated, under Section 106 of the Town and Country Planning Act 1990, on a site by site basis to secure the delivery of infrastructure, other contributions and Affordable Housing to make that specific development acceptable.
- 2.6 In areas where CIL and s106 operate CIL is used for a wider scope of infrastructure delivery whereas s106 is typically used to address and mitigate the specific impacts of the development being considered.

3. Outcomes / outputs

What is the process of adopting CIL?

3.1 CIL becomes a formal means to secure funding for infrastructure after a Charging Schedule has been adopted by the Council. A Charging Schedule is prepared and adopted through the process described below. We are currently at Step 1.

1. Council Officers prepare an evidence base (consideration of the impact of CIL on development viability) to inform levy rates, which is expressed in £s per meter squared of development;
2. Following consultation with neighbouring / overlapping authorities and other stakeholders, the Council prepares and publishes a draft charging schedule for formal consultation;
3. Representations are sought through a formal six week consultation on the draft Charging Schedule;
4. The Council considers representations made and addresses each, making amendments to the draft Charging Schedule before submitting it for examination;
5. An independent person, the Examiner, reviews the Charging Schedule and evidence base and convenes an Examination in Public;
6. The examiner's recommendations are published;
7. The charging authority (the Council) has regard to the Examiner's recommendations and reasons for them; and
8. The charging authority approves the charging schedule.

What is the timetable for adopting CIL in South Hams / West Devon?

3.2 Plymouth City Council currently operates a hybrid system of CIL and s106. With the Joint Local Plan (JLP) adopted we are synchronising a review of Plymouth CIL and the potential introduction of CIL in South Hams and West Devon.

3.3 A Stage 1 Viability Report has been prepared by a consultant in collaboration with Officers. This report is currently in draft form and its findings have been shared with Councillors at the three Planning Authorities.

3.4 The next step will be to hold stakeholder workshops. The workshops would be run by the Viability Study consultant with invitations being extended to developers, house builders, neighbouring Councils, Neighbourhood Planning Groups and other interested parties. A separate workshop would be held for South Hams Councillors and for West Devon Councillors as well as Town / Parish Councillors. The workshops will review the evidence base (the draft Viability Study) and will consider how CIL could operate throughout the JLP area and in the respective Council

areas. The workshops will focus on each of the component development costs and income lines that are used to model the potential CIL charges. The workshop for 'external' parties won't directly address the setting of the CIL charges.

- 3.5 It is proposed that two workshops for external parties would be held on a single day in January 2020 with one session for Plymouth and a second for West Devon and South Hams (the Thriving Towns and Villages Area of the JLP and the Urban Fringe part of the Plymouth Policy Area). This reflects the fact that there will be separate Viability Study findings; that Plymouth already has CIL in place; that the geographies are different; and that many of the stakeholders are likely to want to attend both sessions and would prefer to do so on a single day. Additionally, this would retain the option for one or more of the Councils not to proceed beyond step 1.

3.6 The projected timetable:

Step	Action	Projected dates
1	Councillor Workshop(s) External stakeholder workshops Consider findings or workshops Stage 2 'Final Viability Study' reports completed Councils agree CIL levy rates Draft Charging Schedules wording and supporting materials (maps) prepared Prior to Step 2 supporting evidence would be updated, including reviewing infrastructure needs assessments and indicative uses for CIL levy receipts.	Jan 2020 Feb 2020 March 2020 April 2020 May / June 2020
2	draft Charging Schedules published	July 2020
3	Representations sought during 6-8 weeks consultation	July 2020
4	Consideration of representations Councils agree submission of draft Charging Schedule for examination Further updates of supporting evidence and documentation (not the Viability Studies)	Sept 2020 Oct / Nov 2020
5	Joint* Examination takes place	February 2021
6	Examiner's recommendations	April / May 2021
7	Councils consider Examiner's recommendations	June 2021
8	Councils approve charging schedules	Summer 2021

*Joint examinations are optional. Two or more charging schedules can be examined together if each of the charging authorities that prepared a draft agree to this approach.

Key issues

- 3.7 West Devon Borough Council considered the introduction of CIL in 2011. At the time it was concluded that the potential benefits of CIL were not sufficiently strong in that there was limited headroom (profit) from which to seek developer contributions. The s106 regime was considered to be working sufficiently well and concern existed that the introduction to CIL might compromise the effectiveness of s106.
- 3.8 CIL is now a more attractive prospect in West Devon (and South Hams) since the Government has relaxed Regulation 123 of the CIL Regulations. Previously Regulation 123 required a Local Planning Authority to provide a prescriptive list of what CIL and s106 can be used for. The relaxation allows a more flexible approach, making it much easier to run CIL alongside s106.
- 3.9 In addition, the 2018 NPPF seeks to restrict the use of inflated land values in viability assessment, resulting in greater headroom being available.
- 3.10 Initial assessment, as set out in the Stage 1 draft Viability Study, provides evidence that CIL could be introduced to the TTV and Urban Fringe areas alongside and without compromising the ability to secure appropriate infrastructure requirements through s106 obligations. Doing so would also represent a consistent approach across the JLP area since CIL already operates in Plymouth.
- 3.11 Consideration is needed, however, to avoid setting the rate too high such that there would be an adverse effect on the likelihood of development happening or limiting the ability to deliver Affordable Housing.
- 3.12 A key objective of CIL is likely to be securing financial contributions from large properties built in areas with high headroom. In areas such as the South Hams coast and the Tavistock hinterland development can result in significant profits. Currently there is no mechanism to secure funding for infrastructure from such development where it is less than five houses.
- 3.13 CIL would be applicable in a wider area. It allows contributions to be taken from all developments, not just the larger (over 10 dwellings) sites and allows offsite contributions to be secured from development of 6 to 10 dwellings in the AONB.
- 3.14 CIL must be paid, whereas s106 requirements and payments are negotiated. If the Charging Schedule includes levies that are too high it could prevent development from coming forward or compromise the ability to deliver Affordable Housing.

- 3.15 The relationship between different charging areas and between Urban Fringe and Plymouth will need careful consideration such that arbitrary borders are not created that lead to significant disparities between development costs within a locality.
- 3.16 Appropriate rates and boundaries will be considered through the Councillor workshops.
- 3.17 If CIL were introduced the levy receipts can be spent on infrastructure that will support development. It will be at the discretion of the Borough Council and Town and Parish Councils to direct where a proportion of the money is spent.
- 3.18 A Town / Parish with an adopted (made) Neighbourhood Plan would benefit from a 25% share of levy receipts. The money would need to be spent on things associated with supporting the delivery of development or addressing its impacts. A Town / Parish Council can also use their CIL receipts to support the delivery of Affordable Housing, something the District is not allowed to do. Where there is no made NP the proportion of CIL receipts payable to a Town / Parish is 15%.
- 3.19 CIL cannot be imposed retrospectively on any sites that already have any form of planning permission. It can't and won't, therefore, apply to the majority of the allocated sites in the Thriving Towns and Villages Area of the JLP (West Devon and South Hams).
- 3.20 It is appropriate to ensure that a headroom buffer is included so that the levy rate is able to support development when economic circumstances adjust. Generally buffers range from 25 to 50% below the level that the Viability Study indicates is viable.
- 3.21 In South Hams and West Devon headroom (available profit) exists in many areas that would allow a rate as high as £300 with a reasonable buffer. The greatest headroom has been identified in an area that approximately equates to land south of the A38 in South Hams and land at and south of Tavistock in West Devon. Slightly higher headroom has also been identified in an area centred around Okehampton.
- 3.22 Viability assessment indicates that there are no distinct hot spots. This is a key finding that corrects an intuitive belief that the high value sales areas would stand out. This is not the case, however, since the obvious areas (Salcombe and Newton Ferrers) typically have high build costs that in many cases limits profits.
- 3.23 The introduction of CIL so soon after the adoption of the JLP may necessitate a greater buffer than is typical when setting CIL rates. The reason for this is that the majority of sites that have been allocated and many smaller sites that are in the system will have been commercialised in the absence of CIL. To avoid a

shock to the house builders / landowners who might be deterred from developing sites in the short term (due to lower profit), it is considered appropriate to set the highest rate lower than £300. Similarly, to avoid having disparities across the area, it is suggested that the whole area could be set at a minimum of £50 per square metre, with allocated sites zero rated where they have planning permission or are well advanced in the process.

- 3.24 It is suggested that a 'soft' introduction of CIL at this time would result in limited but important benefits. The impact would then inform the role of CIL when the JLP is reviewed.

4. Options available and consideration of risk

- 4.1 The principle decision is whether or not to make further progress in introducing CIL to South Hams / West Devon.
- 4.2 Option 1 is to make no further progress. In this case Plymouth would publish the Viability Study without the South Hams and / or West Devon sections; and would proceed to review their CIL regime and adopt an updated Charging Schedule for the Plymouth City area only.
- 4.3 If neither South Hams nor West Devon make further progress the current s106 regime would be the only means to require contributions towards infrastructure and other measures to support development in the area.
- 4.4 A potentially beneficial effect is that this would avoid a period of uncertainty in the development industry that would otherwise occur during the process of adopting CIL. Uncertainty can lead to delay. Delays in bringing forward development would mean that much needed housing and Affordable Housing might be delayed in the short term. It is considered that this impact would not be significant since the Councils are able to demonstrate a strong supply trajectory. Furthermore, the industry would be aware of the possible implications of the introduction of CIL from the first day of the consultation, which is anticipated to be early Spring 2020.
- 4.5 The disadvantage of not proceeding is that the potential to secure money from smaller developments would be missed.
- 4.6 This stage is the most appropriate opportunity to discontinue the process since the publication of the Viability Study is a key step.
- 4.7 In the interests of clarity it is not necessary for South Hams and West Devon to both adopt CIL in order for the other Council to do so. The potential exists, however, for some impact on development trajectories if CIL is introduced in one area and not the other. This might occur if the rates in the adopting area

where so high that they diverted commercial interest to the other area. It is not likely that this would be significant and there is no evidence that this has happened elsewhere in the country where neighbouring authorities have different regimes. This is a matter that would need to be considered should the situation arise.

- 4.8 The benefit of introducing CIL are those identified earlier in the report (paragraphs 3.8 to 3.13, 3.17 and 3.18)
- 4.9 Option 2 is the recommended course of action, which is to publish the Viability Study and engage stakeholders through informal consultation. The related issues are described earlier in this report and summarised below.
- 4.10 A further important point is that the Government has, through the revision of the NPPF and Planning Policy Guidance, given a clear indication that CIL is an important means to secure funding from development for wider infrastructure needs whereas the s106 regime is the appropriate means to secure funding and measures that are directly related to a proposed development
- 4.11 Following consultation Councillors will have the opportunity to continue or not. Again, it is not a significant factor if not all three authorities continue the process.

5. Proposed Way Forward

- 5.1 Officers seek approval to publish the Viability Study and engage in a series of workshops followed by formal consultation on a CIL Charging Schedule. The process is set out in detail in Section 3.1 of this report.
- 5.2 The implications are set out in Section 3. The key issue is that CIL will allow the Council to secure contributions towards infrastructure from all but the smallest development; and the Viability Study confirms that this can be achieved without having an adverse impact on the development trajectory. Town and Parish Councils with made Neighbourhood Plans will receive 25% of receipts and will be able to use the money toward Affordable Housing.
- 5.3 Introducing CIL is consistent with the objectives of the Joint Local Plan and with the objective to deliver Affordable Housing. CIL receipts can also be used to support the agenda of the imminent Climate Action Plan and the biodiversity emergency.
- 5.4 Risks have been identified in Section 3 and Section 4 of this Report. It is considered that the consultation process provides an opportunity to further consider and address risks.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal / Governance	Y	The process is set out in Section 3.1 of this Report. Following adoption of CIL the Council would need to consolidate the process of managing and monitoring s106 (Town and Country Planning Act 1990) and CIL (The Community Infrastructure Levy Regulations 2010).
Financial implications to include reference to value for money	Y	<p>The cost to the three Councils of the process of adopting CIL is likely to be around £100k as a one off. The main cost would be a hearing with a Government Inspector. The costs would need to be paid at the time they are incurred, but can be recouped using the subsequent CIL receipts.</p> <p>Officers at Cornwall Council (CC), which introduced CIL in January 2019 have advised that they experienced a sharp rise in planning applications prior to CIL being adopted as developers sought to avoid CIL applying to their development proposals. Immediately after adoption of CIL Development Management fee income dropped by 5%. CC advises that this impact was temporary.</p>
Risk	Y	Risks and the means to avoid and reduce these risks have been identified in this Report.
Supporting Corporate Strategy	Y	The funds raised through CIL would support all Corporate Strategies.
Climate Change - Carbon / Biodiversity Impact	Y	The funds raised through CIL would support delivery of measures to address climate change and biodiversity.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	The funds raised through CIL would support measures to address equality, for example by funding the delivery of Affordable Housing and public transport.
Safeguarding	N	none
Community Safety, Crime and Disorder	Y	The funds raised through CIL would support opportunities to improve the public realm in a manner in keeping with safety and reducing crime.
Health, Safety and Wellbeing	Y	As above and equality

Other implications	N	none
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Supporting Information

Appendices:

None

Background Papers:

Planning Advisory Service – all you need to know in detail here:

<https://www.local.gov.uk/pas/pas-topics/infrastructure/what-cil>

Example of timetable / process:

https://www.swindon.gov.uk/info/20112/community_infrastructure_levy_cil/627/the_process_to_adopt_cil

Example of Charging Schedule (Cornwall Council)

<https://www.cornwall.gov.uk/media/26578094/cil-draft-charging-schedule-final.pdf>

Report to: **Council**

Date: **17 December 2019**

Title: **Outcomes of a Political Structures Working Group Meeting**

Portfolio Area: **Council – Cllr Samuel**

Wards Affected: **all**

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

Date next steps can be taken: **Immediately after Council**

Author: **Kathryn Trant** Role: **On behalf of Political Structures Working Group**

Contact: **Kathryn.trant@swdevon.gov.uk**

Recommendations:

That Council be RECOMMENDED that:

- 1. Council and Committee meeting start times remain as they currently are;**
- 2. the Calendar of Meetings (to take effect from May 2020) schedule Informal Council meetings on a Tuesday, providing that there are no clashes with scheduled Committee Meetings; and**
- 3. the Member Development Steering Group be asked at its next meeting on 7 January 2020 to advise on the training that would be appropriate to be delivered by Skype.**

1. Executive summary

- 1.1 The Political Structures Working Group (PSWG) met on 8 October 2019, and considered a range of issues. Those issues were the subject of a report to Special Council on 5 November, 2019.
- 1.2 That report stated that a further report would be presented to a later meeting of Council, once the Group had considered the outcome of a survey to canvas opinion on start times of meetings.

- 1.3 The PSWG met again on 2 December, 2019, to consider the consultation responses received.
- 1.4 This report sets out the PSWG recommendations, having considered the consultation responses.
- 1.5 The PSWG cannot make decisions, but can make recommendations to full Council based on the issues considered and resulting discussions.

2. Background

- 2.1 The Council appointed the following Members to the PSWG at the annual meeting on 21 May 2019:

Cllrs K Ball; M Davies; C R Musgrave; L Samuel; J Spettigue and L Wood.

- 2.2 At the first meeting of the PSWG, Cllr Samuel was elected as Chairman of the Group. At the first meeting, the Group also approved its primary purpose as follows:

The Political Structures Working Group is tasked with making recommendations to full Council on the Council's 'governance arrangements and decision making processes and structures.'

- 2.3 At that meeting, a number of items were considered, and a report presented to a meeting of Special Council on 5 November 2019, set out the Group recommendations for Council approval.
- 2.4 The Group had a lengthy discussion at their first meeting about meeting start times and, such was the range of opinions given, it was agreed that a survey be conducted to canvas the views of all Members on this subject. It was also agreed that the results of the survey would be considered at the next meeting of the Group before a recommendation would then be made to the Council.
- 2.5 The survey was compiled and circulated to all Members for their views. A total of 13 Members responded to the survey.
- 2.6 The survey included a number of questions to gauge Members views on meeting start times and how meetings should be scheduled.
- 2.7 A summary of survey responses is attached as Appendix A.
- 2.8 During consideration of the survey, the Group arrived at the following conclusions:
 - 2.8.1 **Council and Committee meetings start times** – should remain as they currently are;

2.8.2 **Council and Committee meeting days** – should, where possible, only be held on Tuesdays. In discussing the option of using different days for meetings, the Group accepted that a number of Members had to juggle work commitments to be able to attend meetings and for ease of planning, it would be helpful if all meetings were held on Tuesdays;

2.8.3 **The Group then discussed the Informal Council meetings** that were currently held on Mondays. The Group found the Informal Council meetings valuable, but were disappointed that a number of Members were unable to attend as it was on a different day and suggested that the meetings should be moved to a Tuesday. The Group strongly added that the move should be on the proviso that the Informal Council meetings could be scheduled for dates when there would not be a clash with other meetings. This should come into effect from May 2020;

2.8.4 In accepting that **Tuesdays should remain as Member days**, the Group accepted the survey findings that the whole day should be used;

2.8.5 **Timing of Member training events** – the Group accepted the majority wish that training should not be held in the evenings, but did request that when training events were scheduled, that alternative (repeat) dates be included. In discussing training, the Group stated that the recent Budget Workshop was one of the most valuable sessions they had attended, as there was a real sense of being involved in making key decisions. The Governance training provided by an external trainer was also mentioned as a key event to attend;

2.8.6 **Attendance by Skype** – The Group would like to see the Council embrace Skype in an innovative way as a means of saving travel time and expenses for Members and officers. Whilst accepting that some training had to take place on a face to face interactive basis, there was a view that there should be opportunities for training to be conducted by Skype. The Group felt that the Member Development Steering Group would be better placed to come to a view and give advice on the sessions that could use Skype.

3. Outcomes/outputs

- 3.1 The following recommendations reflect the outcomes and recommendations of the Group:
 - a. Meeting start times should remain as they are;
 - b. Member Meetings, informal meetings and training should take place on Tuesdays where possible. The Calendar of Meetings to come into effect from May 2020 should reflect this;
 - c. The Member Development Group be asked to provide advice on the briefings and training that could be attended by Skype.

In the meantime, officers should use Skype for Member attendance at Briefings, where appropriate.

4. Options available and consideration of risk

- 4.1 There were no specific risks identified by the PSWG, and the recommendations reflect the Group desire to make decision making transparent and to encourage as many Members as possible to be able to attend meetings.

5. Proposed Way Forward

- 5.1 The proposed way forward is to accept the recommendations of the PSWG as set out in this report.
- 5.2 Future meetings of the PSWG will consider the outcome of the webcasting trial. At a later date, the PSWG will convene to consider a review of the Hub Committee.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>Section 90 of the Local Government Act 2000 provides that a local authority may not—</p> <p>(a) cease to operate a form of governance, or</p> <p>(b) vary executive arrangements, other than in accordance with the Act and in making a change in governance arrangements, the local authority must comply with any directions given by the Secretary of State.</p> <p>The Political Structures Working Group can make recommendations to full Council.</p> <p>The Council has the ability to amend and/or update its Constitution throughout the year.</p>
Financial implications to include reference to value for money		None arising directly from this report, with the exception of webcasting meetings which, if progressed, may include additional costs
Risk		There are no specific risks attached to this report The recommendations will encourage transparency and seek to support attendance at Briefings by a greater number of Members
Supporting Corporate Strategy		Efficient and Effective Council

Climate Change - Carbon / Biodiversity Impact		No direct carbon/biodiversity impact arising from the recommendations.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None arising as a direct result of this report
Safeguarding		None arising as a direct result of this report
Community Safety, Crime and Disorder		None arising as a direct result of this report
Health, Safety and Wellbeing		None arising as a direct result of this report
Other implications		None arising as a direct result of this report

Supporting Information

Appendices:

A - Summary of Survey Responses

Background Papers:

Notes of Political Structures Working Group held 8 October 2019

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Q1. Council and Committee meetings should start at:	Yes	No
a) 10.00am, 2.00pm & 4.00pm as currently	10	
b) 10.00am for all meetings	1	2
c) 2.00pm for all meetings	2	1
d) an evening start time (e.g 7.00pm) for all meetings	1	6
e) an evening start time for selected Committees (please specify)	2	4
f) No preference	1	
<p>Comments:</p> <ul style="list-style-type: none"> • I drive a long way to meetings, on average 45 mins each way and appreciate greatly that most events happen on a Tuesday and that I can do most of the travel in the daylight • Although my preference is to stay, the way things are, although I am open to changes. My main concern with making major changes to the system is that this may generate clashes with other meetings. In particular, moving things into the evenings could at times make attending parish councils difficult. In our ward, we have seven-parish council to deal with plus the link meetings. • There seems to be occasionally some overlap with some meetings during the day. Evening meetings tend to clash with Parish meetings which most of us are already involved in. • Evening meetings should not be introduced for several reasons. <ol style="list-style-type: none"> 1. Those with young families will still need to arrange child care – including for those at school. 2. Members have Parish Council meetings to attend plus multiple community meetings – all of which take place in the evening. This would affect attendance at WD meetings. 3. Officers being required to work during the evenings will impact staff and their family life. 4. Staff working late at night will impact the effectiveness of service delivery during the daytime as there would be reduced staff availability. 5. The public are unlikely to attend evening meetings due to caring responsibilities, practical issues such as getting a meal on the table and travel times. 6. With regard to planning, site meetings would be impractical in the evening when it is dark. Equally, agents could well be reluctant to attend a DM meeting in the evening as they would traditionally work 9-5. 7. The points raised at item 5 could well be applied to members • Holding all meetings at 10am or 2pm will not be practical. It will make it virtually impossible to schedule all the committees in line with the constitution if only one a day can be held. • I have other commitments in the evenings, such as Parish Council meetings etc., so daytime works best for me. • I have children at school so keeping it in school times is ideal for me. If we move meetings to the evening then it will clash with Parish meetings and also family time, which is important to me! • I personally prefer meetings during the day but accept that other members may feel differently and would always try to fit in. • The 16.00hrs start time would not fit in with my work but I am only one person. 		

- A range of start times provides flexibility for officers/members. Evening meetings would clash with Member commitments - community/PC meetings.
- Evening meetings may well be convenient for those Members who live in easy reach of KP, however, a number of Members live a considerable distance from Tavistock and travelling home to remote locations in inclement weather after a late finish is inconsiderate. Likewise, a number of Officers live in the South Hams/Torbay, and could face a difficult journey across open moorland at a late hour. Not something we should be asking them to do.
- The council needs to be more reflective of its communities. However representation is impractical for those working age and parent of younger children. 7pm allows time to either finish work AND/OR get children home from school and settled with a sitter prior,
- Evening Meetings – Audit, O&S, Standards
- Impossible to find times which suit everybody. Making maximum use of Tuesdays makes sense. We could have meetings on Tuesdays at 10, 2, 4, and 7
- I work for myself, so meetings after 2pm would be preferable for me. I could get several hours of work done before travelling to a Council or Committee meeting.
I like the idea of evening meetings, but I would be concerned about travel to / from the more remote areas of our Borough. Car journeys across Dartmoor late at night and in the dark can be a challenge. Public transport would not be an option and more environmental forms of transport will probably take longer.
- How can we attend Town / Parish Council meetings if we have WDBC Council meetings in the evening?
- 4.00pm for all meetings

Q2. Council and Committee meetings should be:	Yes	No
a) contained in a single day per week (e.g Tuesdays)	10	
b) spread over two days per week (e.g Mondays and Tuesdays)	3	3 1 xNot out of the question

Comments:

- I am already upset that I miss informal Council on Monday afternoons because I am working and I am Pleased that most other meetings fall on a Tuesday
- I have no particular preference on this issue other than scheduling may become difficult.
- If spread over two days, then councillor travel expenses could well increase significantly with members needing to get to Tavistock twice a week instead of once. We do have some over two days i.e. informal council is on a Monday. If the Council decided to spread its regular meetings over 2 days, then this could have implications to current members who would have stood for election on the basis that they would need to take one day off work per week to attend Council meetings.
- There are often too many meetings in one day and it is hard to concentrate on all of them at once.

<ul style="list-style-type: none"> • Keeping it to the 1 day help me dedicate every Tuesday to council work. • Happy either way. • Spreading meetings over two days is counterproductive for both Officers and Members. It does not make good use of officer time and will increase travelling. If meetings are spread over two days, this could mean some Members travelling to KP on two consecutive days, resulting in poor time management and extra travelling costs. • A date (Monday) is made available for additional meetings if required. This is rarely used, which suggests that Tuesday's allow adequate time for meetings. • 'High intensity' days are appreciated. If training/meetings have to be during the working day or over 'school run' periods then a higher return of investment mitigates the cost of childcare or missing of a days pay/work. • Any councillors with jobs will have difficulty taking two days off. • It would save significant travel time if travel to Tavistock was just one day a week – but a whole day of meetings / training is complicated to manage with 24/7 work commitments (24/7 is overstating my commitment). 		
Q3. If contained in a single day the <u>whole day</u> should be utilised for meetings and training/workshops etc	Yes 9	No 2
<p>Comments:</p> <ul style="list-style-type: none"> • I would be happy to complete Council business in a day. Now that I have experience of what that means I doubt half a day per week would be enough • I have no particular preference x3 • As far as possible. On occasions, it may be necessary to arrange meetings on other days, but as an exception. • Makes better use of officer/member time. • Make Sense • A full day of meetings / training is complicated to manage with 24/7 work commitments, so 2 days starting after 2pm would be preferable. 		
Q4. If contained in a single day <u>no more than half a day</u> should be used for meetings/training etc	Yes 2	No 6
<p>Comments:</p> <ul style="list-style-type: none"> • Once again, I have no particular preference. My main concern with this is information overload and some people may find it difficult to cope with all the different things in one day effectively • I have no preference x3 		

<ul style="list-style-type: none"> • Utilise whole day • The difficulty arises when members need to attend two different events that are being run at the same time or are overlapping. Not possible to accommodate all in half a day. Currently it can be very difficult to physically find the time to meet with an officer for a face to face meeting where it is needed and that is when in Tavistock for the full day. I appreciate that for members who live on the South side of the moor it is easier as their travel time is less. • Not worried, sometime I go brain dead • Use the whole day – more efficient for everybody • Yes... a full day of meetings / training is complicated to manage with 24/7 work commitments 		
Q5. Member Training events and Workshops should be held during the evening	Yes 4	No 9
<p>Comments:</p> <ul style="list-style-type: none"> • Considering my return travel time for each visit is 1.5 hours in good traffic, I would not support another trip to be built in to the Council timetable. Evenings are also not good for me – I am working most days until early evening, and in addition I do not like driving late evening for such distances in the dark. • As previously stated in another question, moving things into the evenings could at times make attending parish councils difficult. In our ward, we have seven-parish council to deal with plus the link meetings. • Rather not. Clashes with other meeting for other bodies I represent. • Happy for this to be considered further taking into account the need for the events to be publicised well in advance with maybe a doodle poll to check availability. As referred to above, members will have parish/town/community meetings regularly and they do occur in the evenings plus all parties involved will have routine family/domestic commitments. • I think if they were held on the fixed days then we wouldn't need evenings. • Most Members are involved in other community activities/PC meetings. Evening meetings at KP would seriously disrupt these important Member commitments and detract from their community involvement. • Officers should not be expected to work evenings running training events, especially if SH also introduced evening training. • This would be more in line with a cultural shift towards councillors as representative members of their respective communities conducting business when they are best able (in their spare time outside of core working hours), rather than as a semi-class of representatives from a relatively narrow band of society. • 7.00pm Tuesday would make perfect sense 		

<ul style="list-style-type: none"> I think most of my answers would be the same as for Council and Committee meetings. I think training events in the evenings would be poorly attended as they may be seen as lower priority than Town / Parish Council meetings. 		
Q6. Members should be offered the option to attend briefings and appropriate training by Skype	Yes 12	No 3
<p>Comments:</p> <ul style="list-style-type: none"> Theoretically this sounds useful, so long as it includes the ability to ask questions and participate. Currently I believe much benefit is gained from being able to join in debates and question the speakers as matters arise. I know skype is excellent for meetings between far-flung participants who are catching up on smallish issues that they all already understand. But I remain to be convinced that for the complex issues addressed by Council training, remote participation will be enough. The only problem with this option is broadband speed. For this to work effectively all members must have good broadband speeds for system to work effectively. Depends on training, most would be better if attended so officers can gauge reactions and understanding. Some briefings and updates from officers are good via skype. Training - by Skype would not be particularly effective as people have different learning styles and the majority learn by a combination of being able to ask questions of the tutor, group discussion and observing "how it is done". Skype would only really work if done on a one to one basis with trainees losing out on the group discussion. Briefings – How Chairman’s briefings are conducted can be agreed between the relevant officers and members. For member wide briefings, there is the option to pre-record and send members the link. How will it be monitored that members have actually listened/watched the briefing? If member wide briefings are going to be live, how would questions from individuals be dealt with? But only for meetings with officers, which happen now anyway. Yes where appropriate Could be unwieldy but as long as members understand this then no problem By exception only. Attending meetings at KP has the added benefit of meeting other Members/Officers, which will enhance their development. This would bring the council up to date with other organisations (both public sector (MOD for example) and many in the private sector). Services such as Adobe Connect’ and others offer a ready-made platform to enable this. This would also allow greater attendance from geographically displaced members and/or for members who have to work core hours yet may be able to take time out for a short periods to attend skype meetings. This would negate the need for commuting to and from the meeting that would add significant time to the activity and otherwise preclude attendance. 		

- Impossible while I am at work – and very difficult at home (terrible WIFI)
- I think some training could be delivered via pre-recorded videos. This would be particularly useful where “old” members have previously attended training sessions on a subject e.g. standards.
- I am a substitute on the planning committee and it is easy to forget the details. It would be great if we could access pre-recorded training videos “on-demand”.
- I am not sure how this would work – but remote training sessions could be followed up with an “in person” or remote question and answer session.

Any further Comments:

- Programming sessions is an endless area for discussion, because working people struggle to attend daytime sessions, and those with young families struggle to attend during evenings etc.
- My key issues are my current work commitments and the long distance / time it takes for me to get to Tavistock.
- I am sure all members assessed their availability before putting their names up for election. When I was considering becoming a councillor I went to great pains to organise my work (I am self employed) to leave Tuesdays available for council duties. It would be very hard for me to find additional journey times / council days.
- Those members who have only one or two Parishes to look after and no other commitments may be able to attend evening meetings, but this is not the case with those who already have meetings scheduled throughout the year with other local authorities, charities and indeed work commitments in the evenings as well as weekends!!
- Generally what we have in place already I feel works well.
- If we want to attract “younger people” in the future, then maybe look to keeping the main council and committee meetings in the morning so for example 10-1pm
- The current arrangements work well for the vast majority of Members. Spreading meetings over additional days/evenings places extra strain on officer resource. Our shared service arrangements at South Hams also need to be considered as any change to the existing arrangements would surely make time management very difficult and reduce effectiveness.
- If it isn't broken, don't fix it
- Am concerned that we might replace too many “face to face” / “in person meetings” with Skype /pre-recorded sessions. It is much harder to build constructive relationships with remote meetings and many valuable ideas are captured during break times.

Report to: **Council**
Date: **17 December 2019**
Title: **Calendar of Meetings 2020/21**
Portfolio Area: **Council – Cllr Jory, Leader**

Wards Affected: **All**

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

Date next steps can be taken: **Immediately**

Author: **Kathryn Trant** Role: **Specialist – Democratic Services**

Contact: **Email: Kathryn.trant@swdevon.gov.uk**

RECOMMENDATION:

That Council be RECOMMENDED that the Calendar of Meetings for 2020/21 (as presented at Appendix A) be approved.

1. Executive summary

- 1.1 Each year, the Council is required to approve a calendar of meetings for the forthcoming year.

2. Background

- 2.1 The Constitution sets out requirements relating to the number and frequency of meetings of Council Bodies. In setting the calendar of meetings each year, the Council can ensure that these requirements are met. It also enables forward planning and avoids meeting clashes.

3. Outcomes/outputs

- 3.1 Set out at Appendix A is the draft calendar of meetings for 2020/21.
- 3.2 In drawing up the calendar of meetings, a number of parameters are set which include:
 - 3.2.1 Constitutional requirements which, for some bodies, sets the number and frequency of meetings to be held annually

3.2.2 The wishes of Members that Tuesdays are seen as Member days and therefore as many meetings as possible are arranged to take place on this day. This was recently reinforced by the recommendations of the Political Structures Working Group, and is the subject of a recommendation on another report on the Council summons for 17 December 2019 meeting

3.2.3 The wishes of Members to avoid formal meetings during school holidays where possible

3.2.4 The wish of Members to ensure, where possible, there is a two week gap between Overview and Scrutiny Committee dates and Hub Committee dates

4. Options available and consideration of risk

4.1 By approving the calendar of meetings each year, the Council will avoid potential Member meeting clashes and ensure that the Constitutional requirements are provided for, and Members wishes, where possible, are taken into account.

5. Proposed Way Forward

5.1 Approval of the calendar of meetings will prevent meeting clashes and ensure that Constitutional requirements are met.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Statutory Powers – Local Government Act 1972
Financial implications to include reference to value for money	N	There are no direct financial implications
Risk	N	These are addressed in the report
Supporting Corporate Strategy		Efficient and Effective Council
Climate Change - Carbon /		Attendance at meetings is required, but Members are encouraged to car share. Skyping in to Briefings is encouraged where deemed appropriate

Biodiversity Impact		
Comprehensive Impact Assessment Implications		
Equality and Diversity		Not applicable
Safeguarding		Not applicable
Community Safety, Crime and Disorder		Not applicable
Health, Safety and Wellbeing		Not applicable
Other implications		Not applicable

Supporting Information

Appendices:

Calendar of Meetings 2020/21 – Appendix A

Background Papers:

None

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WEST DEVON DRAFT CALENDAR OF MEETINGS 2020/21

Committee	May 20	June 20	July 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	June 21	July 21	Aug 21	Sept 21
WD Council May – 11am Others – 4.00pm	12		21		22			8		16	30		25				28
WD CTSP 10.00am										23							
WD Hub – all at 2.00pm		9	14		15	20		1		2	16	27		8	20		21
<i>WD Hub Agenda Bfg</i>	26	30			1	6	17		19		2	13	25		6		7
WD O&S – all at 2pm	19	23			1*	6*	10		19		2*	13	18*		6		7*
WD Audit		23 10am	21 10am				17			9	16			22	20		
Standards Cttee											9						
WD Reserve dates		1	6		7	5	2	7	4	1	1		4	7	5		6
TRAINING DATES			7		8		3		26		23(DM)		11		13(DM)		14
<i>WD Planning Briefing at 10 am</i>	19	16	14	18	15	13	10	22		2	9	6	4	1/29	27	24	21
WD Site Inspections	28	25	23	27	24	22	19		7	11	18	15	13	10	8	5	2/30
WD Planning Cttee – all at 10.00am		2/30	28		1/29	27	24		12	16	23	20	18	15	13	10	7

Notes:

WD Informal Council dates – 2 June; 28 July; 29 September; 24 November; 12 January; 9 March; 11 May; 29 June; 14 September

WD Hub Agenda Briefing//WD Planning Briefing are all internal dates and will not be published on the website

*** dates for O&S are programmed for between 4 and 6 weeks after quarter end to allow presentation of PIs, except Sept dates which are 10 weeks (to avoid August)**

Planning Committee for WD at 4 weekly intervals where possible

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Report to: **Council**
Date: **17 December 2019**
Title: **Annual Review of Health and Safety Policy Statement**
Portfolio Holder: **Leader**
Wards Affected: **All**

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

Date next steps can be taken: **17 December 2019**
(*e.g. referral on of recommendation or implementation of substantive decision*)

Author: **Ian Luscombe** Role: **Community of Practice Lead (Environmental Health)**

Contact: **01822 813713 Ian.Luscombe@swdevon.gov.uk**

RECOMMENDATION

That Council be RECOMMENDED to adopt the revised Health & Safety Policy Statement (as attached at Appendix A) and agree that it is signed by the Head of Paid Service and the Leader of the Council.

1. Executive summary

- 1.1 The Council is required to prepare a written health and safety policy statement by the Health and Safety at Work Act 1974. The policy should be agreed and signed off by the Head of Paid Service and the Leader of the Council.
- 1.2 The Joint South Hams District Council and West Devon Borough Council Health and Safety policy documents the Council's position regarding its intentions, organisation and arrangements for ensuring the health, safety and welfare at work of their employees, and the health and safety of any other person working in, visiting the Councils, or who may be affected by their activities

- 1.3 The policy is required to be reviewed annually and where appropriate, revised to reflect any significant change within the Organisation.
- 1.4 The policy has been amended to reflect changes in the Senior Leadership Team and in the Extended Leadership Team. The policy also introduces a new three year plan for health and safety, the previous three year plan having expired.

2. Background

- 2.1 The Council is required to have a written health and safety policy under the Health and Safety at Work Act 1974. The Policy is an important document to set the responsibility for the health and safety of staff in the Council's employment and those persons effected by its activities. The Policy covers the entire range of Council Services.
- 2.2 The Policy is supplemented by a number of Safety Codes dealing with specific issues relevant to particular Service Groups and/or activities, e.g., Work at Height, Working Alone, Incident Reporting, etc. These Codes will have the same status as the Policy
- 2.3 The Policy adopts a sensible approach to managing risk which reflects best practice and is based on integrated management principles enabling the Council to achieve a correct balance in managing health and safety as part of an overall risk management
- 2.4 The Policy should be reviewed annually and revised to include any significant changes

3. Outcomes/outputs

- 3.1 The Council is required to have a Health and Safety Policy agreed by senior management and members, signed off by the Head of Paid Service and the Leader of the Council

4. Options available and consideration of risk

- 4.1 There is a statutory requirement to agree and implement the Councils Health and Safety Policy. Failure to do so would risk prosecution by the Health and Safety Executive and put employee's health and safety at unacceptable risk.

5. Proposed Way Forward

- 5.1 The Council should agree the revised Health and Safety Policy and continue to review it on an annual basis and/or when significant changes occur.
- 5.2 The Health and Safety officer group should provide a basis for integrating health and safety into its management structure and achieve continuous improvement in health and safety standards.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Health and Safety at Work etc Act 1974 The Policy conforms to the 2013 HSE guidance in order to ensure that the Council is legally compliant. Accordingly, the Policy needs to be formally adopted by the Council.
Financial	Y	Achieving legal compliance requires the Council's officers to actively engage in carrying out health and safety responsibilities intrinsic to their job role. The cost will be officer time which is accounted for within existing budgets. Achieving best practice will require an ongoing commitment to continuously improve the health and safety management system which will add to the cost of officer time.
Risk		The potential cost of not achieving legal compliance includes: i HSE enforcement costs ii legal and court cost iii compensation costs iv loss of credibility.
Comprehensive Impact Assessment Implications		
Equality and Diversity		The Policy applies to all members of staff and has considerations of the effect of Council activities on non-employees. Effective management of health and safety should ensure that equality and human rights are not infringed.
Safeguarding		Indirect impact derived from suitable and sufficient risk assessment of activities associated with vulnerable groups
Community Safety, Crime and Disorder		No direct impact
Health, Safety and Wellbeing		As above, indirect impact on wellbeing derived from suitable and sufficient assessment of risk of work activities, e.g. lone working
Other implications		None

Supporting Information

Appendices:

Appendix A; South Hams District and West Devon Borough Council's Health and Safety Statement

Background Papers:

None

HEALTH AND SAFETY STATEMENT AND POLICY

Revisions

Version 1	September 2015
Version 2	November 2016
Version 3	July 2017
Version 4	October 2018
Version 5	November 2019



Sophie Hosking – Head of Paid Service

Health and Safety Statement

South Hams District Council and West Devon Borough Council are fully committed to ensuring a high standard of health and safety. The Councils recognise their statutory duties protect the health, safety and welfare of staff and others connected to our work activities. We recognise the potential strategic, operational and financial risks associated with failures in health and safety and the importance of maintaining a well-resourced internal health and safety service.

To demonstrate our commitment to health and safety we annually update the health and safety policy statement and have developed a health and safety improvement programme to continue the cycle of continuous improvement by reviewing and updating the health and safety procedures related to the work that we do. This statement, and the associated management systems detail how South Hams District Council and West Devon Borough Council will manage our health and safety responsibilities and deal with any incidents that may occur.

It will be the responsibility of the Councils' Senior Leadership team (SLT) to monitor the implementation of this policy and the councils' overall risk management performance. This will be achieved through the use of regular reporting commissioned by SLT and annual audits.

The Health and Safety Group will be responsible for meeting to ensure the work programme is delivered. They will champion health and safety compliance within the Community of Practice business areas.

The organisations have identified that technical expertise for health and safety will be provided by the Environmental Health Community of Practice. They provide advice and support to the organisation as necessary.

We expect all staff to take reasonable steps to be aware of the policy, risk assessments, and the controls identified. To support the Heads of Practice in assessing risks, implementing controls, and to actively engage in any training, exercises or workshops will arranged to test the organisation's effectiveness.

Members are required to make themselves aware of the health and safety arrangements that are likely to effect them.

The Councils are committed to ensuring that the internal health and safety service is adequately resourced to enable the full implementation of this policy. This

commitment includes the provision of sufficient financial resources, management and employee time, training and advisory support. The Council has appointed a competent person to provide competent health and safety advice to the Councils.

This Health and Safety arrangements will be reviewed at least annually or more frequently where there have been significant changes to the Councils or factors affecting the Councils' activities.

Signed: _____

Date: _____

1. Statement of Intent

- 1.1 This is a statement of policy by South Hams District Council and West Devon Borough Council (the Councils) about their intentions, organisation and arrangements for ensuring the health, safety and welfare at work of their employees, and the health and safety of any other person working in, visiting the Councils, or who may be affected by their activities.
- 1.2 It is the intention of the Councils to do all that is reasonably practicable to provide safe and healthy working conditions for its employees and to enlist their support in achieving this. The Councils also recognise their responsibilities to ensure the health and safety of elected members, members of the public, visitors and contractors when on their premises and others who may be affected by their activities.

2. Policy

- 2.1 It is the policy of the Councils as employers that they will comply so far as is reasonably practicable, with the requirements of the Health and Safety at Work etc. Act 1974 and all other relevant statutory provisions.
- 2.2 This policy is supported by Codes of Practice that apply throughout the Councils and will have the same status as this policy. The Codes of Practice will reflect:
- minimum legal requirements
 - best practice.
- 2.3 The Councils will do all that is reasonably practicable to prevent personal injury and illness, loss and damage to premises, plant and equipment by:
- Appropriate assessment and management of risk for all activities and seeking to eliminate hazards and/or reduce risks;
 - ensuring appropriate competence of all employees in health and safety by the provision of information, instruction, training, supervision, management support and performance appraisal;
 - ensuring close co-operation and participation of management and staff through normal working relationships and consultation with employees.
- 2.4 The Councils will pursue the above aims by the implementation of the objectives at **Appendix A** and the new three year safety plan.
- 2.5 The remainder of this document contains the following sections:
- Organisation and responsibilities
 - Arrangements for implementation
 - Objectives.

3. Policy Review

- 3.1 This policy will be reviewed annually, in consultation with the unions, by the Internal Health and Safety Service who will advise the Senior Leadership Team (SLT) on possible amendments
- 3.2 The Codes of Practice will be reviewed by the Internal Health and Safety Service as and when legislation changes, best practice dictates or when otherwise necessary.

4. Organisation and responsibilities

- 4.1 This part of the policy describes the organisational arrangements within the Councils for ensuring health and safety at work. Health and Safety issues are line management responsibilities alongside and of equal importance to responsibilities for the provision of services and the management of resources.

4.2 Head of Paid Service

- 4.2.1 The **Head of Paid Service** has overall responsibility to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all the Councils' employees and members, to ensure, so far as is reasonably practicable, the health and safety of others who work in and visit the Councils or may be affected by the Councils' activities.

- 4.2.2 The **Head of Paid Service** will include Health and Safety in his/her annual report to Council.

4.3 Directors

- 4.3.1 Directors are responsible for the implementation of this policy in the areas over which they have control. Oversight of the function sits with the Director for Governance and Assurance.

4.3.2 Head of Environmental Health and Licensing

The **Head of Environmental Health and Licensing** will be responsible for providing an internal health and safety service to the Councils which will be the competent assistance as required by the Management of Health and Safety at Work Regulations 1999. To avoid confusion this should be a named officer.

4.4 Heads of Practice and Business Manager Case Management

Heads of Practice and the Business Manager Case Management are responsible for ensuring the implementation, coordination and monitoring of this policy and associated Codes of Practice, and the overall health and safety management of the staff within their control. In particular, they must:

- carry out risk assessments and ensure that safe working conditions are maintained;
- ensure that staff within their control are trained and instructed in safe methods and comply with them;
- ensure that all accidents, incidents and near misses are reported and investigated and steps taken wherever possible to prevent a recurrence.

4.5 Heads of Practice may nominate officers with Day to Day Responsibility for Health and Safety in their respective services/departments and inform their staff and the Internal Health and Safety Service accordingly but this will not remove the Head of Practice's responsibilities.

4.6 **Employees**

Employees shall:

- take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions;
- co-operate with their manager in the implementation of this policy;
- follow safe working practices at all times;
- report accidents, incidents and near misses to their line manager;
- report unsafe working conditions and hazards to their line manager or other appropriate person.

4.7 **Key staff with additional health and safety responsibilities**

In addition to their responsibilities as managers the following Heads of Services will also have the responsibilities shown at **Appendix B**:

- Head of Environmental Health and Licensing
- Head of Maritime
- Head of Human Resources
- Members of the Health and Safety Virtual Community of Practice group

4.8 **Members of the Health and Safety Virtual Community of Practice group**

- Membership of the Health and Safety Virtual Community of Practice group will consist of Heads of Practice and Managers and other relevant persons
- The group will be a forum for discussion for Internal Health and Safety matters and responsible for developing and progressing health and safety awareness throughout the Councils.
- The group will identify and implement work programmes relating to internal health and safety, including a programme of auditing and review, and any other tasks arising to achieve compliance with regulatory requirements or best practice.
- A member of SLT will be in attendance. This will enable key decisions to be made or effectively escalated to SLT.

- This group will also be a point of contact for Union Representatives and Staff Forums.

4.9 Head of Environmental Health and Licensing (Internal Health and Safety)

The Head of Environmental Health and Licensing is responsible for the Internal Health and Safety service. The Internal Health and Safety service provides the competent advice to the Councils on matters relating to health, safety and welfare at work across the Councils. Their objectives include:

- providing specialist support and guidance to the Councils on the effective management of health and safety;
- to help promote and maintain a high standard of total health (physical and mental) for all persons working in the Councils;
- the safeguarding of all staff from health and safety hazards arising from their work or the environment by means of accident prevention, environmental control and prevention of injury and illness;
- to receive all Incident/Near Miss reports, maintain an Incident/Near Miss database and publish performance statistics.

5. Arrangements for implementation

5.1 This part of the policy describes the general arrangements for the implementation and monitoring of health and safety at work.

5.2 Strategic aims, objectives and three-year action plan

The aims, objectives and three-year safety plan set out the Councils' commitment to provide a healthy and safe environment for all those who work in and visit the Councils. The plan reflects best practice and is based on the principles of loss control and quality management.

This approach is designed to:

- a. address the health and safety implications of the various activities of the organisations;
- b. identify the hazards and assess the level of risk;
- c. apply the following general principles of prevention in the order shown:
 - avoiding risks;
 - evaluating the risks which cannot be avoided;
 - combating the risks at source;
 - adapting the work to the individual, especially as regards the design of workplaces, the choice of work equipment and the choice of working and production methods, with a view, in particular, to alleviating monotonous work and work at a predetermined work-rate and to reducing their effect on health;

- adapting to technical progress;
- replacing the dangerous by the non-dangerous or the less dangerous;
- developing a coherent overall prevention policy which covers technology, organisation of work, working conditions, social relationships and the influence of factors relating to the working environment;
- giving collective protective measures priority over individual protective measures; and
- giving appropriate training and instructions to employees.

5.3 Codes of Practice

5.3.1 Where a need is identified, through legislation, risk assessments, best practice, health and safety auditing, the proceedings of committees or other means, a Code of Practice will be established to set the standard of implementation and operation for the identified topic. These Codes of Practice will be reviewed as and when legislation changes or practice dictates.

5.3.2 The Codes of Practice shall have the same status as the main policy document and will outline how to implement the requirements of the main policy in specific risk areas.

5.4 Training

5.4.1 The Internal Health and Safety Service in conjunction with the training partnership and workplace managers and supervisors, will provide guidance on Health and Safety Training and general training needs, and identifying those key workers who should attend. The Internal Health and Safety CoP will administer health and safety training across the organisations. Heads of Practice will be responsible for maintaining a training competency matrix, which will establish key training for all staff in their work area.

5.4.2 Each Community of Practice will ensure that good working arrangements for health and safety training exist. This training will include attendance at corporate induction training and appropriate special to job induction training.

5.4.3 Each Community of Practice will ensure that health and safety is included as an integral part of their annual business plan.

5.4.4 Records of safety training provided will be maintained on Team Spirit and but may also be maintained by service managers.

5.4.5 The identification of health and safety training needs is to be part of the annual appraisal process. Managers are responsible for identifying the training needs of individuals. The Internal Health and Safety Service needs in conjunction with Human Resources will be responsible for an analysis of the corporate training.

5.5 Risk assessment

5.5.1 Each manager/supervisor shall make a suitable and sufficient assessment of:

- the risks to the health and safety of his employees to which they are exposed whilst they are at work; and
- the risks to the health and safety of others who may be affected by their activities,

for the purpose of identifying the measures necessary to ensure a safe and healthy place of work.

5.5.2 In addition to the general risk assessment set out at paragraph 5.5.1 there may also be a need for a specific risk assessment and the need for that should be identified and if possible carried out at the same time. These specific assessments are shown in the appropriate Code of Practice on Assessment of Risk but include:

- manual handling ((including the lifting, putting down, pushing, pulling, carrying or moving of a load);
- display screen equipment (computing and word processing);
- hazardous substances etc;
- young people
- pregnancies.

5.5.3 Risk assessments will be reviewed:

- Periodically as recorded on the risk assessment;
- when an accident, incident or near miss occurs;
- when purchasing new equipment;
- changing work practices etc; or moving into a new work area.

5.5.4 Managers/supervisors are to monitor work activities to ensure that risk assessments and control measures are still suitable and sufficient and take appropriate action to review when necessary.

5.5.5 Where a need for a generic risk assessment is identified (e.g. work in offices, activities of a similar nature taking place in more than one service) the internal health and safety service will be responsible for carrying out the assessment and monitoring as required by paragraph 5.5.4

5.6 Health and safety standards, audit and inspection

5.6.1 A set of health and safety standards has been designed and each Service will make their own arrangements for reviewing their level of achievement annually which will be reported in their service plan. The standards are shown at **Appendix C.**

5.6.2 The Internal Health and Safety Service CoP will develop a programme of audits and a standardised form to identify whether the management of risk has been carried out in each service area. The programme should be designed to reflect the needs of the Councils and the individual Service and will take into account the particular kinds of hazard or health and safety issues encountered. The timing of health and safety audits will appear in the annual safety plan and will be proportionate to the level and scope of the hazards and risks present.

5.6.3 The combination of the review of safety standards and the audit process is designed to ensure that we can demonstrate our level of health and safety management. The results will be analysed, considered, prioritised and shaped into an action programme.

5.7 Occupational health

5.7.1 Occupational health is concerned with work-related problems and health and safety in the work place. An occupational health service for staff is provided under arrangements made by Human Resources. Further details may be obtained from the Human Resources Office.

5.8 Incidents

5.8.1 Any incident or injury occurring whilst at work or on the Council's premises, however trivial it may appear at the time, must be reported to the Internal Health and Safety Service on the prescribed form.

5.8.2 Any report of an incident caused by defective fixtures and fittings, furniture, equipment etc. should make the cause clear so that steps can be taken to rectify the fault and avoid a recurrence.

5.9 First Aid Arrangements and Medical facilities

5.9.1 Details of first aid arrangements and medical facilities for the Councils are given in the appropriate Code of Practice and on the Health and Safety pages of the Intranet.

5.10 Eye tests for display screen equipment users

5.10.1 Members of staff or elected members who are users of display screen equipment (computers etc) are eligible for the refund of the cost of an eye test. If it is confirmed by the optician that they require spectacles specifically for display screen equipment use, a further refund may be provided for the cost of a basic pair of spectacles. Further details are available from the Internal Health and Safety Service and on the Health and Safety pages of the Intranet.

5.11 Smoking and vaping

5.11.1 Smoking or vaping is not permitted in any of the Council's premises. The text of the policy is set out in the appropriate Code of Practice and on the Health and Safety pages of the Intranet. This also extends to the use of E Cigarettes.

5.12 Emergency Procedures

5.12.1 Fire

Details of the procedure in the case of fire are provided at each of the Councils' premises. Fire Safety training is also covered on the Induction Courses which is mandatory for all staff, in the health and safety training prospectus and periodically as a refresher.

5.12.2 Emergency procedures for staff with disabilities

On joining the Councils, any member of staff or elected member who has a disability that might impede their evacuation or the evacuation of anyone else should bring this to the attention of their manager. A personal evacuation plan will be drawn up by the responsible manager, in conjunction with the Internal Health & Safety Service, and this should be brought to the attention of colleagues working in the same locality. Staff who develop a disability during their employment in the Councils should also consult their manager.

5.12.3 Threats Against the Councils

On receipt of a threat against the Councils including those by letter or suspect package suspicious letter or parcel, staff should:

- make no attempt to open it;
- place the package carefully on the nearest firm surface; and
- telephone Follaton House Building Management (extension 1227) and Kilworthy Park Facilities (extension 3611/3609)

5.13 Security

Responsibility for security within the Councils' premises rests with the manager of each site. Staff are however expected to exercise all reasonable vigilance and, in particular, are responsible for any visitors they may bring into the Councils' premises.

5.14 Arrangements for Names badges and access cards and for Access Control

Where there is a need to provide staff and elected members with name badges and access cards or for access control the Facilities service will make the necessary arrangements.

5.15 Consultation With Employees

5.15.1 Consultation with employees on health and safety matters is essential and a statutory requirement.

5.15.2 Suitable arrangements are to be put in place for staff consultation and Terms of Reference agreed as appropriate.

.....
Sophie Hosking
Head of Paid Service

.....
Judy Pearce
Leader of the Council

.....
Neil Jory
Leader of the Council

South Hams District Council
Follaton House
Totnes
TQ9 5NE

West Devon Borough Council
Kilworthy Park
Tavistock
PL19 0BZ

Date November 2019

Appendices

Appendix A Aims and Objectives

Appendix B Key Staff With Additional Health and Safety Responsibilities

Appendix C Standards Linked To Health and Safety Objectives

Appendix A

Aims and Objectives

Aims

- To ensure that a robust safety management system is in place;
- To provide and maintain a work environment that is safe and without risk to health for all employees, contractors and others who may be affected by the activities of the council;
- To avoid all accidents and to ensure that no one suffers ill health as a result of working at South Hams District Council or West Devon Borough Council or by the activities of the Councils;
- To plan and manage activities so that hazards are assessed and risks eliminated or controlled in so far as is reasonably practicable by appropriate prevention and protection measures

Objectives

- Fully integrate health and safety into the management and decision-making processes within the Councils.
- Ensure appropriate systems are developed and maintained for the effective communication of health, safety and welfare matters throughout the Councils.
- Comply with all relevant Statutes, Regulations and Codes of Practice. The minimum standards that will be adopted by the Councils will be those required by law, although the Councils will always seek to exceed these where there is a demonstrable benefit.
- Devote appropriate resources in the form of finance, equipment, personnel and time to ensure the maintenance of health, safety and welfare standards.
- Provide necessary information, instruction and training to employees and others, including temporary staff, to ensure their competence with respect to health, safety and welfare.
- Ensure appropriate liaison with all necessary persons to ensure an appropriate standard of health, safety and welfare. The Councils will also ensure that adequate arrangements are also in place for ensuring the health and safety of non- employees who may be affected by the Councils' activities.
- Ensure that all employees are aware of their responsibilities to take reasonable care of themselves and others who could be affected by their acts or omissions and to co-operate with management in achieving the standards required.
- Ensure that managers are aware of their specific duties and responsibilities to comply with the letter and spirit of the Councils' policy and that the management of health, safety and welfare is an integral part of their function and their performance will be monitored along with their other duties.
- Carry out appropriate investigation of accidents, incidents and 'near-misses' and necessary action taken to reduce the likelihood of a recurrence.
- Establish procedures to ensure that safe equipment and plant are provided for employees and non-employees.
- Establish procedures for the appointing and monitoring of the competency of contractors.

Appendix B

Key Staff with Additional Health and Safety Responsibilities

1. Head of Environmental Health and Licensing, in addition to his enforcement responsibilities in the commercial sector, will:
 - Continue to be appointed as the Councils statutory appointed competent person under the health and safety at work act 1974
 - a. Provide a health and safety advisory service to the Councils by means of the Internal Health and Safety Service;
 - b. Advise the Internal Health and Safety Service on matters of Environmental Health and Licensing, relating to activities carried out by the Councils;
 - c. When necessary, monitor the atmosphere and assess noise levels in certain areas of work;

2. Head of Maritime will ensure that:
 - a. The Dartmouth Lower Ferry operates in accordance with the South Hams District Council's approved Domestic Safety Management Code as required by the Merchant Shipping (Domestic Passenger Ships) (Safety Management Code) Regulations 2001) and that reviews of the Code take place when necessary and at not less than 3 yearly intervals.
 - b. The Salcombe Harbour Safety Management System as required by the Department for Transport Port Marine Safety Code is produced and reviewed at the prescribed intervals.

3. Head of Human Resources will have responsibility for:
 - a. Advising elected Members and Officers on the personnel implications of the Councils' Health and Safety Policy;
 - b. Consultations and negotiations with representatives of the staff on those aspects of the Health and Safety policy which affect the staff and their conditions of employment;
 - c. In conjunction with the Internal Health and Safety Service provide suitable induction and other training for staff in health and safety matters, including the administration of the training programme and the organisation of training courses within the Council;
 - d. Ensure that an appropriate paragraph concerning risk management and health and safety is included in each job description.

4. Risk Management Virtual Community of Practice group will have responsibility for:
 - a. identifying and implement work programmes relating to internal health and safety, including a programme of auditing and review, and any other tasks arising to achieve compliance with regulatory requirements or best practice.
 - b. the administration of health and safety training across the organisations and develop a training competency matrix.

APPENDIX C

Standards linked to Health and Safety Objectives (targeted levels in column 4)

Performance levels			
1	2	3	4
<p>Communication and Consultation - <i>Management will ensure that appropriate systems are developed and maintained for the effective communication of health, safety and welfare matters throughout the Councils. The Councils will liaise and work with all necessary persons to ensure an appropriate standard of health, safety and welfare. The Council will also ensure that adequate arrangements are also in place for ensuring the health and safety of non- employees</i></p>			

Health & safety is not discussed and changes are made without consulting with staff or managers	Health & Safety is a standard item on managers meetings, for all staff during first week induction and following any incident. Changes which may affect H&S are openly discussed with managers	Health & Safety is a standard item on managers and team meetings, for all staff during first week induction and following any incident and as part of risk assessment. Changes which may affect H&S are openly discussed with managers and staff	Health & Safety is a standard item on managers and team meetings for all staff during first week induction and following any incident and as part of risk assessment. Any matters arising are followed up to a conclusion. Changes which may affect H&S are openly discussed with managers and staff and comments or arguments welcomed
Contractors - <i>The Councils will ensure that procedures are established for appointing and monitoring the competency of contractors.</i>			
Contractors are selected without considering any health and safety implications	Contractors are selected after checking their health and safety management and systems	Contractors are selected after checking their health and safety management and systems and agreeing method statements and working processes. The Council's Internal Health and Safety Service is involved.	Contractors are not used OR Contractors are selected after checking their health and safety management and systems and agreeing method statements and working processes. The Council's Internal Health and Safety Service is involved. Contractors are actively monitored during the contract works and a record is maintained.
Monitoring of health and safety including risk assessments and working practices			
No monitoring of health and safety takes place	When problems are brought to the attention of managers the matter is looked into	Regular checks of some aspects of health and safety are made	A programme of checks on health and safety is produced and followed
Planning including the effects of service changes and requirements on health and safety			
There is no consideration of health and safety in my planning	Health and safety is included in my Service Plan but not to any great extent	Health and safety is included in my Service Plan and general planning for my service. Key hazards are identified together with targets for removing or mitigating the risks	Health and safety is a feature of all planning in the service. My service plan identifies key hazards and shows targets for removing or mitigating the risks. Progress is actively monitored.
Risk assessment - <i>The Councils' approach to health, safety and welfare is based on the identification, management and control of risks. There are distinct benefits to be gained from providing a safe and healthy working environment, and appropriate levels of resources will be allocated to promoting, developing and maintaining the standards of health, safety and welfare within the Councils.</i>			

No risk assessments have been carried out	Risk assessments have been carried out for all activities	Risk assessments have been carried out for all activities, control measures put in place and communicated to those affected. Review of assessments is carried out	Risk assessments have been carried out for all activities, control measures put in place and have been communicated to those affected and training has been provided. Monitoring and reviewing of assessments is carried out and recorded.
Training - <i>The Councils will provide the necessary information, instruction and training to employees and others, including temporary staff, to ensure their competence with respect to health, safety and welfare.</i>			
Training is not provided.	Health and safety training needs are identified during the annual appraisal process but not monitored	Health and safety training needs are identified during the annual appraisal process, and when they arise during the year	Health and safety training needs are identified during the annual appraisal process, and when they arise during the year and monitoring carried out to ensure that training takes place

South Hams District Council and West Devon Borough Council aim to ensure equality of opportunity in the delivery of their policies, services and employment practices. South Hams District Council and West Devon Borough Council will challenge discrimination, and encourages other organisations within South Hams and West Devon to act in accordance with Equality legislation.

This Policy is available in large print or Braille upon request.

If you require any help completing associated paperwork please contact the Internal Health and Safety Service extension 1475.