

# West Devon Overview and Scrutiny Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>														
<b>Date:</b>	<b>Tuesday, 9th July, 2019</b>														
<b>Time:</b>	<b>2.00 pm</b>														
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>														
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Ewings <b>Vice Chairman</b> Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Ball</td> <td style="width: 33%;">Cllr Musgrave</td> </tr> <tr> <td>Cllr Bolton</td> <td>Cllr Ratcliffe</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Wood</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Ball	Cllr Musgrave	Cllr Bolton	Cllr Ratcliffe	Cllr Coulson	Cllr Ridgers	Cllr Daniel	Cllr Southcott	Cllr Heyworth	Cllr Spettigue	Cllr Kemp	Cllr Wood	Cllr Moyse	
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<b>Interests – Declaration and Restriction on Participation:</b>	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.														
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk														

**1. Apologies for Absence**

**2. Confirmation of Minutes**

Confirmation of Minutes – Committee Meeting held on 11 June 2019

**1 - 4**

**3. Declarations of Interest**

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

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

**4. Items Requiring Urgent Attention**

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

**5. Public Forum**

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

**5 - 6**

**6. Hub Committee Forward Plan**

**7 - 12**

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00pm on Thursday 4 July 2019** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

(a) Coastal Concordat – Explanation;

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

**7. A386 Transport Corridor/Tavistock Rail Update**

**13 - 50**

**8. Financial Stability Review Group - Overview of Progress Made to Date: Presentation**

**9. Peer Challenge Progress Update**

**51 - 70**

	<i>Page No</i>
<b>10. Waste Procurement Closedown Report</b>	<b>71 - 118</b>
<b>11. Overview and Scrutiny:Draft Annual Report</b>	<b>119 - 138</b>
<b>12. Task &amp; Finish Group Updates (if any)</b>	
<b>13. Annual Work Programme 2019/20</b>	<b>139 - 140</b>
<b>14. Member Learning and Development Opportunities Arising from this Meeting</b>	

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813662 or email [darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)

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# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **11<sup>th</sup>** day of **JUNE 2019** at **2.00 pm**.

**Present:**

Cllr M Ewings – Chairman  
Cllr P Kimber – Vice-Chairman

Cllr K Ball	Cllr T Bolton
Cllr A Coulson	Cllr L Daniel
Cllr N Heyworth	Cllr K Kemp
Cllr D Moyse	Cllr C R Musgrave
Cllr B Ratcliffe	Cllr T Southcott
Cllr J Spettigue	Cllr L Wood

Chief Executive  
Group Manager – Support Services and Customer First  
Senior Specialist – Democratic Services  
Commissioning Manager  
COP Lead – Environmental Health  
Senior Specialist – Environmental Health

**Also in Attendance:**

Cllrs R Cheadle, P Crozier, C Edmonds, N Jory, A F Leech, J B Moody, C Mott, T G Pearce, M Renders, L Samuel and J Yelland

**\*O&S 1**

**APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllr P J Ridgers.

**\*O&S 2**

**CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 26 March 2019 were confirmed and signed by the Chairman as a true and correct record.

**\*O&S 3**

**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 4**

**PUBLIC FORUM**

There were no issues raised during the Public Forum session at this meeting.

**\*O&S 5 HUB COMMITTEE FORWARD PLAN**

During consideration of the most recently published Hub Committee Forward Plan, the Committee made reference to:-

- (a) the Coastal Concordat agenda item. In response to some questions, the Committee felt that it would be helpful to receive a formal update at its next meeting on the Coastal Concordat;
- (b) the Community Housing Capital Financing agenda item. Members requested that they receive further information specifically in respect of Design Principles and Building Standards at the next Panel meeting on 9 July 2019.

**O&S 6 CUSTOMER SATISFACTION ACTION PLAN PROGRESS**

The lead Hub Committee Member for Customer First presented a report that detailed the progress that had been made since April 2019 on improving customer satisfaction levels. The report also included recommended next steps to continue to improve the customer experience by further honing the Council website to pre-empt customer needs and manage expectations.

In discussion, reference was made to:-

- (a) the 2019 Customer Satisfaction Survey. The Committee asked that the full results of the 2019 Survey be presented to its meeting on 19 November 2019;
- (b) call volumes. Whilst some emphasis was given to waste and recycling, officers confirmed that there was a month on month reduction in telephone calls being received by the Council across all of its service areas;
- (c) obtaining customer feedback. The overriding view of the Committee was that customer feedback was more important than locally generated performance measures in making improvements in customer satisfaction levels. In terms of feedback already gleaned, there were common themes around officers not keeping customers sufficiently informed and the need for the Council to develop a 'get it right first time' culture;
- (d) receiving quarterly updates. Whilst Members were supportive of the suggestion that they receive quarterly progress updates in the future, officers did assure the Committee that this could be revisited again should it be felt necessary to increase the frequency of reporting.

It was then:

### **RECOMMENDED**

That the Hub Committee be **RECOMMENDED** to:

1. note and comment on the progress made to date in improving customer satisfaction (as detailed in section 3 of the agenda report presented to the Committee); and
2. endorse the next steps (as outlined in section 5 of the agenda report presented to the Committee).

### **\*O&S 7 FOOD SAFETY SERVICE PLAN**

The Committee considered a report that provided Members with the opportunity to agree and comment upon the Food Safety Service Plan 2019/20.

In discussion, the following points were raised:-

- (a) Members paid tribute to the team's performance in maintaining a 100% food safety inspection rate in each of the last two years. In so doing, the Committee was also informed that very few local authorities achieved this level of performance;
- (b) With regard to the emphasis being placed on public health, whilst Devon County Council (DCC) had primary responsibility, officers confirmed that the Borough Council was committed to working closely with DCC to make progress in this area.

It was then:

### **RESOLVED**

That the Committee:

1. has had the opportunity to agree and comment upon the Food Safety Service Plan 2019/20; and
2. acknowledges the excellent performance of the Food Safety Team that is demonstrated by the achievement whereby 100% of food safety inspections had been carried out in 2018/19.

### **\*O&S 8 ANNUAL WORK PROGRAMME 2019/20**

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

- After the first Joint Local Plan update had been presented to the Committee meeting on 9 July 2019, then consideration of this matter on a quarterly basis would be sufficient;
- It would be timely for the Member Development Steering Group to review the effectiveness of the 2019 Member Induction Programme, with the Group findings then being presented to the Committee at its meeting on 19 November 2019;
- In advance of the 'Peer Challenge Action Plan – Progress Update' agenda item being considered at the Committee meeting on 9 July 2019, it was requested that a copy of the Peer Review Concluding Report and Action Plan should be circulated to all Members;
- Such was the significance of the issue, that the Committee requested that officers produce an update report on the 'A386 Transport Corridor / Tavistock Rail' for consideration at its next meeting on 9 July 2019. Members felt that, depending on the outcome of the debate on this agenda item, it may then be appropriate to invite Devon County Council representatives to attend a future Committee meeting.

(The meeting terminated at 3.30 pm)

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Chairman



## **PUBLIC FORUM PROCEDURES**

### **(a) General**

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

### **(b) Notice of Questions**

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

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

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

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### WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

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

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

The Plan is published on the Council's website ([www.westdevon.gov.uk](http://www.westdevon.gov.uk))

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

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

*Leader – Cllr Neil Jory*

*Deputy Leader – Cllr Lois Samuel*

*Lead Member for Environment – Cllr Caroline Mott*

*Lead Member for Health and Wellbeing – Cllr Tony Leech*

*Lead Member for Enterprise – Cllr Ric Cheadle*

*Lead Member for Communities – Cllr Terry Pearce*

*Lead Member for Customer First – Cllr Jeff Moody*

*Lead Member for Resources and Performance – Cllr Chris Edmonds*

*Lead Member for Homes – Cllr Debo Sellis*

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

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

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Environment	<b>Title:</b> Coastal Concordat <b>Purpose:</b> To consider the Concordat agreed between WDBC and Marine Management Organisation in respect of planning matters below the mean low tide	Tom Jones	Report of the Head of Place Making Practice  Coastal Concordat	Date tbc	
Customer First	<b>Title:</b> Northern Outreach Service <b>Purpose of report:</b> To make a decision on whether or not to continue with a dedicated outreach service in the Okehampton area	Nadine Trout/ Cllr Moody	Report of Commissioning Manager	16 July 2019	
Environment Page 8	<b>Title:</b> Parking order amendments – electrical charging and additional parking in Okehampton <b>Purpose of report:</b> To seek approval for amending the Off Street Parking Order	Cathy Aubertin/ Cllr Mott	Report of Environment Services Head of Practice	16 July 2019	
Enterprise	<b>Title:</b> Action Plan for the Internal Audit report on the Tavistock Hotel Proposal <b>Purpose of report:</b> To set out the action plan for the ten recommendations contained within the report to Council on 26 <sup>th</sup> March 2019 (Minute CM66)	Lisa Buckle/ Cllr Cheadle	Report of s151 Officer and previous report of Internal Audit Team	16 July 2019	
Leader – Council	<b>Title:</b> Restructure of SLT <b>Purpose of report:</b> To approve the Senior Leadership Team structure, roles and salaries and request the Chief Executive to review and implement changes to the Extended Leadership Team	Sophie Hosking & Andy Wilson/ Cllr Jory	Report of the Chief Executive , LGA Peer Review and SLT Consultation Paper responses	16 July 2019	Staff consulted via consultation paper
Enterprise	<b>Title:</b> Updated Commercial Property Acquisition Strategy <b>Purpose of the report:</b> To extend the strategy to include other areas of investment	Chris Brook/ Cllr Cheadle	Report of Head of Assets	16 July 2019	Invest to Earn Committee

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Council	<b>Title:</b> IT Procurement Update <b>Purpose of the report:</b> Proposal for the approach for the ICT Procurement, including proposals for joint arrangements with South Hams District Council	Mike Ward/ Cllr Jory	Report of Head of ICT	16 July 2019	
Council	<b>Title:</b> Budget Update report for 2020/21 <b>Purpose of report:</b> To give an update on the outline financial modelling for the budget position for 2020/21, including asking Members for an early indication on the Council Tax Support Grant for 2020/21 for Town and Parish Councils	Lisa Buckle/ Cllr Jory	Report of s151 Officer	16 July 2019	
Council	<b>Title:</b> Write Off Report for Quarter 4 2018/2019 <b>Purpose of report:</b> The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	Lisa Buckle/ Cllr Edmonds	Report of s151 Officer	16 July 2019	
Leader & Enterprise	<b>Title:</b> Accommodation Strategy <b>Purpose of report:</b> To make recommendations for a future accommodation strategy	C Brook/ Cllr Jory and Cllr Cheadle	Report of Head of Assets	10 September 2019	Accommodation Strategy Working Group
Enterprise	<b>Title:</b> Formation of a wholly owned company	C Brook/ Cllr Cheadle	Report of Head of Assets	10 September 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
	<b>Purpose of Report:</b> To consider the formation of a wholly owned company to facilitate commercial activity				
Leader	<b>Title:</b> Draft Corporate Strategy Delivery Plans <b>Purpose of report:</b> To consider the feedback gathered by Members from their community engagement	Nadine Trout/ Cllr Jory	Report of the Commissioning Manager	10 September 2019	
Environment	<b>Title:</b> Parking Order Amendments <b>Purpose of report:</b> to add a residential parking order on Okehampton to the Order	Cathy Aubertin/ Cllr Mott	Report of Environment Services Head of Practice	10 September 2019	
Environment	<b>Title:</b> Grounds maintenance service <b>Purpose of report:</b> To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area	Steve Mullineaux and Cathy Aubertin	Report of the Group Manager Commercial Services and Head of Environment Services Practice	10 September 2019	
Homes	<b>Title:</b> Homeless Strategy Year 3 <b>Purpose of the report:</b> To set out Year 3 of the Strategy	Issy Blake/ Cllr Sellis	Report of Head of Housing, Revenues and Benefits Practice	10 September 2019	
Council	<b>Title:</b> Write Off Report for Quarter 1 <b>Purpose of report:</b> The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	Lisa Buckle/ Cllr Edmonds	Report of s151 Officer	10 September 2019	

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





Report to: **Overview and Scrutiny Committee**

Date: **9 July 2019**

Title: **A386 Transport Corridor / Tavistock Rail update**

Portfolio Area: **Strategic Planning  
Enterprise**

Wards Affected: **Tavistock, Bere Ferrers, Buckland Monachorum and Dartmoor**

Urgent Decision: **N** Approval and clearance obtained: **n/a**

Date next steps can be taken: ongoing and O&S of 3<sup>rd</sup> September 2019

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

Contact: **01803 861404** [thomas.jones@swdevon.gov.uk](mailto:thomas.jones@swdevon.gov.uk)

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## **Recommendations:**

**That the Overview & Scrutiny Committee notes that the Council will:**

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

### **1. Executive summary**

- 1.1 Traffic resulting from housing and other development, that is both underway and has been granted conditional planning

permission, will have a significant impact on the highway network in and around Tavistock. Additional commercial, leisure and other activity will result in greater demand on transport needs in and around Tavistock. Of particular note is the increase in journeys by all modes of transport between Tavistock and Plymouth and locations in between those two settlements.

- 1.2 The Joint Local Plan (see background papers at the end of this report) in its strategic, site specific and development management policies and the individual planning permissions that have been granted for development require interventions that will reduce and mitigate the impact of development and associated activity on road safety and congestion. There is also a requirement to improve opportunities for all to travel by modes of transport other than the private car.
- 1.3 Devon County Council (DCC) is the lead Authority with respect to highway and transport matters in West Devon. It sets out priorities in the Local Transport Plan (see background papers at the end of this report). West Devon Borough Council is one of several partner organisations that can support DCC in this roll.
- 1.4 One measure to ensure that significant interventions and other projects to meet the stated objectives are co-ordinated and delivered is the publication, by DCC, of the 'A386 Tavistock to Plymouth Corridor Study' ('the Study'). The Study is attached as Appendix 1.
- 1.5 This report to O&S identifies the key implications for both Tavistock and for the Council of that Study. This report proposes a course of action to address those implications.
- 1.6 The Study summarises the options that have been and continue to be considered to both address the impact of development and to support economic growth in Tavistock. Of particular note the Study indicates that the viability and deliverability of the most significant proposed intervention, reinstating the rail link from Tavistock to Bere Alston, is not viable at this time and suggests that alternatives are identified and assessed.
- 1.7 WDBC Officers continue to liaise with partner organisations including DCC with a view to delivering measures that will improve accessibility to services and employment by public transport and active transport.
- 1.8 Officers will convene a series of meetings with local Ward Members and other interested parties and organising public engagement event(s) with the objective of collaborating and seeking consensus with respect to identifying and bringing forward the best options.

## 2. Background

- 2.1 DCC has published the 'A386 Tavistock to Plymouth Corridor Study'. It is currently open for comment as an informal consultation. Comments can be submitted to Hannah Clarke, Transport Officer at DCC ([Hannah.Clark@devon.gov.uk](mailto:Hannah.Clark@devon.gov.uk)).
- 2.2 The Study sets out options with a focus on providing alternatives to the private car as a means of transport between Tavistock and Plymouth (and the surrounding area) as the Town develops and expands and the A386, consequently, becomes more congested. The strategy advocated in the Study seeks to consolidate and improve existing bus and cycle provision along the A386 corridor; ease congestion; improve road safety; and considers the option, ad an alternative to a heavy rail link, of a multi-modal link between Tavistock and Bere Alston.
- 2.3 The Study responds to general growth in Tavistovck, but specifically the provisions in the legal agreement (the s106 Agreement) associated with the planning permission granted for mixed use development at Callington Road (WDBC planning reference 00554/2013). The s106 Agreement requires staged payments of up to £11m (this amount would accrue if 750 houses are built) towards the rail link. If the rail link is not delivered the s106 allows these payments to be put towards other public transport systems, highway improvements, and / or an increase in the provision of Affordable Housing. The s106 also requires up to £500k towards bus services and the provision of bus stops.
- 2.4 Other major developments will make contributions as set out below:

New Launceston Road, 148 dwellings (planning reference 2022/16/OPA)

- contribution of £135,000.00 (equivalent to two years of service) to the 89 bus service, payable on the 74<sup>th</sup> residential occupation
- payment to the reinstatement of the railway at a rate of £587.32 per dwelling. 50% is payable on the 74<sup>th</sup> residential occupation, 25% on the 99<sup>th</sup> and the balance on 111<sup>th</sup> occupation.

If the rail link is not delivered the s106 allows these payments to be put towards other public transport systems.

Butcher Park Hill, 110 dwellings (planning reference 00610/2015)

- contribution of £195000.00 to the number 89 bus service (or other) (25% on 30<sup>th</sup> occupation, 50<sup>th</sup>, 70<sup>th</sup> and 90<sup>th</sup> [or 12 months after 3<sup>rd</sup> payment, whichever is earlier] occupations)
- bus shelter on 30<sup>th</sup> occupation.
- railway contribution of £526.72 per dwelling (nearly £58k) with 25% [£14,484.75] payable on each of the on 30<sup>th</sup>, 50<sup>th</sup>, 70<sup>th</sup> and 90<sup>th</sup> [or 12 months after 3<sup>rd</sup> payment, whichever is earlier] occupations.

The railway contribution can only be used for the railway.

Harewood House (planning reference 2232/17/FUL)

Prior to occupation junction improvements to the A390 northern arm of the Drakes roundabout adjacent to the site. The road will be widened to provide 2 lanes for traffic approaching the roundabout. The details and timing would be agreed through a s38/278 (legal) Agreement with DCC, the Highway Authority.

Plymouth Road (planning reference 3614/18/OPA)

Proposed development of 240 houses and 18,000 sq feet of commercial units. This is yet to be determined and the section 106 agreement has not been finalised.

- 2.5 The current programme of work to which DCC has committed is:
- A390 Callington Road roundabout with anticipated completion October 2019
  - A390 Callington Road / Ford St roundabout with anticipated completion October 2019
  - A390 Callington Road / A386 Plymouth Road Drakes Statue roundabout with anticipated completion December 2019
  - A386 Plymouth Road / Pixon Lane roundabout with anticipated completion October 2019
  - Callington Road speed restrictions
- 2.6 Butcher Park Hill is the only development listed above that has commenced.
- 2.7 The DCC Study sets out the current position with respect to four strands of related work.

A386 Corridor

- 2.8 DCC has carried out a pre-feasibility study that considers the potential for highway improvements to the A386 corridor. The objective is to identify and consider measures that will mitigate development impact on the highway and improve journey times between Tavistock and Plymouth.

- 2.9 A key factor is that a scheme(s) should complement the highway schemes that are being planned by Plymouth City Council. These include improvements to the A386 in the north of Plymouth between Woolwell Roundabout and the George Junction to two lanes in each direction; and widening between Derriford Roundabout and William Prance Road where Derriford Roundabout would be converted to signals.

#### Tavistock to Bere Alston Rail

- 2.10 DCC has been progressing the purchase of the disused rail corridor from the numerous land owners. The vast majority of the land is anticipated to soon (2019 / 2020) be under the ownership of the County Council.
- 2.11 The rail reinstatement project has been progressed on the basis of the Callington Road planning permission. It would link Tavistock to Bere Alston by rail with the primary aim of reducing private vehicle trips on the A386 between Tavistock and Plymouth. DCC advises that the benefit of rail reinstatement on the number of private car trips is only likely to be slight due to the limited geographical origin and destination of potential users.
- 2.12 Reinstating the rail link is, consequently, considered by DCC as a longer-term aspiration. In addition since there are numerous issues to overcome, not least that with an estimated cost of far in excess of £11m adequate funding is not currently available.
- 2.13 The possibility of a cycle route along the rail line has been considered. With the route passing through woods in a remote location it is, however, potentially unattractive. DCC concludes that this could be effective as a first phase to the provision of a public transport link along the route. A phase 2 open would then be to build a single track capable of accommodating both a cycle and a vehicle link from Tavistock to the rail station at Bere Alston. This could accommodate a form of shuttle bus or electric vehicle running within the cycle route. Such a phased approach would not preclude a long-term solution of heavy rail.

#### A386 Highway Improvements

- 2.14 DCC advises that even limited highway improvements, such as a bypass of the Yelverton roundabout or a bypass of the bends at Grenofen, are not likely to be deliverable due to environmental impacts and financial viability.

#### Bus Services and Park and Change

- 2.15 Existing bus services between Tavistock and Plymouth have a good fifteen-minute frequency on weekdays. There is limited potential for improvement. Peak hour congestion on the A386 in Plymouth means that buses would be unlikely to match rail or car journey times into central Plymouth.
- 2.16 Bus services could, however, benefit from a Park and Change site at Yelverton, where existing bus services could pick up motorists and cyclists who could then travel by bus into Plymouth. In addition, further measures to modernise and improve the service would benefit customers and enhance patronage.

#### Cycling and Park and Change

- 2.17 The Drakes Trail cycle route provides a segregated route between Tavistock and Yelverton. The opportunity exists to create a segregated cycle route towards Plymouth adjacent to the busy A386. This would link with existing cycle routes in Plymouth to provide cycle access to the George park and ride site, Derriford and the city centre.
- 2.18 The provision of a park and change site at Yelverton would enable motorists to park and then cycle into Plymouth along the new cycle route.

#### Joint Local Plan and the Plymouth Northern Corridor

- 2.19 In addition to the matters considered in the Study the Joint Local Plan (JLP) allocates land for development at Woolwell, which lies at the southern end of the A386 in South Hams and on the edge of Plymouth. Plymouth City Council (PCC) has secured funding through the Transforming Cities Fund to improve transport along what is described in the JLP as its 'Northern Corridor'. The Woolwell allocation lies at the northern end of this corridor. There are implications for highways, traffic and transport between Tavistock and Plymouth of this additional development.

#### Climate change emergency

- 2.20 West Devon Borough Council and Devon County Council have both declared a climate change emergency. A major contributor to greenhouse gases is emissions from motor vehicles. It is essential, therefore, that transport options that significantly reduce emissions are improved for everyone living in, working in and visiting Tavistock and the vicinity. This would include active transport (cycling and walking), which also has the benefit of

contributing to the health and well being objectives of the Council and in enhancing community resilience to climate change events where they disrupt transport.

### **3. Outcomes/outputs**

- 3.1 It is the responsibility of Devon County Council to lead on the delivery of highway and transport measures. The Study clarifies that the County will continue to do so. Discussion between Officers confirms that this includes seeking to identify, assess and seek to deliver public transport schemes.
- 3.2 The provisions of the planning permission that have been granted will, as each development comes forward, provide funds for specific bus routes and, in the case of Callington Road, a significant amount of money for the reinstatement of the railway.
- 3.3 It is also the case, however, that it is uncertain when the funds will be available since development has not yet started on three major sites; and that the staged timing of payment means a substantial amount of the money will not be available for several years.
- 3.4 In view of the findings of the Study and the uncertainty regarding commencement of development on all the major sites, Officers consider that it is necessary to work with greater urgency with partner organisations. The objective would be to identify how and when the identified interventions can be brought forward and whether further highway and transport interventions are necessary. Such joint working would include:
  - lobbying for funds to reinstate the railway;
  - scoping and assessing, as a priority, a major public transport scheme between Tavistock and Plymouth as an alternative to the railway;
  - identifying and assessing further options to deliver smaller scale interventions to improve safety and reduce congestion on the A386; and
  - continuing to engage with the community with respect to highway and transport matters
- 3.5 Possible sources of additional funding include Homes England, which is the Government organisation that funds investment in / loans to bring forward development sites that have significant problems preventing timely delivery; Network Rail, which would be the leading delivery body for a reinstated railway; the Local Enterprise Partnership (Heart of the South West LEP), which is a Community Interest Company representing the enterprise interests of all County, Borough and District Authorities in Devon and Somerset; s106 funds (agreed and to be agreed); the Department for Transport; and public / private finance where schemes would deliver a commercial return at low risk to the Councils.

#### **4. Options available and consideration of risk**

- 4.1 It is necessary to engage more urgently with the process of identifying and delivering schemes that will improve traffic safety, reduce congestion, reduce vehicle emissions and increase active transport.
- 4.2 Whilst highway and transport matters are central to the Council's Place Making role, this would entail Strategic Planning Officers engaging more proactively with key partners, notably DCC and PCC and utilising the existing strong relationships forged during the process of preparing and adopting the JLP.
- 4.3 Engagement with the Town Council and community would be achieved by a variety of means, including the forthcoming 'Town Centre' meeting.
- 4.4 The consequence of this focus for Strategic Planning Officers is that those Officers would have less time to support the JLP Team on matters including monitoring employment and policy responses to the Development Management Service.
- 4.5 The core tasks are to collaboratively:
  - secure early delivery of highway and transport interventions that are effective, viable and funded;
  - continue to identify and explore with lead organisations, partners and interested parties other effective measures; and
  - seek and bid for funding for the above.

#### **5. Proposed Way Forward**

- 5.1 It is proposed that the work programme is taken forward in close collaboration with Ward and other Councillors, including the following steps:
  - meeting with the Leader; the Ward Councillors that are directly affected; and the Lead Members for Strategic Planning and for Enterprise;
  - meeting with the Joint Local Plan Leadership Board (a total of six Councillors representing WDBC, SHDC and PCC, with DCC a non voting partner);
  - meeting with Tavistock Town Council;
  - informal discussion and formal consultation with the community; and
  - regular updates to O&S, including a DCC led presentation to the meeting of 3<sup>rd</sup> September 2019.
- 5.2 With reference to the specific objectives identified in this report and in the Study, the proposed course of action is considered to be supportive of all the corporate objectives as well as the climate change agenda:



- Council – in that it represents good governance and open democracy;
- Communities – representing good strategic planning and place making;
- Well Being – better and continued access for all to services by public transport and active transport;
- Homes – improving the likelihood of early delivery of major development schemes;
- Enterprise – supporting economic development and the clean growth agenda; and
- Environment – to reduce and mitigate harmful emissions.

5.3 It is recognised, however, that the use of the former rail route would entail loss of habitat. This has and will continue to be a matter to be addressed in planning and delivery.

5.4 With respect to public engagement the Council can, through the network of Town and Parish Councils and through social media, encourage engagement in the informal consultation (see paragraph 2.1 of this report. Comments can be made until the end of July 2019.

## 6. Implications

<b>Implications</b>	<b>Relevant to proposals Y/N</b>	<b>Details and proposed measures to address</b>
Legal / Governance	Y	The Overview & Scrutiny Committee has requested an update on the progress of the viability of a rail link from Tavistock particularly in the light of the recent 'A386 Tavistock to Plymouth Corridor Study'. Collaboration with external partners; Borough, Town and Parish Councillors; and consultation with interested parties including local communities. Use of s106 money is determined by legal agreements and conditions regulate the way in which these funds can be used. The relevant parties (notably developers, landowners and DCC) would, therefore, be involved in scrutiny.
Financial implications to include reference to value for money	Y	Flexibility exists in use of s106 payments as described in the report. Collaborate with external partners to secure Government funding. Interventions would only be taken forward where they represent effective and cost effective interventions to meet the stated objectives of this report, the Study and the Joint Local Plan.
Risk	Y	Additional funding is necessary to effect significant modal shift. If this cannot be secured there may be a future adverse impact on economic and social interests. Potential for environmental harm to be

		addressed through the Development Management process.
Supporting corporate strategies	Y	Supports all corporate strategies as detailed in paragraph 5.2
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Further and specific to the risk identified, improved public transport and improved active transport infrastructure would support equality of access to services and employment.
Safeguarding	Y	No significant matters identified.
Community Safety, Crime and Disorder	Y	No significant matters identified.
Health, Safety and Wellbeing	Y	No significant matters identified.
Other implications	Y	Improved public transport and improved active transport infrastructure would support the objectives of reducing emissions of CO2 and would improve social and economic resilience.

## Appendices

Appendix 1: A386 Tavistock to Plymouth Corridor Study, Devon County Council, September 2018

### Background Papers:

The Plymouth and South West Devon Joint Local Plan:  
<https://plymswdevonplan.co.uk/policy>

The Torbay and Devon Local Transport Plan  
<https://plymswdevonplan.co.uk/policy>

# A386 Tavistock to Plymouth Corridor Study

September 2018

**Devon County Council**  
County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD



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### 1. INTRODUCTION

#### 1.1 Background

1.1.1 Tavistock is the largest settlement in West Devon; the town itself has a population of approximately 12,300, whilst the wider area has a population of approximately 30,000. The dominant commuting pattern is between Tavistock and Plymouth along the A386 which experiences increased traffic flows and congestion in the urban area of Plymouth, particularly in the peak hours.

1.1.2 A strategic development site is planned for the town in the period up to 2026 as set out in the West Devon Core Strategy. Two areas are allocated for 750 homes and 13 hectares of employment space.

1.1.3 A variety of transport intervention options have been considered to mitigate development impact and support economic growth in the town. One of the interventions being considered by Devon County Council is that of reinstating the railway between Tavistock and Bere Alston where the existing line then links to Plymouth. This report considers a range of measures that are feasible to improve transport in the A386 corridor including road schemes and opportunities to make improvements to walking, cycling and bus provision and to improve road safety and local amenity.

#### 1.2 Issues & Objectives

1.2.1 Tavistock is an attractive and successful market town situated on the river Tavy and on the edge of Dartmoor. Tavistock provides a range of employment, shopping, health and leisure facilities and benefits from being a 'gateway town' for international cultural and national recreational assets including Dartmoor and the Cornwall and the West Devon Mining Landscape World Heritage Site. The historic, character-rich nature of the town and its tranquil rural setting have made it an attractive town for both commuters working in Plymouth and a sizable retired population. Importantly to its economy, Tavistock is also a popular tourist destination for Dartmoor and West Devon.

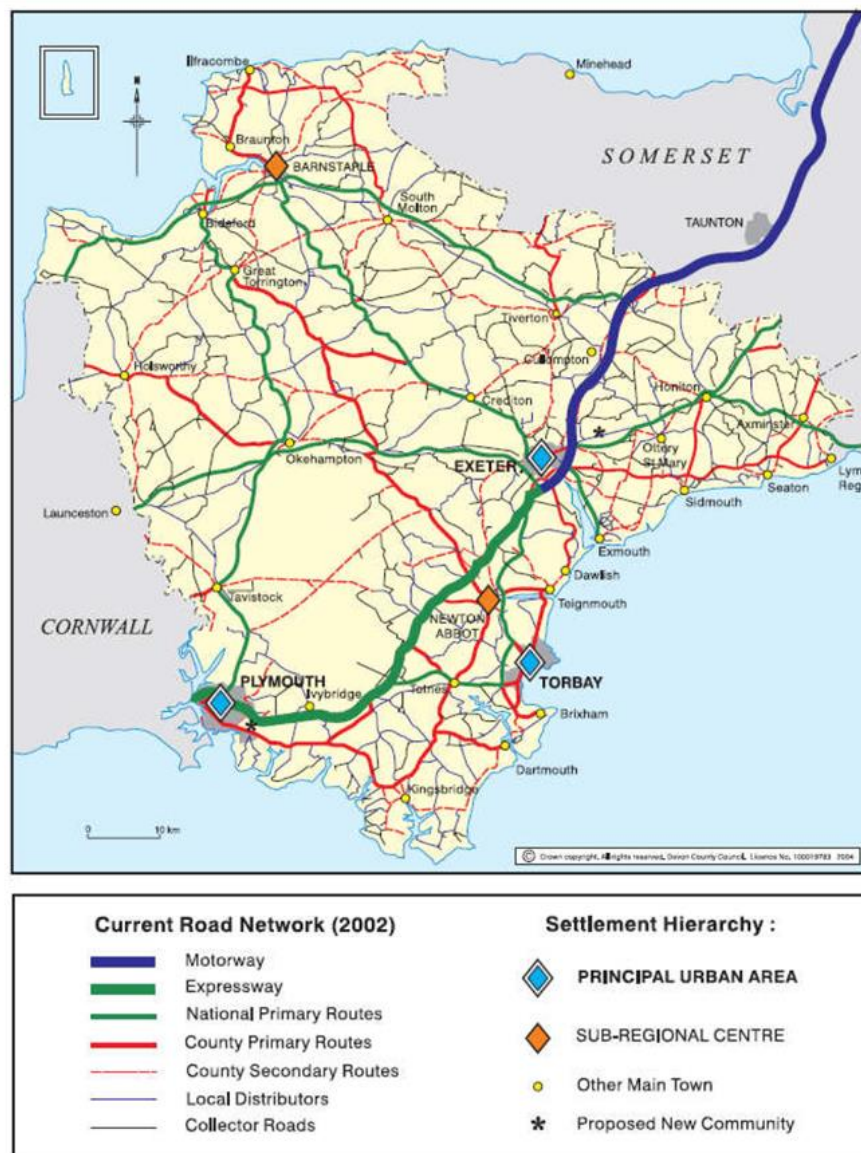
1.2.2 Tavistock provides an opportunity for employment. It is a base for small to large employers, being half way between the A30 and the A38. Much of the employment in Tavistock is in mixed-use development. The Principal Urban Area of Plymouth is approximately 24 kilometres to the south via the A386 and provides a wider range of employment and specialist shopping, financial, healthcare and other services.

1.2.3 The A386 is a National Primary Route, connecting Plymouth and south Devon with west and north Devon, see Figure 1. It provides the only direct travel link between Tavistock and Plymouth. The section of A386 from Tavistock to Plymouth is thus critical not only to the economy and prosperity of Tavistock, but to all passenger and freight transport between Plymouth and the north and west of Devon.

## A386 Tavistock To Plymouth Corridor Study

1.2.4 The A386 (between Plymouth City boundary and Tavistock) is a single carriageway road of varying and sometimes narrow width, and in places hilly and windy. Traffic has grown at a slow but steady rate of 0.5% per annum. Expectations of major improvements to the road, and particularly capacity enhancing ones, are considered to be unrealistic, due not only to cost constraints but also to environmental and other factors relating to the rural country and settlements through which the road passes. As a result, the aim of this report is to consider the possibility of more proportionate road improvements plus a range of complementary and deliverable measures.

**Figure 1: Road Links from Tavistock**



Source: Devon Structure Plan 2001 to 2016, Explanatory Memorandum, adopted October 2004

## 2. EXISTING TRANSPORT

### 2.1 Travel Characteristics

- 2.1.1 The 2011 Census journey to work statistics have been analysed in order to understand the geographical distribution of work places and commute trips by residents of Tavistock. Commute trips are particularly critical as they tend to take place when the transport network is operating under maximum stress (although this does not detract from the need to provide acceptable travel conditions for business, shopping and other purpose trips which take place throughout the day).
- 2.1.2 The distribution of commute trips by all modes of transport by residents of Tavistock, Table 1, showed that out of the total 4,841 residents of Tavistock who stated that they normally commute, 40% worked in Tavistock, 20% gave Plymouth as the normal place of work. The remaining 40% of workplace destinations were distributed to the rest of West Devon (12%), Cornwall (7%) and South Hams (4%). 18% commuted to other locations including Exeter (2%) and other Devon and Torbay (3%).
- 2.1.3 There were different distributions of commute trips into Tavistock. Of the 4,528 people with jobs 43% came from Tavistock, 28% from West Devon, 13% from Cornwall and 9% from Plymouth. The remaining 7% came from all other locations.
- 2.1.4 The Census statistics revealed that 68% of commuting trips were by car drivers, 6% by car passengers, 19% on foot, 3% by bus and the remaining 4% by rail, taxi, motorcycle and cycle.

**Table 1: Travel to Work To & From Tavistock (2011 Census)**

Residence / Employment Location (MSOA)	From Tavistock		To Tavistock	
	Number of People	%age	Number of People	%age
Tavistock	1,929	40%	1,929	43%
Plymouth	996	21%	417	9%
West Devon	582	12%	1,277	28%
South Hams	170	4%	93	2%
Exeter	93	2%	27	1%
Other Devon & Torbay	122	3%	155	3%
Cornwall	340	7%	586	13%
Other Areas	609	13%	43	1%
<b>Total</b>	<b>4,841</b>	<b>100%</b>	<b>4,527</b>	<b>100%</b>

Note: Tavistock - 733 work mainly from home  
 4841 in employment  
 2196 not in employment  
 8770 residents aged 16 years and over



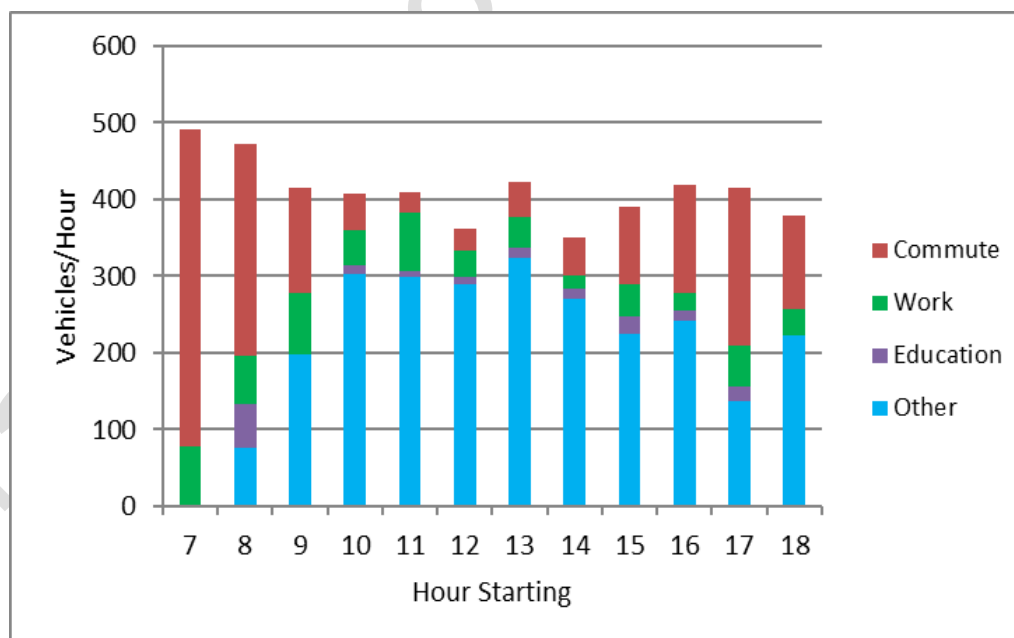
2.1.5 The above travel data shows that:

- Plymouth is an important destination for work trips, accounting for around 34% of commute trips from Tavistock to destinations outside of Tavistock (10% to Derriford, 6% to shopping centre, 6% to other areas in south Plymouth, 4% to other areas in north Plymouth);
- For motorised travel by Tavistock commuters, the car is very much the dominant mode with 94% of commute trips (87% car driver);
- By comparison bus is little used with 3.7% of motorised commute trips.

2.1.6

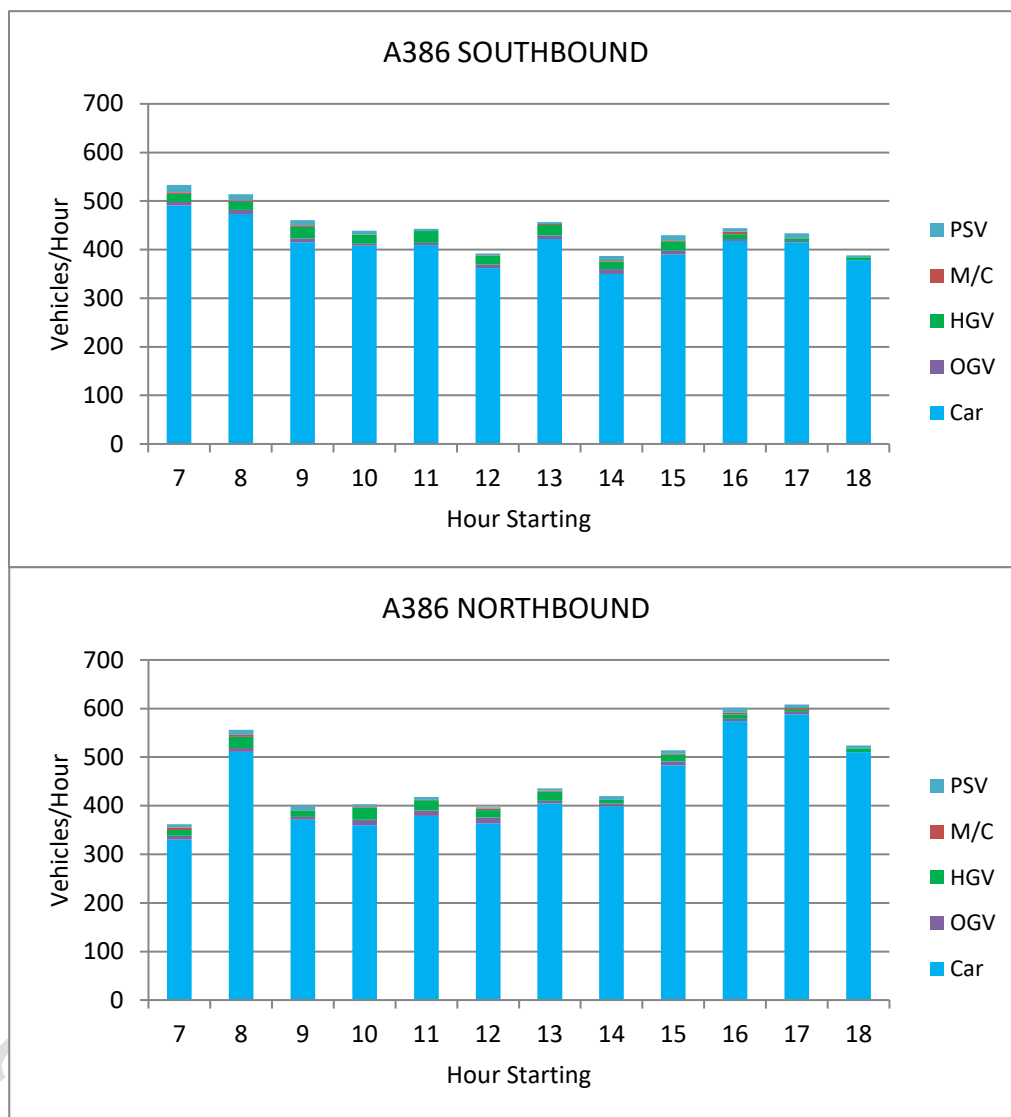
An analysis of trips of all purposes originating in Tavistock and travelling south on the A386 towards Plymouth is available from roadside interview data collected in 2012 on the A386 south of Tavistock. Hourly southbound flows by trip purpose are presented in Figure 2. Commute flows dominate from 07:00 to 09:00 while other purpose trips (including shopping, personal business and leisure) are important through the main part of the day. There were small numbers of work and education trips throughout the day. There were between 200 and 300 southbound car trips per hour originating in Tavistock in the 07:00 to 19:00 hrs survey period. This compares with between 400 and 500 southbound car trips per hour in total, the difference being traffic passing through Tavistock. Approximately 400 cars in the 07:00 to 19:00 hrs survey period had destinations in Plymouth within 1 km of a rail station.

**Figure 2: A386 Car Trips from Tavistock at RSI**



2.1.7 The overwhelming majority of A386 traffic are car trips, as shown by the 2012 manual classified traffic count at the RSI site, in Figure 3. Southbound cars account for 92% of the trips and northbound cars account for 93%.

Figure 3: 2012 Traffic Count A386 South of Tavistock at RSI



2.2 A386

2.2.1 In order to travel by car or bus between Tavistock and Plymouth it is necessary to use the A386, a distance of 24km. There is currently no appropriate alternative route for either car or bus. The A386 is a two-lane single carriageway between Tavistock and Roborough roundabout on the northern border of Plymouth, which in parts is sub-standard.

2.2.2 Within Plymouth, conditions change as the road becomes more urban. From Roborough roundabout to Woolwell roundabout it is dual carriageway, then a

mixture of dual and single carriageway to Derriford roundabout. From Derriford to the A38 Manadon interchange it is dual carriageway.

**2.2.3** The A386 between Tavistock and Yelverton is moderately trafficked in the context of its poor standard, with two-way, average workday 12-hour flows increasing between Tavistock and Yelverton from 12,000 vehicles in both directions at Grenofen (2016) to 13,000 south of Horrabridge (2016) to around 14,000 north of Yelverton.

**2.2.4** South of Yelverton, automatic traffic count data from 2017 identified average workday traffic volumes of between 16,000 and 18,000, Figure 4 and Figure 5. However, the standard of road improves to the south.

**2.2.5** Traffic volumes on the A386 increase considerably towards and into Plymouth. Average workday 12-hour two-way volumes increase to 24,800 south of Roborough and to 28,200 between Woolwell and Derriford. A seasonality index of 1.03 was calculated for the A386 South of Yelverton, indicating little variation between summer and neutral months.

**Figure 4: 2017 Two-Way Weekday Traffic - A386 South of Yelverton**

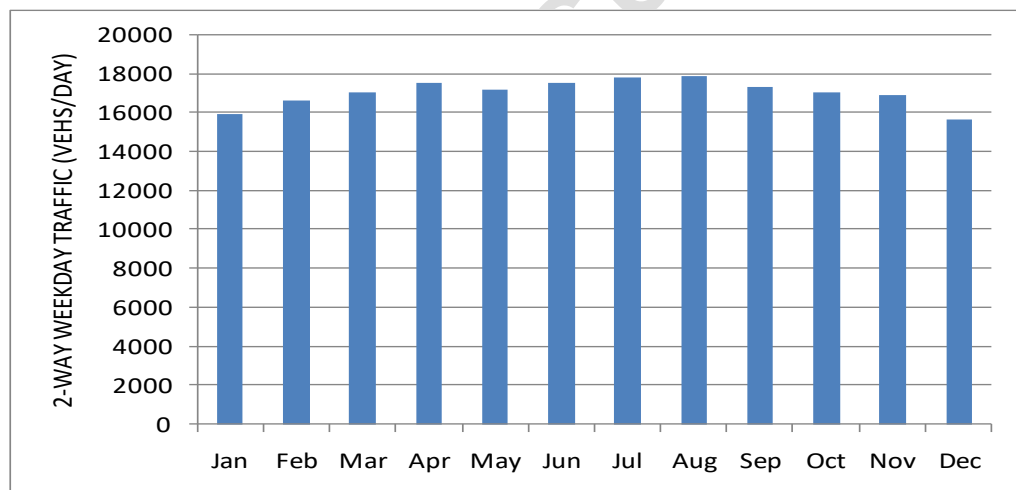
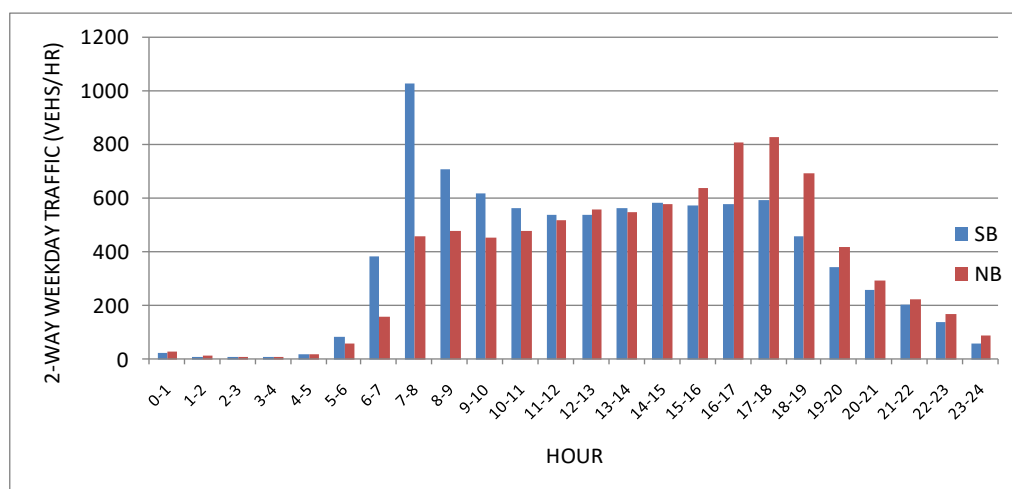
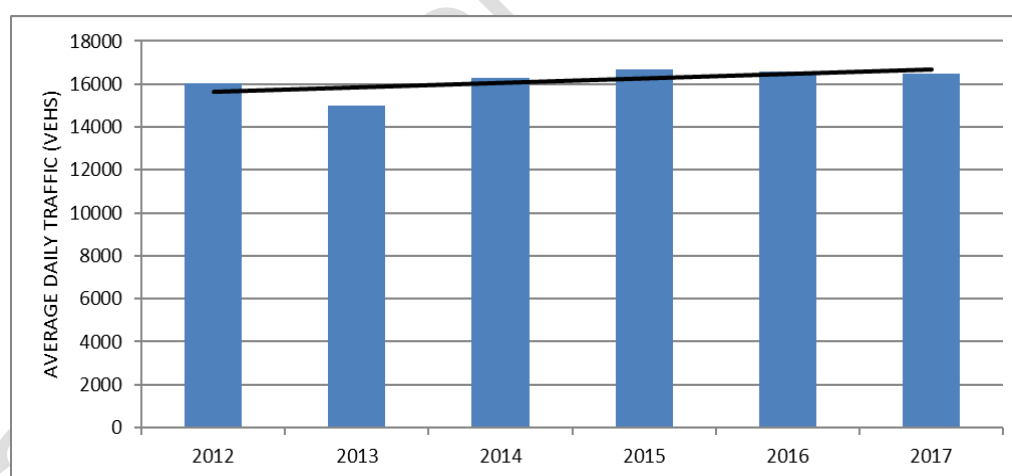


Figure 5: June 2017 Hourly Traffic - A386 South of Yelverton



2.2.6 Traffic levels on the A386 have remained fairly constant in recent years. Annual average daily traffic (AADT) at the ATC monitoring site south of Yelverton showed a small increase between 2012 and 2016, with a decrease in 2013 and a small decrease in the last two years, Figure 6.

Figure 6: A386 Traffic South of Yelverton



2.2.7 In addition to significant traffic flows, the capacity of the A386 is also constrained. The varying standard of the highway along the corridor means that the capacity varies. The capacity of road is lowest on the section between Tavistock and Yelverton, and more particularly between Grenofen and Horrabridge; this section of highway is approximately 3km in length.

2.2.8 This section of the route has a poor alignment, particularly around Horrabridge. The various steep gradients, vegetation, sharp bends and narrow widths of the road result in poor forward visibility and low capacity. Capacity is reduced further in sections where widths are limited to less than 6m which require HGVs and buses to travel slowly when passing each other. Traffic capacity can also be impeded by slow agricultural vehicles and breakdowns.

## A386 Tavistock To Plymouth Corridor Study

2.2.9 There are also capacity constraints on the northern section of the A386 within Plymouth, particularly south of Woolwell roundabout towards the George Park and Ride and beyond, Table 2. This part of the A386 acts as a significant pinch point on the corridor although Plymouth City Council are planning an improvement.

**Table 2: A386 Capacity**

Section	Link length (km)	Carriage-way	Width (m)	Capacity $Q_c$	Design Capacity 85% $Q_c$	Existing Peak Traffic Volume	Design Capacity Exceeded
Tavistock-Horrabridge	7.1	Single	6.0-7.3	1020	870	610	No
Horrabridge-Yelverton	2.2	Single	6.5-7.3	1180	1000	809	No
Yelverton-Roborough	5.9	Single	6.5-7.3	1180	1000	1028	Yes
Roborough-Woolwell	1.0	Dual	14.6	3260	2770	1610	No
Woolwell-Derriford	2.1	Single/Dual	7.3-14.6	1630	1390	1890	Yes
Derriford-A38.Manadon	2.2	Dual	14.6	3260	2770	3650	Yes

Notes: 1. All capacities and traffic flows are vehicles per hour per direction  
2. Capacities are based on minimum road width in each section and % heavy vehicles at peak times  
3.  $Q_c$  denotes maximum realistic traffic flow

2.2.10 Due to the constraints on the network and the significant flows, design capacities are already being exceeded resulting in variable journey times on the A386. 2012 journey time survey data showed AM peak journey times between Tavistock and Plymouth city centre varying between 29 minutes and 40 minutes and between 28 minutes and 47 minutes in the reverse direction in the PM peak.

2.2.11 Timetabled bus travel times between Tavistock and Plymouth are around 10 minutes longer in the AM peak on school days than in off peak times reflecting road capacity constraints in the traffic peak. Bus surveys have shown that good punctuality throughout the day and journey times in the peak hours to be consistently higher than at other times.

## 2.3 Road Safety

2.3.1 The section of A386 from Plymouth to Tavistock has been recognised as having accident problems, and a cluster of collisions led to the implementation of a casualty and severity reduction scheme between 2007 and 2008 along the stretch from Roborough to Yelverton. In the period 2005 to 2009 there were an average of 22.6 injury collisions per year between Plymouth and Tavistock, utilising 2009 AADTs generated a collision rate of 333 per billion vehicle km.

- 2.3.2 Accident data for the years 2012-2016 has been examined to consider the current safety record of the A386. This has shown that there has been an average of 7 collisions per year on the A386 between Tavistock and Yelverton and 8.6 collisions per year between Yelverton and Plymouth. Of the total 15.6 average collisions per year, 3.6 resulted in fatalities or serious injuries.
- 2.3.3 Comparative collision route analysis shows that the A386 between Tavistock and Yelverton was the 37th worst performing road and the A386 between Yelverton and Plymouth the 15<sup>th</sup>, out of the 137 A-road route sections in Devon (Figure 7). Yet, the Tavistock to Yelverton section has an overall collision rate of 194 collisions per bn veh km, and Yelverton to Plymouth has a rate of 220. These rates are both below the average rate calculated for Devon's rural A roads (223 collisions per billion vehicle km), for the 2012 to 2016 period.
- 2.3.4 The high severity ratio of the A386 between Yelverton and Plymouth, with 28% of injury collisions fatal or serious, compared to the Devon rural A road average of 22%, contributes to its ranking position in the worst performing quartile.

# A386 Tavistock To Plymouth Corridor Study

## Figure 7: 2016 Road Safety Statistics

Rank out of 144	A Road Route Description	Urban /Rural /Declassified Trunk	AADT data (DfT, 2016)	Length (KM)	(1) Collisions 2012-2016	(2) Ave annual colls per km	(3) Colls per bn veh	(4) KSI 2012-2016	(5) Ave annual KSI per km	(6) KSI per bn veh
1	A377 Exeter A30 jct along Aliphington Rd to Exe Bridges	U	23037	1.89	54	5.7	681	9	1.0	113
2	A386 Central Bideford: from Long Bridge to A39 RAB	U	14404	1.77	32	3.6	688	9	1.0	193
3	A381 Newton Abbot Asda to Penn Inn	U	18299	1.54	40	5.2	780	5	0.7	98
4	A375 Honiton High St and link to Tesco Sidmouth Rd	U	12048	2.31	29	2.5	572	7	0.6	138
5	A3125 Barnstaple: Sticklepath RAB to Long Bridge to TA Ctr	U	18814	0.95	24	5.1	737	5	1.1	153
6	A379 Teignmouth to Dawlish inc urban areas	U	12164	8.21	75	1.8	411	13	0.3	71
7	A361 Braunton Urban Area	U	18724	2.13	25	2.3	343	8	0.8	110
8	A3015 Countess Wear to Exeter Centre (Acorn Gyrotory)	U	22706	3.20	59	3.7	445	7	0.4	53
8	A377 Exe Bridges to Cowley Bridge RAB	U	11806	3.25	35	2.2	500	6	0.4	86
10	A386 Tavistock Urban Area Lid to Drake Memorial	U	12642	1.23	17	2.8	599	5	0.8	176
11	A376 Exmouth Urban Area (Courtlands Cross to M&S)	U	17833	2.66	33	2.5	382	6	0.5	69
12	A383 Newton Abbot Balls Corner RAB to Kings'ton to A380 jct	U	15308	2.51	29	2.3	413	5	0.4	71
13	A375 through Sidmouth from A3052 jct to High st	U	7418	2.59	19	1.5	543	5	0.4	143
13	A380 Mardon Way in between Torbay boundaries	R	22997	1.12	27	4.8	577	3	0.5	64
15	A386 Yelverton to Plymouth Boundary (Bickleigh)	R	18370	5.82	43	1.5	220	12	0.4	62
16	A379 Exeter to Kenton to Dawlish	R	8575	13.29	52	0.8	250	16	0.2	77
17	A399 Ilfracombe to Coombe Martin	R	2052	10.20	29	0.6	759	7	0.1	183
18	A358 Boshill Cross thro Musbury to Axminster 30 term	R	6716	5.90	25	0.8	346	7	0.2	97
19	A385 Totnes (Blackpost X) to True St to Torbay b'ry	R	13682	3.29	21	1.3	256	7	0.4	85
20	A379 Yealmpont to Modbury X	R	6600	4.95	19	0.8	319	7	0.3	117
21	A382 Newton Abbot Coombs Head RAB to A38 Drumbridges	R	16931	4.50	36	1.6	259	6	0.3	43
22	A386 Tavistock (Kelly college) to Sourton Down	R	5828	18.24	47	0.5	242	15	0.2	77
23	A3015 Middlemoor NE to Honiton Rd M5 jct 29	U	17189	1.44	19	2.6	419	3	0.4	66
24	A381 Ipplepen (Wrigwell X) to Totnes (Brutus Bridge)	R	7802	7.13	26	0.7	256	7	0.2	69
25	A39 Barnstaple: Pilton to Barnstaple Hospital	U	9515	1.34	14	2.1	601	2	0.3	86
26	A377 Crediton (Chapel Downs) to Coppelstone	R	8896	5.42	23	0.8	261	6	0.2	68
26	A399 + A361 Ilfracombe Urban Area	U	6205	4.18	19	0.9	401	4	0.2	84
28	A3072 County boundary to Holsworthy jw North Road	R	5566	6.51	20	0.6	303	6	0.2	91
29	A381 Churchstow (Bantham X) to Langworthy Barn	R	4402	2.57	12	0.9	582	3	0.2	146
29	A361 Braunton to Barnstaple	R	18724	5.55	28	1.0	148	9	0.3	47
31	A361 Braunton to Mullacott Cross	R	7012	8.37	21	0.5	196	10	0.2	93
32	A388 Holsworthy urban area north to south	U	7179	1.48	11	1.5	569	2	0.3	103
33	A381 Teignmouth Bridge W to A380 jct Kings'ton	R	13029	5.60	30	1.1	225	5	0.2	38
34	A358 Axminster urban area (from A35 jct up to Waycroft)	U	8306	3.00	18	1.2	396	3	0.2	66
35	A381 Totnes Western By Pass	U	11384	0.73	10	2.7	656	1	0.3	66
36	A386 Hatherleigh (A3072 RAB) to Gt Torr'ton (Rosemoor)	R	3074	19.71	26	0.3	235	10	0.1	90
37	A3079 full length (Dunsland X Hol'wth'y) to Okehampton	R	3163	20.75	28	0.3	234	10	0.1	83
37	A386 Tavistock to Yelverton via Horrabridge	R	13715	7.20	35	1.0	194	6	0.2	33
37	A3015 Acorn Gyrotory to Exe Bridges	U	22706	0.57	13	4.6	554	1	0.4	43
40	A379 Matford Park RAB to A38 Jct	R	16935	3.24	22	1.4	220	4	0.2	40
41	A383 Newton Abbot Churchills RAB to Balls Corner RAB	U	16931	0.94	9	1.9	310	2	0.4	69
42	A388 Holsworthy N to Stibb Cross	R	2844	14.43	25	0.3	334	6	0.1	80
43	A377 Cowley Bridge to Crediton Tesco 40 terminal	R	12461	8.18	32	0.8	172	7	0.2	38
44	A3052 Sidford (A375 jct) to Seaton Jct (B3172)	R	8223	10.83	32	0.6	197	7	0.1	43
44	A377 Lapford to Umberleigh	R	2906	25.57	41	0.3	302	8	0.1	59
44	A381 Halwell to Churchstow jct	R	6072	10.29	22	0.4	193	8	0.2	70
47	A39 Bideford (Abbotsham X) to Clovelly	R	7634	12.15	29	0.5	171	9	0.1	53
48	A383 Newton Abbot (Highweek) W via Ashburton Rd to A38	R	8946	5.81	19	0.7	200	6	0.2	63
49	A380 dual carriageway Kenn to Newton Abbot Penn Inn	D	29353	16.60	81	1.0	91	14	0.2	16
50	A3052 Clyst St Mary to Newton Popleford	R	13800	10.87	41	0.8	150	8	0.1	29
51	A388 Stibb Cross to Landcross (S Bideford)	R	3018	10.39	23	0.4	402	4	0.1	70
52	A376 Clyst St George RAB to Clyst St Mary RAB	R	23912	2.26	13	1.2	132	6	0.5	61
53	A3125 Bickington RAB to Sticklepath RAB	U	22090	1.33	24	3.6	447	1	0.2	19
54	A3015 Middlemoor S past Pynes Hill to A379 overpass	U	18889	1.35	10	1.5	215	3	0.4	65
55	A39 Barnstaple: TA centre to Pilton junction	U	10830	1.02	11	2.2	544	1	0.2	49
56	A390 whole length: Tavistock to Cornwall boundary	R	8254	6.19	18	0.6	193	6	0.2	64
57	A3121 full length A38 nr S Brent to A379 nr Modbury	R	2440	9.48	21	0.4	497	3	0.1	71
58	A39 Barnstaple: Hospital NE to Blackmoor Gate	R	1590	15.16	21	0.3	477	4	0.1	91
59	A396 Tiverton Gt Westn Way to A361 jct	U	19747	2.43	18	1.5	206	3	0.2	34
60	A386 Bideford Urban Area South of Bridge (New Road)	U	10187	0.66	4	1.2	327	1	0.3	82
61	A386 Central Tavistock: Drakes RAB to Bedford Sq	U	13235	0.73	6	1.7	343	1	0.3	57
62	A385 Totnes Ctr to Rail stn to Blackpost X Redlands	U	19135	1.78	23	2.6	371	1	0.1	16
63	A39 Barnstaple: Roundswell RAB to Bideford (A386 RAB)	R	17573	10.28	35	0.7	106	7	0.1	21
64	A3072 Lamerton X to North Tawton (De Bathe X)	R	2851	11.00	16	0.3	279	5	0.1	87
65	A373 full length (Cullompton to Honiton)	R	3407	16.59	33	0.4	320	4	0.0	39
65	A379 Plymouth B'dry to Yealmpont	R	8455	4.37	17	0.8	252	3	0.1	44
67	A3072 Dunsland X nr Brandis Corner to Hatherleigh	R	2210	14.21	17	0.2	297	5	0.1	87
68	A3123 full length N Devon (Mullacott Cross Eto jw A399)	R	2292	11.07	20	0.4	432	3	0.1	65
68	A386 Northam (A39 RAB) to Appledore	U	3297	3.47	16	0.9	767	1	0.1	48
70	A399 Easter Close X across Exmoor to Blackmoor Gate	R	4007	3.70	10	0.5	370	2	0.1	74
71	A3126 Bolham RAB to Great Western Way RAB	U	11799	1.86	16	1.7	399	1	0.1	25
72	A39 Barnstaple: Portmore RAB to TA centre RAB	U	18636	1.82	19	2.1	308	1	0.1	16

Worst Performing Quartile (Rankings 1-36)

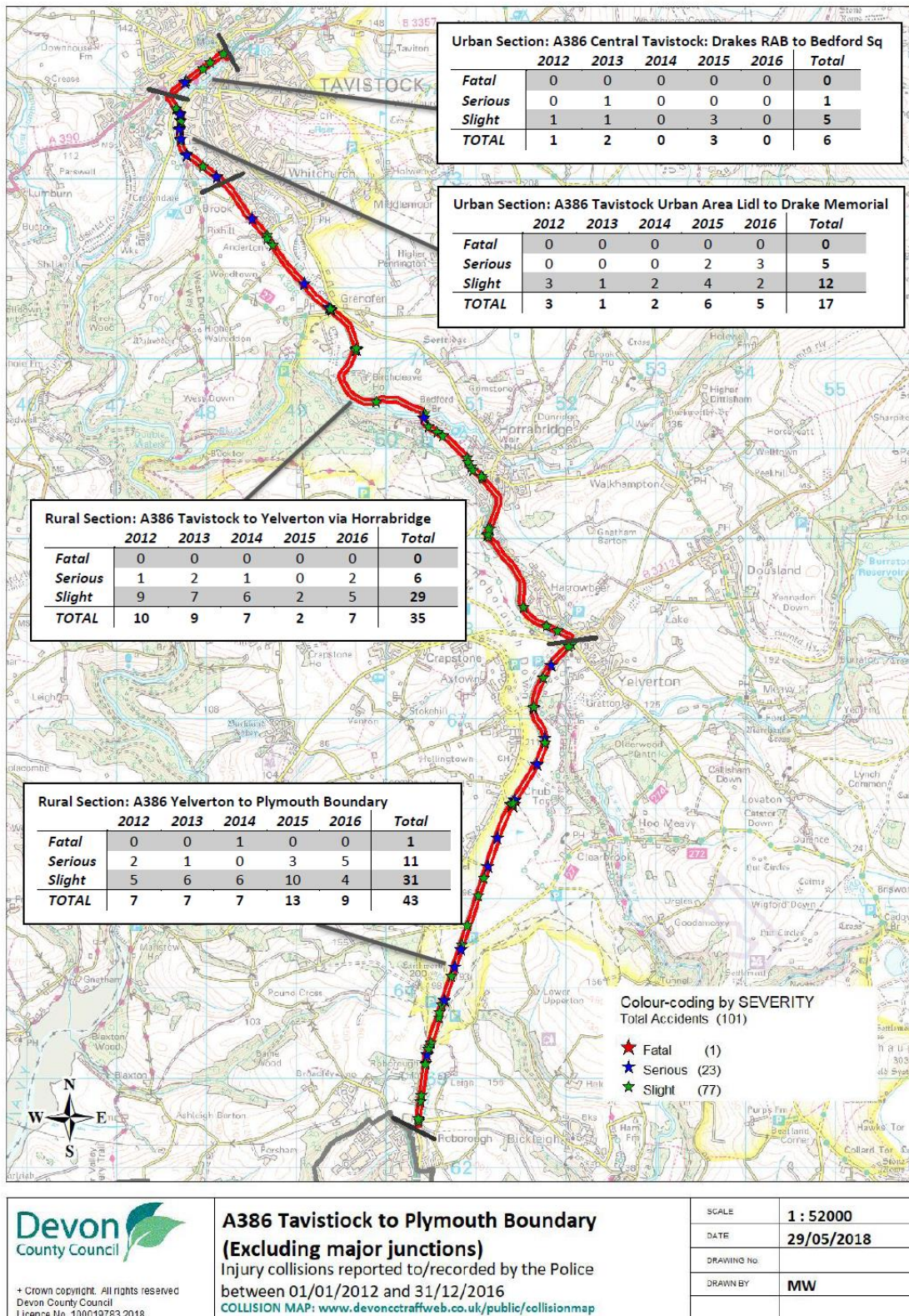
Lower Performing Quartile (Rankings 37-72)

### 2.3.5

Accidents in the 2012 to 2016 five year period are plotted in Figure 8 along with an analysis of the numbers of accidents by severity and by year for sections of the A386.

# A386 Tavistock To Plymouth Corridor Study

Figure 8: 2012 to 2016 Accident Plot



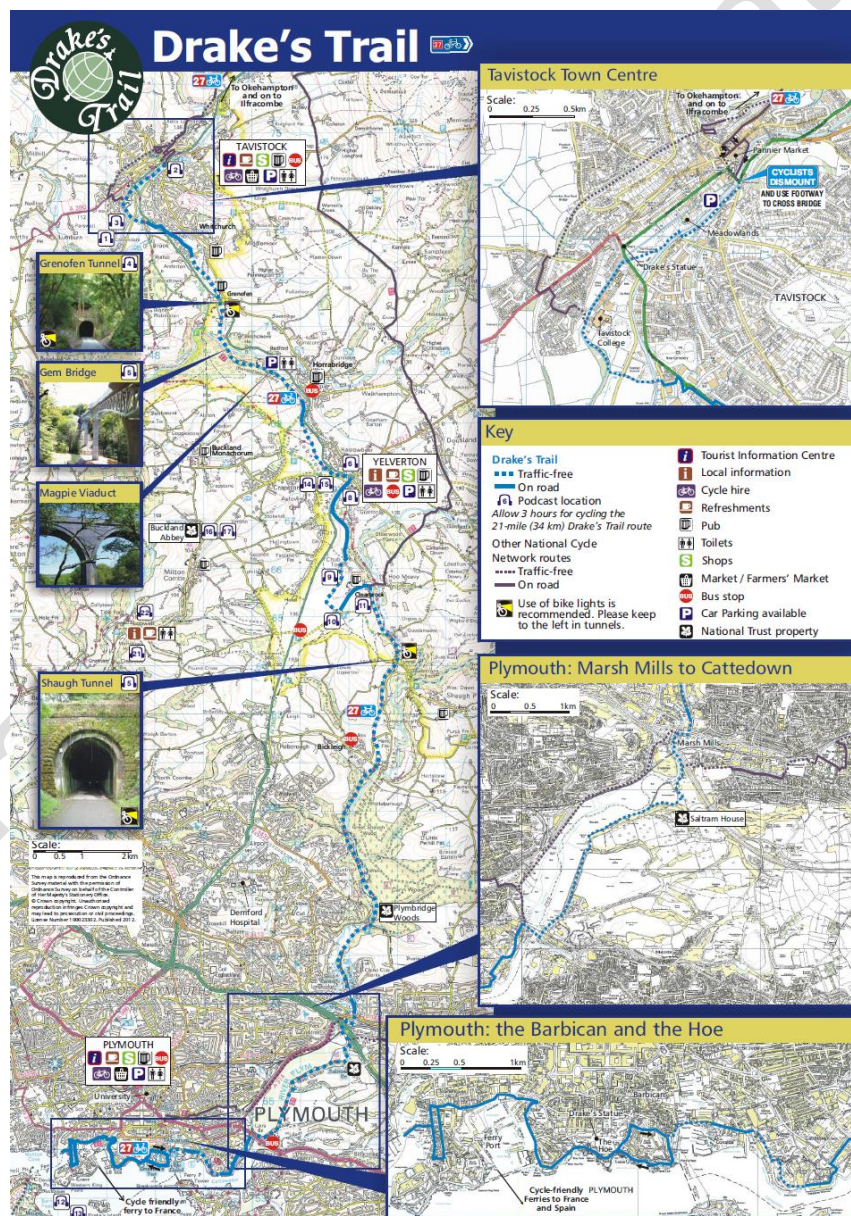


2.4 Walking & Cycling

2.4.1 Drakes Trail (Figure 9) directly links Tavistock to Plymouth and is part of National Cycle Route 27 and the Devon Coast to Coast route. However, due to the strategic nature of the A386 corridor and the distance involved, walking and cycling do not feature significantly in trips between Tavistock and Plymouth. It would take approximately 82 minutes to cycle the 20.5km between Tavistock and Manadon assuming an average cycling speed of 15 km/hour.

2.4.2 Despite the presence of the Drake's Trail, walking and cycling is currently not an attractive option for commuters along the A386 corridor. Not only is the topography challenging in places, the route also does not feed straight into the employment-rich city centre

Figure 9: Tavistock to Plymouth Cycle Route

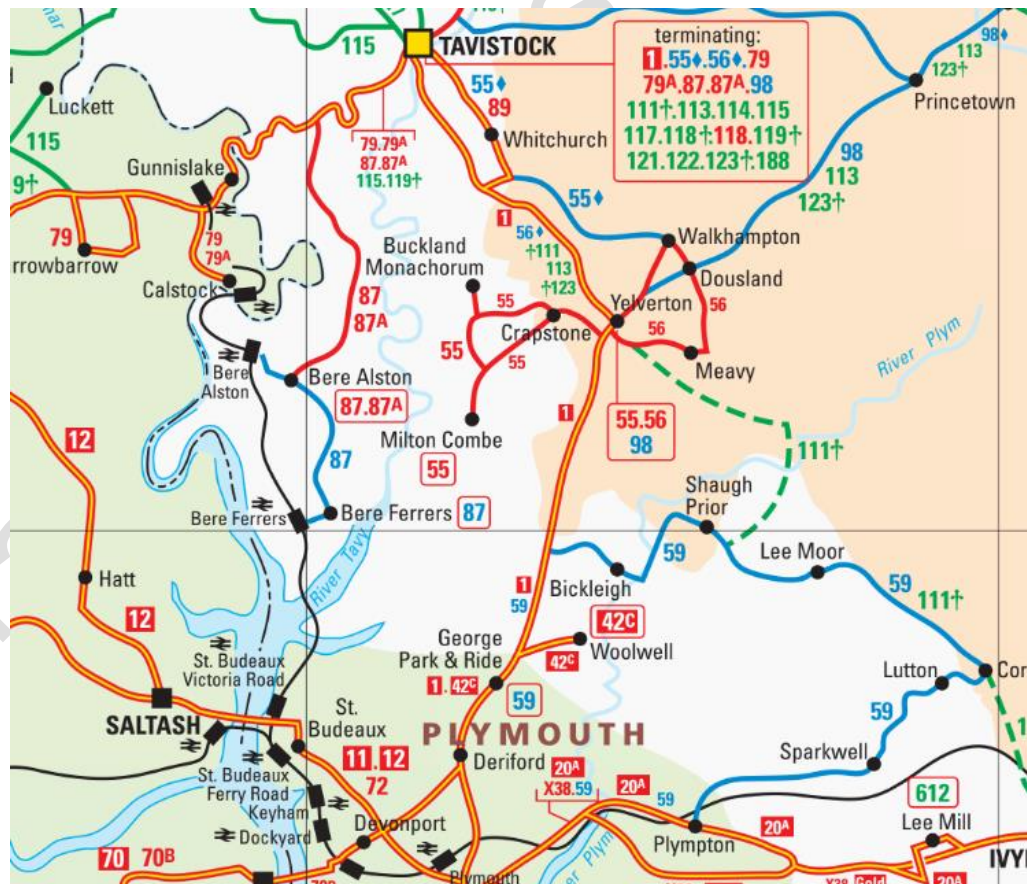


2.5 Bus Services

2.5.1 Tavistock is relatively well served by bus services. Services link Tavistock to the following main local cities, towns and villages including Plymouth, Bere Ferrers and Bere Alston, Callington and Launceston (Figure 10).

2.5.2 Bus services between Tavistock and Plymouth are frequent. Service 1 provides a 15 minute frequency on the A386 between Tavistock, Yelverton, Derriford Hospital and Plymouth. The 55/56 service provides an infrequent service between Tavistock and Yelverton. The Tavistock to Plymouth (Royal Parade) service has a timetabled journey time of approximately 70 minutes in the peak (average speed of 24 km/hour) and 60 minutes in the inter peak (average speed of 29 km/hour) although these times are variable as they are affected by congestion on the route. For example, at peak travel times on school days journeys are at least 10 minutes longer than in off peak times in the AM peak southbound. Timetable times for the Yelverton to Derriford section increase from 17 minutes in the inter peak to 26 minutes in the AM peak. There is no timetable time increase between inter peak and AM peak hour on the Tavistock to Yelverton section.

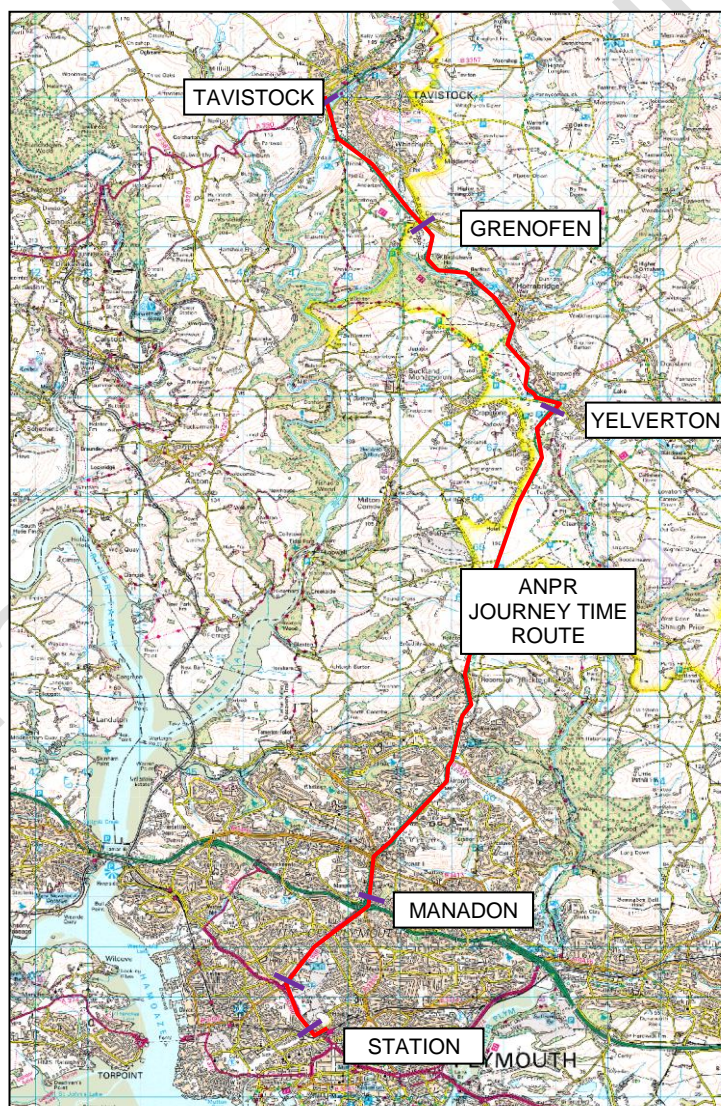
Figure 10: Tavistock to Plymouth Bus Routes



### 2.6 Journey Times

- 2.6.1 Automatic number plate recognition camera (ANPR) journey time survey data was collected for the A386 route from Tavistock to Plymouth rail station, Figure 11. The data was collected on Thursday 5<sup>th</sup> July 2012 when traffic levels and congestion in the peaks would have been less than in neutral months for 2012. The data, Table 3, showed little variation throughout the day between Tavistock and Plymouth city centre, with journeys taking 31 minutes by road in the AM peak hour, 29 minutes in the 11:00 to 12:00 hrs inter peak hour and 32 minutes in the PM peak hour.
- 2.6.2 In the reverse direction from Plymouth to Tavistock average journey times were 30 minutes in the AM peak hour and the inter peak hour and 36 minutes in the reverse direction in the PM peak hour. Average speeds for the 23.1km between Tavistock and Plymouth station were 42 km/hr inbound in the AM, 39 km/hr outbound in the PM peak and 46 to 48 km/hour in the inter peak.

**Figure 11: A386 Journey Time Route**



**Table 3: ANPR Journey Times (2012)**

Route	Direction	Distance (km)	AM Peak		Inter Peak		PM Peak	
			Average Speed (kph)	Journey time (mins)	Average Speed (kph)	Journey time (mins)	Average Speed (kph)	Journey time (mins)
Tavistock to Grenofen	SB	3.22	40.3	4.8	47.3	4.1	48.9	4.0
	NB		51.1	3.8	47.3	4.1	44.8	4.3
Grenofen to Yelverton	SB	5.21	46.7	6.7	51.4	6.1	52.4	6.0
	NB		54.7	5.7	54.2	5.8	55.2	5.7
Yelverton to Manadon	SB	11.00	44.6	14.8	51.8	12.8	49.7	13.3
	NB		48.8	13.5	51.4	12.8	47.2	14.0
Manadon to Station	SB	3.68	31.7	7.0	35.0	6.3	26.7	8.3
	NB		25.2	8.8	29.2	7.6	18.8	11.7
Tavistock to Station	SB	23.10	41.7	33.3	47.5	29.2	44.1	31.5
	NB		43.6	31.8	45.8	30.3	38.9	35.7

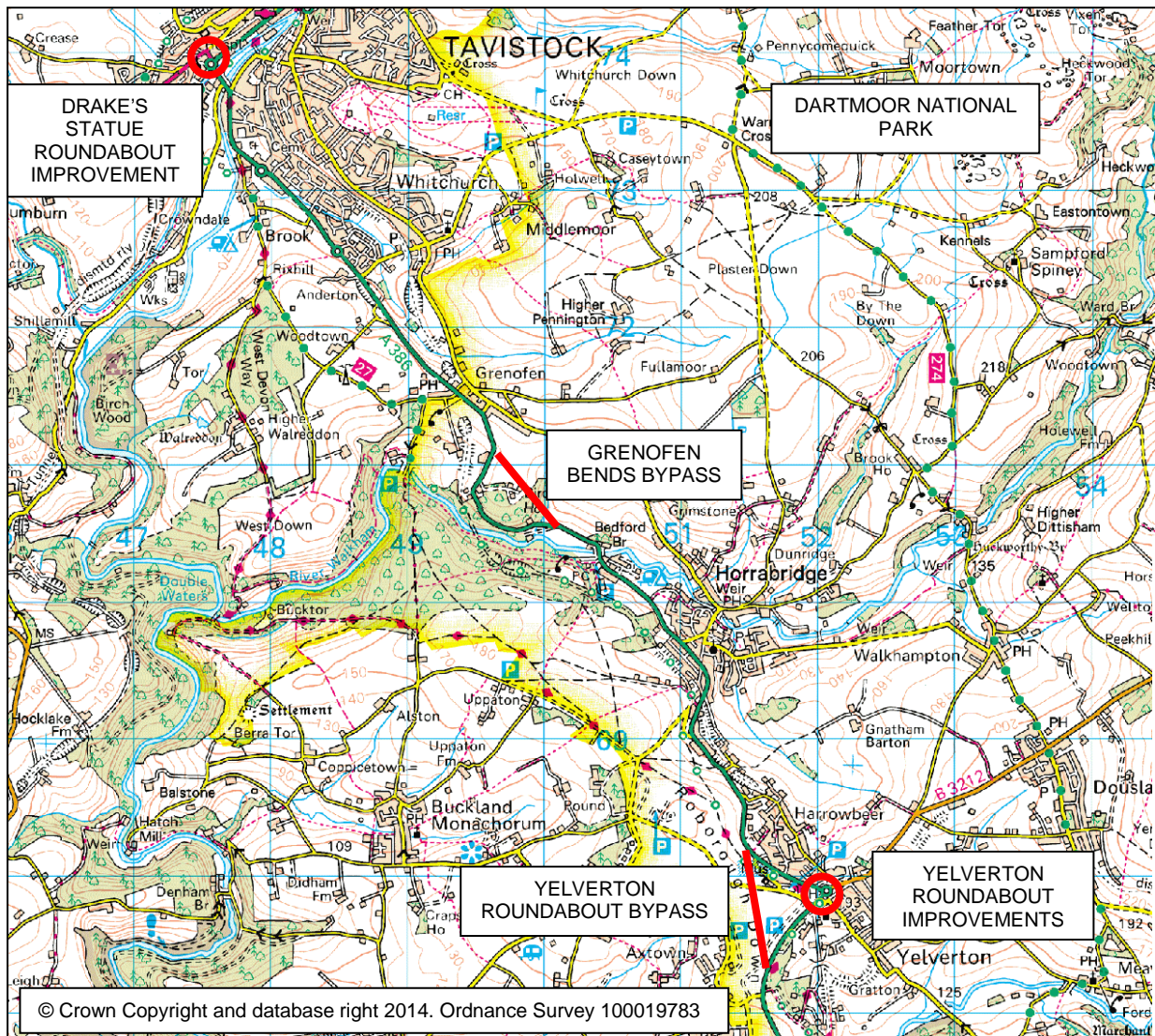
### 3. POTENTIAL TRANSPORT IMPROVEMENTS

#### 3.1 A386 Highway Improvements

- 3.1.1 The County Council has carried out a pre-feasibility study to consider the potential for highway improvements to the A386 corridor to mitigate development impact on the highway and improve journey times between Tavistock and Plymouth. The aim was to determine the feasible range of improvements that can be made to the road.
- 3.1.2 Any scheme would complement the highway schemes that Plymouth City Council have submitted to the Heart of the South West Local Transport Board. These are, firstly improvements to the A386 in the north of Plymouth between Woolwell Roundabout and The George Junction to two lanes in each direction. The second scheme is widening between Derriford Roundabout and William Prance Road where Derriford Roundabout would be converted to signals.
- 3.1.3 It has been assumed that a large scale scheme (such as a new route, long sections of widening or significant bypasses) would not be deliverable along the corridor as a result of the significant environmental constraints in the area.
- 3.1.4 Various smaller scale improvement options to improve alignment and to increase capacity and speeds have been identified, as shown in Figure 12, the most effective of these would be a bypass of Yelverton and a bypass of the bends at Grenofen. These two schemes have an indicative base cost of £10 - £15 million each and would save about 2.5 minutes at peak times when speeds are lowest, representing a 17% decrease in journey time between Tavistock and Plymouth. There would be significant environmental, planning and land acquisition issues with both these schemes.
- 3.1.5 The provision of additional northbound and southbound lanes at the Yelverton roundabout instead of a bypass of the roundabout would be less costly but less effective in reducing delays. Base costs would be around £5 million.
- 3.1.6 The bypass of the bends at Grenofen would provide most of the reduced journey time but a bypass, or even an online improvement delivering comparable capacity, would seriously damage hedgerows, deciduous woodland and wildlife habitat. Such improvements are not likely to prove feasible given that much of this section lies within Dartmoor National Park and is therefore subject to a very high level of environmental protection.
- 3.1.7 A small park and change site at Yelverton would provide a more beneficial and sustainable investment. Motorists would be able to park and then car share, cycle or bus into Plymouth. It would also provide a tourist facility for access to the Moor linking to the trails that converge at Yelverton. To make the facility attractive to cyclists there would be benefit in providing a cycle route parallel to the A386 to connect to the cycle facilities in Plymouth.
- 3.1.8 In addition, developments planned in Tavistock will likely result in an increase in vehicular demand on the A386 through the town. Potential improvements to

the highway network between Drake's Stores and Drake's Statue roundabouts will be further investigated as part of the developments transport contributions.

Figure 12: Possible A386 Highway Improvements



### 3.2 Tavistock to Bere Alston Rail

3.2.1 The current Plymouth to Bere Alston rail service is approximately a 2 hour frequency. The Tavistock Rail scheme will reinstate the disused rail line between Tavistock and Bere Alston and is intended ultimately to deliver an hourly service requiring two additional train units operating between Tavistock and Plymouth. Initially a 75 minute frequency could be achieved with one additional unit. The 75 minute service would provide a higher frequency for Gunnislake (13 trains per day compared to 9 at present). No works to the existing track, such as additional passing places, would be required for either the 60 minute or 75 minute frequency options.

- 3.2.2 The rail scheme will reduce private vehicle trips on the A386 between Tavistock and Plymouth although the impact will be moderate to small impact due to the volume of trips on the corridor and range of origins. However, as congestion increases in the future it will provide an alternative non-car mode for some trips, particularly those well connected to stations. On a wider scale it could be an incentive to unlock growth in Tavistock and will ensure that Tavistock remains well connected to Plymouth City centre and further afield.
- 3.2.3 Traffic modelling for Tavistock Rail estimated that there will be a decrease of 250 vehicles per day in each direction on the A386 to Plymouth on scheme opening building up to 450 vehicles per day and then increasing to 650 vehicles per day after 20 years. A decrease of 63 southbound vehicles in the AM peak hour on the A386 was estimated when passenger demand had built up after the opening of the rail scheme. This represents a 10% reduction in traffic between Tavistock and Horrabridge and 8% between Horrabridge and Yelverton in the AM peak hour but only a small percentage reduction on the congested section of the A386 into Plymouth.
- 3.2.4 The rail journey time (Table 4) from Tavistock to Plymouth is expected to be 33 minutes for stops at all stations reducing to 28 minutes if there were stops at St Budeaux and Plymouth only. This compares with journey time data of 33 minutes by road in the AM peak hour (08:00 to 09:00 hrs) and 29 minutes in the 11:00 to 12:00 hrs inter peak hour. The updated Plymouth 2009 highway model shows 34 minutes in the AM peak hour and 30 minutes in the IP hour. In the PM peak the 2009 modelled northbound journey time is 36 minutes, the same as the journey time data.

**Table 4: Journey Time Forecasts**

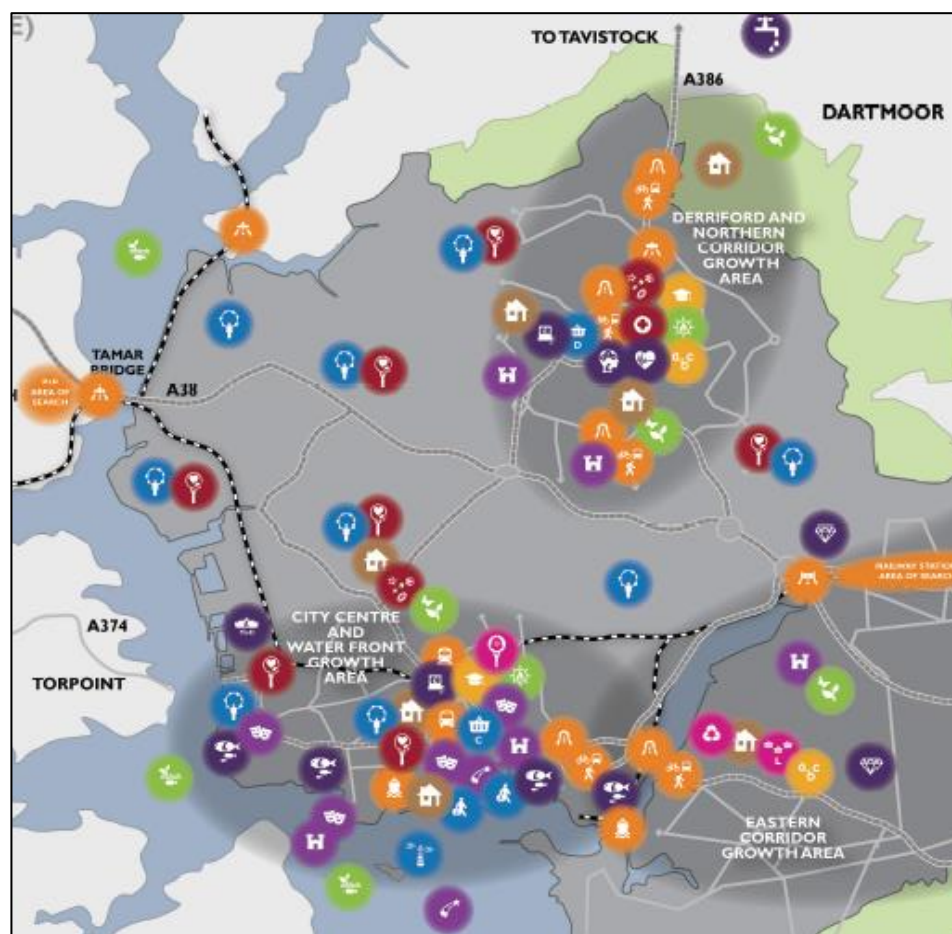
Time Period	Southbound				Northbound			
	2009 Model	2012 ANPR	2026 Low Model	2026 High Model	2009 Model	2012 ANPR	2026 Low Model	2026 High Model
AM	34.3	33.3	44.3	53.9	33.3	31.8	35.4	42.9
IP	29.9	29.2	36.1	40.3	29.9	30.3	35.3	33.0
PM	33.6	31.5	41.4	45.9	35.5	35.7	43.1	50.0

Note: Total journey time in minutes by road between Tavistock and Plymouth station

- 3.2.5 The Plymouth 2026 highway models (with low and high growth), including transport improvements that reduce highway journey time, forecast considerably higher journey times for the year 2026. So the small time advantage in travelling by rail now would increase considerably with increasing traffic and congestion. It also needs to be recognised that the congestion will also impact on bus journey times. The rail scheme will also open other opportunities for investment in Tavistock attracting visitors and business to the town due to the relief of congestion on the A386 as well as the advantages of providing access to the rail system. In addition, the project will connect a large part of rural West Devon with the national rail network, providing accessibility benefits to the wider area beyond Tavistock.

- 3.2.6 There are difficulties with the rail line. The route through Plymouth links to the Dockyard and the Plymouth City Centre. However, many of the new strategic growth areas are not well rail connected, particularly Woolwell and the Northern Corridor Growth Area, Figure 13. The current rail line connects directly to Gunnislake and there are likely to be complications on how the line will operate with the split at Bere Alston.

**Figure 13: Plymouth Local Plan Growth Proposals**



- 3.2.7 The current cost of the new rail line reinstatement is in the order of £70m which is significantly higher than initially anticipated and outside the scope of current funding. The "South West Peninsula Strategic Rail Blueprint", November 2016, identified the need for £1.5m of further development funding. There is no current indication that this money will be available from the Government. The most recent publication from Government "Connecting People – A Strategic Vision for Rail", November 2017, identifies that there is a need for a new pipeline approach to managing railway upgrades and sees the Government as funder working jointly with partners. The process of developing the pipeline is evolving, so long term the rail reinstatement will remain a strategic aim. However, the numerous unknowns and complexities of design and delivery mean the project is on hold for the medium term. Therefore, there is a need to



consider short term alternatives in order to assist in the delivery of the Local Plan and develop alternatives for travel along the A386 corridor.

- 3.2.8** For instance, a phased approach could be utilised along the Tavistock-Bere Alston corridor. An initial phase 1 could be a low-cost surface, suitable for cyclists and walkers, to encourage active trips. This has the potential to be followed by a Phase 2 tarmac surfacing with innovative vehicles, such as autonomous or electric buses, sharing the corridor with active travellers. This would provide a suitable shuttle service connecting to the existing rail service at Bere Alston train station. This would not preclude a long-term Phase 3 heavy rail option.

### **3.3 Bus Services**

- 3.3.1** Existing bus services between Tavistock and Plymouth are shown in Figure 6. Bus services between Tavistock and Plymouth have limited potential for improvement. Service 1 does not stop at Plymouth rail station and service X1 does not stop at Derriford Hospital and this saves 9 minutes in the morning peak and 4 minutes in the inter peak timetabled times. Whilst journey times could be further shortened by introducing direct express, limited-stop services may not be popular with those needing to be picked up en-route. The current routes serving Derriford Hospital and Plymouth station, each with a 30 minute frequency, would need to be retained in order to serve those destinations conveniently.

- 3.3.2** The increased use of bus lanes in Plymouth could help improve reliability and minimise journey times. On the A386 north of Plymouth bus travel will always be subject to road traffic conditions and limited speeds due to the rural nature of the road and potential disruption from breakdowns or slow moving agricultural vehicles. Buses will therefore struggle to be able to match rail or car journey times into central Plymouth. However, buses do have the advantage of picking up passengers along the route, connections to Derriford (and other destinations) and much higher frequency.

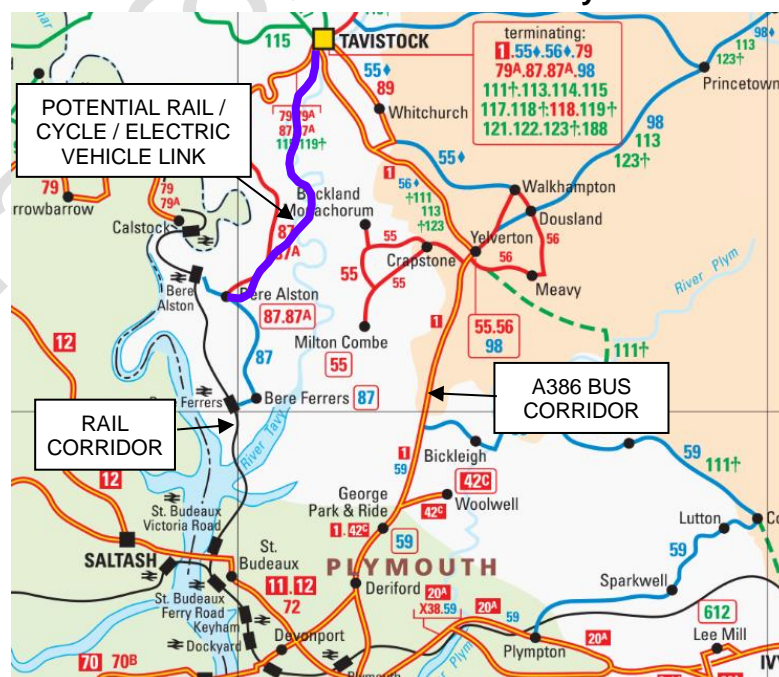
- 3.3.3** The County Council has carried out an interview survey of bus passengers on Tavistock services. This identified that 9% of daily trips had both origin and destination in locations which could be reached from existing rail stations and 6% where there would be a potential for the journey or part of the journey to be made by rail. If this patronage was lost to rail it could affect the viability of the existing service which could reduce the frequency, so it would be beneficial to encourage greater use of the bus services in order to protect its longevity.

- 3.3.4** Currently a 7 day rail season ticket between Gunnislake and Plymouth costs £25.80 and a monthly season ticket costs £99.10, whilst a 7 day season ticket from Tavistock by bus costs £20 and a monthly season ticket costs £77. As such, bus travel is likely to be cheaper than likely rail fares and bus frequencies are high at around 4 per hour. Against this, rail travel would be considerably quicker with a Tavistock to Plymouth journey time of 28 to 33 minutes compared with 49 minutes for the quickest timetabled bus journey and up to 71 minutes in the AM peak on school days.

## A386 Tavistock To Plymouth Corridor Study

- 3.3.5 The attractiveness of the shorter rail journey time will be largely offset by the lower bus fares and using total generalised costs of travel between Tavistock and Plymouth it was estimated that total daily transfers from bus to the Tavistock rail option could amount to between 4%, and 6%, or an average of 30 passengers in each direction per working day.
- 3.3.6 The bus survey showed that there would only be a small transfer to rail from existing bus services if the railway were to be reinstated. Buses and rail would offer largely complementary services, buses serving north Plymouth and Mutley Plain, and rail serving the city centre and west Plymouth including St Budeaux and the naval dockyards, Figure 14. The improvement of bus services therefore should not be seen as an alternative to the rail option. Because buses and rail serve different locations, there is in fact little competition and both rail and bus options would fit well with the government and local objectives of sustainable transport in reducing car travel and increasing public transport.
- 3.3.7 There are a few measures that could be put in place to make the bus service more attractive, this could include:
- Improved bus stops for both passengers and buses;
  - New modern eco-friendly buses;
  - Wi-Fi on buses;
  - Cash free payment to reduce bus dwell time;
  - Parking facilities so passengers can use the existing bus as a Park & Ride.
- 3.3.8 The most appropriate location for parking could be on the outskirts of Yelverton, where buses would also be able to access the site. A possible location could initially provide approximately 1000 spaces.

**Figure 14: Bus & Rail Services Between Tavistock & Plymouth**



### 3.4 Cycling

- 3.4.1 The Drakes Trail cycle route provides a segregated route between Tavistock and Yelverton but continues towards Plympton on a long, indirect route to Plymouth. The A386 between Yelverton and Plymouth is narrow and busy but there is an opportunity to create a segregated cycle route adjacent to the A386 across the old airfield at Yelverton and across the moorland towards Roborough following existing paths. This would link with existing cycle routes in Plymouth to provide cycle access to the George park and ride site, Derriford and the city centre.
- 3.4.2 A park and change site could be provided at Yelverton enabling motorists to park and then cycle into Plymouth using the new cycle route. Secure cycle lockers have been provided at existing park and change sites to enable regular commuters to leave their bicycles at the site, removing the necessity to transfer it in and out of their vehicle on a daily basis.
- 3.4.3 Parking and storage facilities provided in a convenient location on an existing commuting corridor that is a suitable distance to key areas of employment with good quality cycling infrastructure into the city would help promote a sustainable and active travel alternative.
- 3.4.4 The parking would be provided at the same location as the possible Park and Ride site, providing commuters with multi-modal alternatives to driving into Plymouth at a convenient location. This would also provide commuters with a suitable location to car share, further reducing the vehicles travelling along the A386 into Plymouth.

### **4. A386 CORRIDOR STRATEGY**

#### **4.1 Introduction**

4.1.1 The transport strategy for the A386 corridor comprises schemes that will improve provision for a number of transport modes as described below. The aim is to implement integrated measures that will improve conditions for existing travel and support development in Tavistock.

#### **4.2 Tavistock to Bere Alston Rail**

4.2.1 The Tavistock to Bere Alston rail scheme will reduce private vehicle trips on the A386 between Tavistock and Plymouth although the impact will be slight due to the volume of trips on the corridor and range of origins. However, as congestion increases in the future it will unlock growth in Tavistock and will ensure that Tavistock remains well connected to Plymouth City centre and further afield.

4.2.2 However, this is a longer-term aspiration and there are numerous issues to overcome. Devon County Council have been progressing the purchase of the disused rail corridor from the numerous land owners. This is coming to a point where soon the vast majority of the land will be under the ownership of the County Council. There has been a long-term aspiration for a cycle route along the rail line. But the nature of the route through woods in a remote location makes it potentially unattractive to use as a utility route. However, this could be provided as an initial Phase 1. A further phase 2 option would be to build a single-track route capable of accommodating both a cycle and a vehicle link from Tavistock to the rail station at Bere Alston. A potential option is some form of innovative shuttle bus or electric vehicle running within the cycle route. This could be provided by the train operator to ensure connectivity to the rail network together with a new cycle route. A long-term solution of heavy rail would not be precluded by the introduction of the phased approach.

#### **4.3 A386 Highway Improvements**

4.3.1 It has been concluded that even limited highway improvements such as a bypass of the Yelverton roundabout or a bypass of the bends at Grenofen would not be deliverable on environmental or cost grounds.

4.3.2 The bypass of the bends at Grenofen would provide most of the reduced journey time but a bypass, or even an online improvement delivering comparable capacity, would seriously damage hedgerows, deciduous woodland and wildlife habitat. Such improvements are not likely to prove feasible given that much of this section lies within Dartmoor National Park and is therefore subject to a very high level of environmental protection.

#### **4.4 Bus Services and Park and Change**

4.4.1 Existing bus services between Tavistock and Plymouth have a good 15 minute frequency on weekdays and there is limited potential for improvement. Services are affected by peak hour congestion on the A386 in Plymouth and buses will

always struggle to be able to match rail or car journey times into central Plymouth.

- 4.4.2 Bus services would however benefit from the proposed Park and Change site at Yelverton at which existing bus services could pick up motorists and cyclists who could then travel by bus into Plymouth. In addition, further measures to modernise and improve the service would benefit customers and enhance patronage.

### **4.5 Cycling and Park and Change**

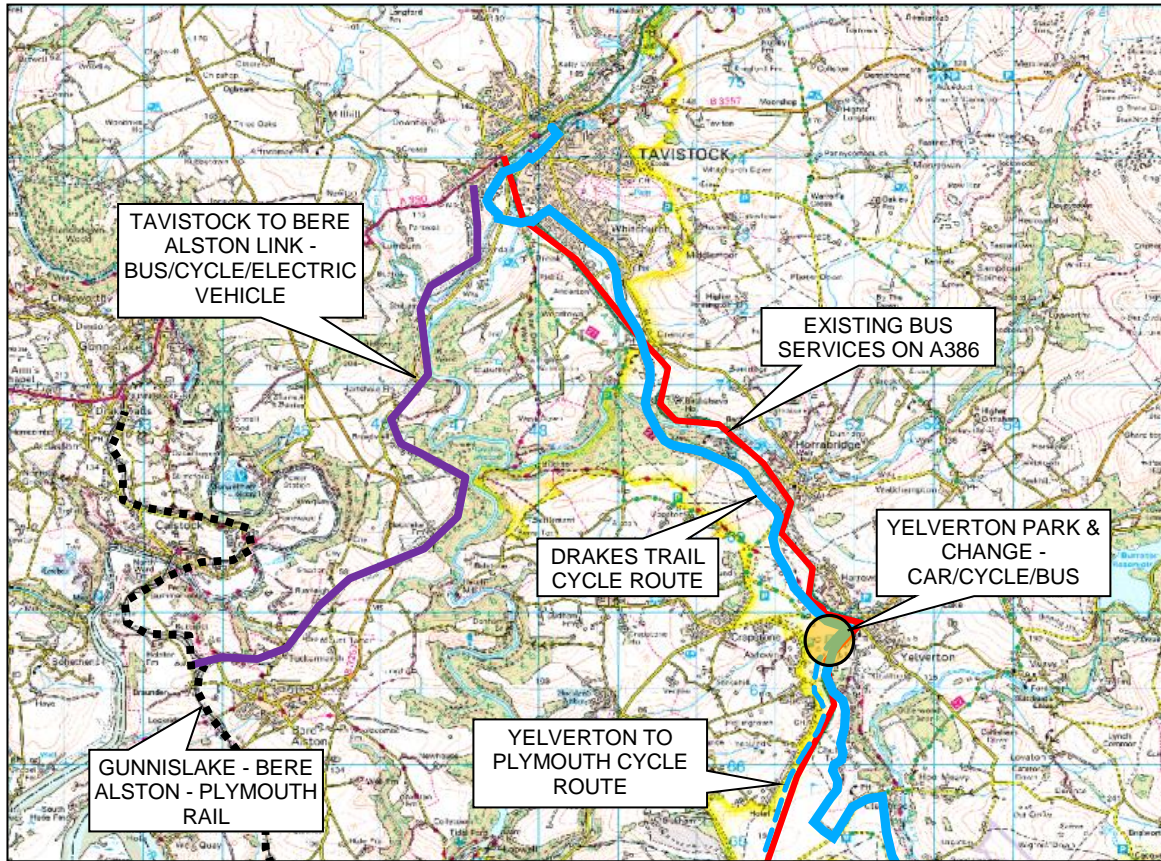
- 4.5.1 The Drakes Trail cycle route provides a segregated route between Tavistock and Yelverton and there is an opportunity to create a segregated cycle route towards Plymouth adjacent to the busy A386. This would link with existing cycle routes in Plymouth to provide cycle access to the George park and ride site, Derriford and the city centre.

- 4.5.2 A park and change site could be provided at Yelverton enabling motorists to park and then cycle into Plymouth along the new cycle route.

### **4.6 Summary**

- 4.6.1 The A386 corridor transport strategy enhances multi-modal options for travel between Tavistock and Plymouth providing alternatives to car for the future as Tavistock develops and expands and the A386 becomes busier, Figure 15. It builds on existing bus and cycle provision along the A386 corridor and includes a possible multi-modal link between Tavistock and the rail line at Bere Alston which will relieve pressure on the A386.

Figure 15: A386 Corridor Transport Strategy



Report to: **Overview and Scrutiny**  
Date: **9 July 2019**  
Title: **Peer Challenge Progress Update**  
Portfolio Area: **Leader**  
Wards Affected: **All**  
Urgent Decision: **N** Approval and clearance obtained: **Y / N**

Date next steps can be taken:

Author: **Neil Hawke** Role: **Specialist Manager**  
Contact: **neil.hawke@swdevon.gov.uk**

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## **Recommendations:**

### **That the Committee**

- 1. agrees the progress to date on delivery of the Peer Challenge Action Plan**
- 2. consider the date for a further update and any areas of the action plan where a more indepth update be required**

### **1. Executive summary**

- 1.1 In 2018, the Council requested that the Local Government Association ("LGA") undertake a Peer Challenge of West Devon Borough Council, jointly with South Hams District Council in order to identify their strengths and any areas for improvement.
- 1.2 The LGA concluded their review and made a number of recommendations to the Council in its report. The recommendations were considered by a joint Member working group and an action plan was developed.
- 1.3 Significant progress has been made in delivering the proposed actions following the elections in May 2019.
- 1.4 This report provides an overview of the progress to date in delivering the action plan.

### **2. Background**

- 2.1 As the Council shares services (and therefore staff) with South Hams District Council, the Peer Challenge was a joint review but with individual recommendations for the Governance and Political element of the Council

- 2.2 A number of the LGA recommendations related to ensuring effective joint working across the two Councils to ensure their future financial sustainability and to set a clear direction for both Councils
- 2.3 Following Council meetings in February, it was resolved to form a Joint Working Group in order to review the recommendations made by the LGA and to develop an action plan for the Council to implement
- 2.4 A Peer Challenge Joint Working Group consisting of three Members of both Councils met, supported by officers, on 25 February 2019 in order to consider measures that could be implemented in the coming 12-18 months
- 2.5 Hub approved the Joint Working Groups action plan at its meeting on 19 March 2019 (\*HC84)

### **3. Outcomes/outputs**

- 3.1 The Peer Challenge action plan is based around 6 headline recommendations
  - Recommendation 1: Ensuring there is both strategic capacity and direction to enable the Council to effectively plan for and deliver its aspirations into the medium term
  - Recommendation 2: Strengthen the Councils political governance arrangements
  - Recommendation 3: Ensure a continued organisational focus on achieving financial sustainability
  - Recommendation 4: Prepare a viable future accommodation strategy
  - Recommendation 5: Clarify partnership priorities and seek to strengthen key sub-regional partnerships
  - Recommendation 6: Ensure clarity on what the new Information Technology is expected to provide and ensure confidence that it will deliver this
- 3.2 Within each of the headline recommendations are a number of specific actions. Updates on the individual actions are set out in Appendix A to this report (Peer Challenge Action Plan Update June 2019).

#### Recommendation 1: Ensuring both Strategic Capacity and direction

- 3.3 This recommendation is about ensuring sufficient capacity and direction within both the elected Membership and the Officer management structures to deliver against the corporate themes.
- 3.4 Ahead of the Peer Challenge the Council had already begun developing its future corporate strategy and themes. The Peer Challenge highlighted that while good progress was being made, it was important that the strategy was underpinned by a sound evidence base. The Extended Leadership Team convened a number of officer workshops to develop draft theme delivery plans which were then considered at a full Member workshop in March 2019.



- 3.5 Work on further developing the plans with Members largely stopped during the election period but recommenced in May 2019 following the local elections.
- 3.6 Hub have previously considered the draft themes and are now commencing wider engagement with stakeholders over the summer with the results of the engagement being brought to Council in September before finalising the themes and delivery plans.
- 3.7 As a positive step in ensuring leadership for each of the themes, the Leader has realigned responsibility of Hub Members in line with the themes.
- 3.8 A key recommendation was that the Councils look to develop sufficient leadership capacity to deliver the emerging corporate themes. In February 2019, the Council took the decision to appoint a Chief Executive (to replace the previous two Executive Director roles following the departure of one of the post holders).
- 3.9 The Chief Executive is now taking steps to reconsider the structure of the Senior Leadership Team to ensure that the Council is best placed to focus on its priorities.
- 3.10 A consultation is currently underway which enables all employees the opportunity to provide their views on the proposed Senior Leadership structure.
- 3.11 At the end of the consultation, a report will be considered by Members later in July 2019 setting out the proposed structure and recruitment process.
- 3.12 Once the recruitment to Senior Leadership Team roles has concluded, a further review of the Extended Leadership Team will commence.
- 3.13 In order to ensure that the Council maximises capacity across the whole organisation, a capacity Audit will be undertaken of all service areas by September 2019 to help inform the Extended Leadership Team structure. This audit will be a 'deep dive' into all service areas to understand the pressure points and develop a clear action plan for addressing them.
- 3.14 It should be noted that this is not simply about considering how many people we have in post. The review will consider:-
- **Aspirations** – What are our purpose and goals (and are they aspirational enough)
  - **Strategy** – How will we achieve our aspirations, do we have clear plans in place? Do services have performance measures in place and are they realistic?
  - **Organisational Skills** – Do our employees have the right skills? If not, how will we develop them? Do we have the right plans in place (financial / operational delivery etc)
  - **People** –How do we encourage a diverse workforce and elected membership? How do we involve our elected Members and draw on their expertise and knowledge?
  - **Systems and Infrastructure** – Is our governance effective? Do we have the right ICT and asset infrastructures in place? How do we recruit, develop and retain our staff? Do we manage our projects in a structured way? Are there clearly

defined policies and procedures to enable people to work effectively and consistently

- **Organisational Structure** – Are people clear on their roles? Do we have lots of vacancies or areas where turnover is high? Is our structure fit for purpose with clear reporting lines and defined areas of responsibility?
  - **Culture** – Within our services do we have shared beliefs and values? Do we recognise good performance and is it linked to the ability to progress within the organisation?
- 3.15 The review will consist of an initial self-assessment by Heads of Practice which will be considered by a panel of Senior Officers and the Deputy Leader in order to provide 'critical friend' challenge
- 3.16 Once complete, along with the customer satisfaction survey and annual staff survey, we will have a powerful set of data to make informed decisions about developments required within each service area.

#### Recommendation 2: Strengthen the Councils political governance arrangements

- 3.17 The 2019 local election saw 15 new Councillors elected to West Devon Borough Council as well as a new leader.
- 3.18 Work commenced in 2018 to ensure that a thorough Member induction programme was developed. A full timetable of induction sessions was in place and available to prospective candidates during the pre-election period.
- 3.19 The induction programme was developed with input from Members, officers and support from the Local Government Association.
- 3.20 The Induction sessions have been well attended and the feedback received has been largely positive.
- 3.21 We are now looking to consider further Member training and development for the next 12 months.
- 3.22 Role profiles have been developed for Members which set out the expected skills and knowledge required. Following discussions with the Leader, the Democratic Services Manager will be arranging a meeting for Cllr Ball to jointly meet with the Leader of South Hams (as their Member development lead) and a representative from the Devon Member Development Service to consider developing a skills framework linked to the role profiles.
- 3.23 In respect of considering joint meetings with South Hams District Council where there are common areas of interest, this is being considered on a case by case basis.
- 3.24 So far, joint sessions are planned on the Joint Local Plan (July 2019) and Climate Change (Autumn 2019). Members of the Leadership Team continue to actively engage with Lead Members to further identify areas for joint briefing and training sessions.

#### Recommendation 3: Ensure a continued organisational focus on achieving financial sustainability

- 3.25 The outline of the councils financial position has been part of the initial session of Member Induction. More detailed finance training on the Medium Term Financial Strategy is being organised for the week beginning Monday 2<sup>nd</sup> September. This is with an external trainer who is an LGiU (Local Government Information Unit) Associate.
- 3.26 Staff and the Extended Leadership Team have been asked for their ideas to input into the Budget Proposals. The Extended Leadership Team are meeting on 26th June to put forward proposals for Members to consider. A Budget update report will be presented to Members at the 16th July Hub Committee. This will give an update on the financial modelling and ask Members for a recommendation to Council on the level of Council Tax Support Grant payable to Town and Parish Councils for 2020/21 onwards.
- 3.27 The Budget Proposals will be part of a Budget Workshop for Members in September (when the Government's Spending Review is likely to be announced) and Members will also be presented with the Medium Term Financial Strategy (at the Hub Committee on 10th September) where Members will set out their strategic intention for all of the different strands of funding available to the Councils
- 3.28 One recommendation of the Peer Challenge team related to engaging with Devon Pensions on the Council's Pension Strategy. The Councils Section 151 Officer has written to Devon Pensions regarding this and will be taking this forward alongside the timetable for the current Triennial Revaluation of the Devon Pension Fund
- 3.29 In terms of opportunities for investment in commercial property, residential property and council owned assets, the Head of Assets will be seeking to amend the current investment strategy so that we can consider investments in the renewable energy sector. This will increase the scope for commercial investment and also align with our current commitments around climate change.

Recommendation 4: Prepare a viable future accommodation strategy

- 3.30 West Devon has drastically reduced its required office space by enabling its workforce to work from home, known as 'Agile' working. Large parts of Kilwrothy Park are now let to tenants which generates an income for the Council.
- 3.31 The Peer Challenge recommended that the Councils consider both the short term and longer term accommodation strategy for discussion with Members.
- 3.32 The Head of Assets Practice continues to address this recommendation through Member working groups and will report back on findings in September 2019.

Recommendation 5: Clarify partnership priorities and seek to strengthen key partnerships

- 3.33 The Peer Challenge team felt that the Council has been largely internally focused for the past 3-4 years and therefore not potentially maximising the benefits of engaging with partner organisations . It was acknowledged that this was largely to be expected as the Council embedded its new structure and ways of working.
- 3.34 The Commissioning Manager is currently undertaking a review of partnerships and a report is scheduled to be considered by Executive in September 2019
- 3.35 The Senior Leadership Team regularly meet with the Senior Management teams of neighbouring authorities to identify areas where we could work together. We are currently exploring opportunities to consider joint apprenticeships for hard to recruit posts as well as having discussions with other Councils to identify any areas for gaining synergy with contracts and therefore reducing costs all round while maintaining the require service level.
- 3.36 The Council is currently looking to engage more with Town and Parish Councils to try to improve messaging and education to residents on how to report issues such as dog fouling, overflowing bins etc. This is still in its early stages but will be a positive step and ensure that there is a more joined up approach to addressing problems.
- 3.37 The Leader and Deputy Leader will be visiting Town and Parish Councils over the coming months to discuss the direction for the Council and how we work together.
- 3.38 Furthermore, the Leader will be providing all Members with regular key messages to enable those to be cascaded to Town and Parish meetings.

Recommendation 6: It will be essential to ensure clarity on what the new IT is expected to provide and confidence that it will deliver this

- 3.39 To underpin the transformation of its serices, the Council entered into a contract to provide an IT platform with the aim of increasing customer ability to self-serve and enabling our case managers to get a single view of the customer – reducing double handling etc.
- 3.40 This IT platform (known as W2), helped the Council to achieve the savings through its transformation programme. The contract is however coming to an end and the Council needs to consider what IT solutions it needs to ensure it remains in the medium term.
- 3.41 An assessment of the current IT systems has been undertaken along with a number of review sessions with staff and Members in order to understand the limitations of the current technology
- 3.42 The findings of the review sessions were considered in a workshop with the Senior Leadership Team and the Head of IT Practice with the output being a number of “Technology Principles” and a preferred way forward
- 3.43 A detailed report setting out the preferred way forward for the future IT platform will be considered by Council in July 2019

### Summary

- 3.44 The report demonstrates positive progress in achieving the action plan since it was agreed four months ago and the action plan sets out further actions that will be delivered over the next 12 months.
- 3.45 Monthly progress updates will be provided to Senior Leadership Team via the Councils Programme Board (which oversees all corporate projects) and we will provide short updates on further progress through the Member bulletin.
- 3.46 The Local Government Association best practice is for a smaller team to visit the Council to see what progress is being made. The Council will arrange with the LGA for a review of progress to be undertaken in Autumn 2020.

### **4. Options available and consideration of risk**

- 4.1 The action plan has been agreed by Members and as such this report provides an update on delivery of that plan
- 4.2 Many of the items within the action plan will be subject to separate reports however consideration should be given to how frequently Overview and Scrutiny Committee require updates. It is recommended that the next update be in three months time given the number of actions that have September due dates.

### **5. Proposed Way Forward**

- 5.1 To agree the progress made to date and confirm when a further update is due along with any areas where the panel would consider a more in depth update.

### **6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	No direct implications – the report provides an update on an action plan previously agreed by Members
Financial implications to include reference to value for money	N	No direct implications – the report does set out a number of actions being taken to contribute to the future financial sustainability of the Council however no decision is being made on these in this report.
Risk	Y	The main risk is capacity and pace to deliver the actions in line with the action plan. There is a significant amount of work to be undertaken in a short space of time however project plans are in place to manage progress and this will be reported

		through the programme board to SLT on a monthly basis.
Supporting Corporate Strategy	Y	Overall the Peer Challenge recommendations contribute to the Council Efficiency theme however they cut across all strands of the Corporate Strategy
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications	N	None

### **Supporting Information**

#### **Appendices:**

Appendix A – Peer Challenge Action Plan Update June 2019

#### **Background Papers:**

Peer Challenge Action Plan Hub Report (Item HC84)

<https://mg.swdevon.gov.uk/ieListDocuments.aspx?CId=221&MId=1210&Ver=4>

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
<b>1. Ensure there is both sufficient strategic capacity and direction to enable the Councils to effectively plan for and deliver their aspirations into the medium term</b>							
Initiate member/office arrangements to agree the building blocks for a new council's vision from May 2019.		1.1 Continue to hold joint Leder and Deputy Leader meetings of each Council and the Chief Executive		Leaders and Chief Executive		Complete	26/06/19 - These meetings recommenced in March 2019 and will be held on a 3 monthly basis (unless required more frequently). In June 2019, a joint meeting was also held with the LGA to consider any support that was available to the Councils in progressing with the actions identified in this plan
		1.2 Ensure that key officers commence work with Members from the very outset of the new administration (via Member Induction) so that those relationships are formed from the outset	May-19	Chief Executive		Complete	26/06/2019 - A thorough Member induction programme was developed and implemented in May 2019. The induction process ensured that Members had a number of opportunities to meet with key officers. There has also been a renewed focus on officers ensuring early engagement with Lead Members in developing policy and reports for committee
Link the work on the new vision to a refresh of the corporate and business planning arrangements	More work is needed to ensure fuller member engagement on developing the corporate strategies	1.3 Develop draft corporate strategy delivery plans with evidence bases, KPI's and projects	Feb-19	Extended Leadership Team		Complete	26/06/2019 - Draft delivery plans have been developed against each of the corporate themes
		1.4 Hold full Member workshops to enable all Members to shape the draft plans for the new Council to consider	Mar-19	Commissioning Manager		Complete	31/03/2019 - Workshop held with all Members to consider the draft plans and suggest any amends
		1.5 Undertake engagement with Public, Businesses and partners on Corporate theme delivery plans on an ongoing basis for final refinement and approval by Members	June/July 2019	Members		ongoing	27/06/2019 - The agreed corporate themes will be the focus for stakeholder engagement over the summer. Commissioning Manager is currently developing resources to support Members with this engagement. A report will be brought back to Council in September 2019 with the results of the engagement.
	Homes: A housing strategy should be produced , in association with partners, to set out housing need, delivery plans, funding, partner roles etc	1.6 Continue with the development of the Homes Strategy Delivery plan and engage with the public and partners on our plans	Jun-19	Customer First Specialist Manager		underway	27/06/2019 initial scoping work undertaken with officer working group. Hub members updated on progress and emerging themes. Officers will meet monthly to ensure coherent approach to new/existing initiatives. Evidenced based strategy to be developed over next 12 months through stakeholder consultation. Key project for Programme Board.
		1.7 Develop proposals for affordable homes and drive forward place shaping work with communities and town centres	Ongoing	Customer First Specialist Manager		ongoing	26/06/2019 - Head of Place Making is Co-ordinating a series of meetings, to be led by Town Councils, to identify, consider and assess actions projects. The objective would be to collectively bring forward actions that will sustain vibrant Town Centres that meet the needs of the immediate community and its hinterland.

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date	
	Enterprise: An Economic Growth Strategy should be developed in association with partners, aligned to the Local Industrial Strategy being prepared by HOTSWS	1.8 Develop a strategy for engaging with businesses - with Members taking a lead role in encouraging business growth and opportunities	Sep-19	Portfolio Holder & Head of Placemaking Practice		ongoing	26/06/2019 - Closer liaison with organisations including the Heart of the South West Local Enterprise Partnership (HotSW), the County Council, the One Public Estate Forum enables the Council to access shared local intelligence and specialist support for inward investment and growth of local companies.  Officers will also scope and test the inclusion of commercial development in the roll out of a planning pre-app 'gold service'. A possible second phase to this would be to expand the scope beyond planning into other Council and partner (including DCC, Environment Agency) activities, such as licencing; and a project management service to business' seeking to move premises.	
		1.9 Ensure that we have sufficient capacity to apply for grants such as the Future High Street Fund	Sep-19	Chief Executive & Head of Place Making Practice		ongoing	31/05/2019 - The Chief Executive is proposing a restructure of the Senior and Extended Leadership Teams. This will ensure sufficient management capacity to deliver on such grant applications  28/06/2019 Officers and the Lead for Enterprise for each Council are discussing priority projects that can be scoped and developed with organisations including HotSW and Plymouth City Council. The objective would be to jointly seek funding from Government and other sources. The future appointment of a Director of Place and Enterprise provides greater scope for a senior Officer to monitor funding opportunities.  Officers are establishing, through the series of Town Centre meetings, a network of collaborative organisations and associated individuals with specialist knowledge and experience who can work together to monitor and bid for funds as they can be available. This grouping and other partner organisations will prepare and agree outline project proposals in anticipation of funding announcements.	
Reconvene the Joint Steering Group	It will be important to reconvene a version of the JSG, This is essential to plot the future strategic direction of the Council	1.10 Build upon the success of previous & current joint working groups (such as Leisure, Waste, JLP) by considering and implementing joint working groups for specific projects. Proposal for an early joint working group to consider Customer Experience	Apr-19	Leaders and relevant ELT Member		ongoing	30/04/2019 - Joint Waste Working Group and JLP Groups continue to meet. A Joint Working Group developed this Peer Challenge Action Plan with Officers and it is proposed to hold a Joint Working Group in the Autumn to consider the results of the Customer Satisfaction Survey (given that the services and	



The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date	
	1.11 Develop a draft terms of reference for a future strategic Joint Working Group	Mar-19	Monitoring Officer / Members of Joint Working Group		Complete	31/05/2019 - Terms of Reference agreed and Members appointed to Joint Working Group  Terms of Reference can be found here : <a href="http://mg.swdevon.gov.uk/documents/s21763/Appendix%20B%20Joint%20Working%20Group%20Draft%20Terms%20of%20Reference.pdf">http://mg.swdevon.gov.uk/documents/s21763/Appendix%20B%20Joint%20Working%20Group%20Draft%20Terms%20of%20Reference.pdf</a>		
The Councils will need to review the organisational structure to ensure it is fit for the future	Consider the appointment of a new post of Chief Executive	Feb-19	Leaders		Complete	28/02/2019 - Appointment to Chief Executive post made		
	Extended Leadership Team need a clearer remit in order to release strategic capacity & clearer links to SLT	Nov-19	Chief Executive		ongoing	27/06/2019 - The Chief Executive and Leaders have been working with the Local Government Association to design the future management structure for the Councils. Proposals are currently out for consultation with staff with a view to a report being considered by Council later in July 2019. The full review should be concluded by December 2019		
	Staff struggle to know where to go to get things done in the current structure (role and responsibilities are unclear)	Nov-19	Chief Executive		ongoing	31/05/2019 - The organisation structure chart has been updated in line with the current interim management measures. The staff survey demonstrates that staff still don't all feel clear who the Leadership Team of the Council are. The review of SLT and ELT structure should aim to simplify		
		1.15 - Ensure we successfully implement our new approach to employee continuous improvement (including 1:1's etc)	Apr-19	Head of HR and People Managers		ongoing	30/04/2019 - An organisational development strategy is in place. The recent focus has been on embedding a new approach to personal continuous improvement. This moves away from an annual appraisal and ensures that managers are regularly reviewing individual performance and wellbeing	
	The organisational restructure should be informed by an audit of capacity pressure points	1.16 Undertake a capacity Audit across Council service areas to understand our pressure points and report back to Members in September 2019	Sep-19	Support Services Specialist Manager		ongoing	27/06/2019 - Framework for assessing organisational capacity developed. Self Assessment tool for Heads of Practice and Managers will be rolled out throughout July and August with the results consolidated by September.	

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
<b>2. Strengthen the council's political governance arrangements</b>							
With both councils having elections in May 2019, it will be essential for tangible progress to be made to rebuild relationships to shape the future vision in readiness for the new administrations		2.1 Develop a comprehensive Member Induction programme with an early focus on the Councils corporate themes and objectives. This will include a number of joint induction sessions	May-19	Democratic Services Lead	NA	Complete	01/05/2019 - Induction programme developed and officers presentations developed. Resource packs ready. Prospective candidates were all provided with an outline of the timetable. There is a significant amount of information to provide Members with in a short period of time. The Corporate Theme session will be short but give a flavour for whats included. The Intranet has been updated with useful information.
		2.2 Recommence joint working to develop and monitor progress in delivering this Peer Challenge Action Plan	Mar-19	Leaders ( <i>note original plan stated Deputy Leader</i> )		ongoing	March 2019 - An initial meeting held with Cllr Samuel, Cllr Edmonds, Cllr Kimber and Members of SHDC to develop this action plan. Ongoing progress monitoring will be by O&S Committee however a further JWG will be arranged in Autumn 2019 to jointly review progress (12 months on from the Peer Challenge)
		2.3 Ensure that where matters for Members consideration impact both Councils, Officer undertake joint SHWD briefings of relevant lead Members at an early stage to enable input to shape proposals from the outset. This will be driven by the committee forward plans	Apr-19	SLT&ELT		ongoing	21/05/2019 - Report authors and Heads of Practice are actively considering where joint briefings on reports and development of proposals can be carried out with leads Members of both SHDC and WDBC. Since the May 2019 elections, Lead Members have also been identifying these areas. This action is ongoing.  28/05/2019 - Joint briefings are planned in the next couple of months on the JLP, Climate Change and Risk Management
		2.4 Consider the opportunity for areas of Council business where joint committee meetings would be beneficial (such as scrutiny of effectiveness of Joint Services delivery contracts (Leisure/Waste etc) and make recommendation to Council	Jun-19	Democratic Services Lead	Dec-19	Delay	28/06/2019 - With a high percentage of Members elected to the Council in May 2019 being new, the current focus is on developing understanding of the Councils own position and priorities and developing its own forward plan rather than exploring joint committee meetings at this stage. June was a stretch target and as such proposal to push the due date back to December 2019 to have considered opportunities for any joint committee meetings
A number of members did not appear to be able to balance their responsibility for council-wide and ward	Members have a strong sense for the wards they represent but this should not mean that this should be of greater importance than a corporate perspective of what may be best for the council and wider area	2.5 Ensure that Members are fully aware of the issues facing the Council and the Council priorities. This will be highlighted through the Member induction/re-induction programme as set out in 2.1	May-19	SLT & Democratic Services Lead		Ongoing	31/05/2019 - The induction sessions are providing Members with an overview of the current decisions that need to be made in order to set a balanced budget in 2020/21 (and ongoing). Once the corporate strategy themes have been set by Members, decisions will be made in alignment with the Councils direction. e Section 151 Officer has a number of finance and budget sessions planned over the coming months
Work to strengthen group working arrangements	If Members of Hub are voting differently in the Hub to Full Council, that points to an issue in making difficult decisions and /or group	2.6 Evaluate the decision making processes within the political groups and the consistency /risk of decision making and voting	May-19	WD Political Group Leaders		Ongoing	28/06/2019 - The Political Structures Working Group will be meeting in the Autumn to discuss. Meetings have been held with the LGA to discuss any support available to the Council

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
and discipline	discipline	2.7 Review the timing of Political Group Meetings in line with committee meetings	May-19	WD Political Group Leaders		Ongoing	28/06/2019 - The Political Structures Working Group will be meeting in the Autumn to discuss. Meetings have been held with the LGA to discuss any support available to the Council
		2.8 Recommendation for political group leaders and political structures working group to work with the LGA to inform best practice in respect of the recommendations in the Peer review report (such as decision making powers of Hub and how/which decisions are referred to full council)	Commence May 2019	WD Political Structures Working Group		Ongoing	12/03/2019 - Chief Executive and Leader WDBC met with LGA consultatn to begin to discuss any potential support available  10/05/2019 - Given that the Council now has a new leader, we will look to re-engage with the LGA on this  28/06/2019 - PSWG will be convened in Autumn 2019 once the Council has 'bedded in'. It makes sense for this to be after at least three meetings of the Hub.
	West Devon Political Group Meetings serve generally as preparation for council meetings and miss opportunities to discuss the development of medium and longer term political aspirations	2.9 consider refreshing the forward plans for Political Group Meetings to include medium to longer term political aspirations	Ongoing	WD Political Group Leaders		Ongoing	15/05/2019 - This will be a consideration for the Leaders of WD political groups over the coming months. From an officer perspective we can support this through identifying training and any potential support available from the LGA
Both Councils' backbench members felt excluded from decision-making		2.10 - As set out in 2.3, ensure that officers engage with Lead Members on items which require Member consideration early in the development of the proposal. This will in turn enable the Lead Member of each authority to engage with the wider membership on key proposals	Immediate	Lead Members / SLT&ELT		Ongoing	31/05/2019 - Officers are continue to develop forward plans for decisions which will inform wider Member engagement. Officers are encouraged to have discussions with lead Members before beginning to draft reports so that they reflect the political direction of the Council.  20/06/2019 - The Chief Executive is currently consulting on the restructure of SLT. One of the proposed roles will be responsible for forward planning and ensuring that from an officer perspective engagement and consultation with Members happens in a structured and timely manner
		2.11 Joint Working Group will consider the merits of using Policy Advisory Groups (PAGS) to engage with backbench members.	Mar-19	Joint Working Group		Complete	31/03/2019 - The Joint Working Group considered the merits of using Policy Advisory Groups however concluded that they would not add significant value to the Council and may indeed create additional steps in decision making. The decision was therefore not to explore policy advisory groups further at this time but to ensure that informal briefings with all Members are considered as required
Review the councils constitution on committee membership and chairing	The leader of WDBC chairs the DML Committee for which there are risks as highlighted by the Planning Advisory Service	2.12 Propose to change the Chairing arrangements of West Devon Development Management Committee	Mar-19	Democratic Services Lead		Complete	31/03/2019 - This has been considered and is being implemented. DM procedure rules are being updated to clarify that the Leader cannot chair the DML Committee  31/05/2019 - Complete, Chair of DML appointed and procedure rules updated

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date	
arrangements		2.13 Ensure that Officers are aware of decision making powers of Hub/Executive in order to ensure that report recommendations reflect those powers - for example only recommending a matter to Council when required	Apr-19	Monitoring Officer		Ongoing	28/06/2019 - This is part of ongoing agenda monitoring and will be subject to future training / updates for Extended Leadership Team.	
<b>3. Ensure a continued organisational focus on achieving financial sustainability</b>								
It will be important to ensure that financial self-sufficiency becomes the byword over the medium		3.1 Focus on the financial sustainability of the Councils through Member induction	May-19	Group Manager Strategic Finance		ongoing	24/06/2019 - The outline of the finances has been part of the initial session of Member Induction. More detailed finance training on the Medium Term Financial Strategy is being organised for the week beginning Monday 2nd September. This is with an external trainer who is an LGiU (Local Government Information Unit) Associate.	
Council savings plans would benefit from having more detail in order to restore Member confidence in the financial positions		3.2 Commence budget engagement with wider membership earlier than in the past to enable Officers and Members to jointly develop proposals for savings	Jul-19	Group Manager Strategic Finance		Ongoing	24/06/2019 Staff and the Extended Leadership Team have been asked for their ideas to input into the Budget Proposals. The Extended Leadership Team are meeting on 26th June to put forward proposals for Members to consider. A Budget update report will be presented to Members at the 16th July Hub Committee. This will give an update on the financial modelling and ask Members for a recommendation to Council on the level of Council Tax Support Grant payable to Town and Parish Councils for 2020/21 onwards. The Budget Proposals will be part of a Budget Workshop for Members in September (when the Government's Spending Review is likely to be announced) and Members will also be presented with the Medium Term Financial Strategy (at the Hub Committee on 10th September), where Members will set out their strategic intention for all of the different strands of funding available to the Councils.	
		3.3 Engage with Devon Pensions on the Councils' Pension Strategy (Actuarial Valuation) for 2020-21 onwards	Mar-19	Group Manager Strategic Finance		Ongoing	24/06/2019 - The Council's S151 Officer has written to Devon Pensions regarding this and will be taking this forward alongside the timetable for the current Triennial Revaluation of the Devon Pension Fund.	
		3.4 To work with the waste contractor (FCC) on the implementation of a three-weekly residual waste collection trial as soon as is practicable	End of June 2019	Group Manager Service Delivery		Ongoing	31/03/2019 - A report detailing potential savings and timescales will be presented to Hub by the end of June 2019  24/06/2019 - Actioned with report being considered by Hub on 4th June. Planning on implementation of trial now commences and will be managed by a Project Manager	
		3.5 To work with the waste contractor (FCC) on any opportunities for further savings and income generation (e.g. by increasing the Council's trade waste offering	Summer 2019	Group Manager Strategic Finance		ongoing	24/06/2019 - Ongoing and is being considered as part of the new contract arrangements through partnership working	

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
	3.6 Review all Fees and Charges for 2020/21 onwards	Jan-20	Head of Finance Practice		Ongoing	18/06/2019 - Fees and Charges will be reviewed and presented as part of the budget report	
	3.7 Consider the level of grant for Town and Parish Councils for 2020/21 onwards, for the Council Tax Support Grant	Summer 2019	Group Manager Strategic Finance		Ongoing	24/06/2019 A report will be presented to the Hub Committee on 16th July detailing options for the consideration of the level of grant for Town and Parish Councils for 2020/21 onwards for the Council Tax Support Grant.	
	3.8 Respond to Government Technical Consultations on the design of the new Business Rates Reform scheme and the Fairer Funding Review	Feb-19	Group Manager Strategic Finance		Complete	31/03/2019 - Consultation responses have been submitted and sent to all Members of the Council and our local MPs  28/06/2019 - The Council will continue to respond to any further technical consultations that may be issued as part of the Government Spending Review (anticipated September 2019) but for the purpose of this action plan, this is considered to now be transferred to business as usual	
	3.9 Keep all Members updated on changes to the Local Government Finance System (e.g. New Homes Bonus and Negative Revenue Support Grant) that will be announced as part of the Spending Review for 2019	ongoing	Group Manager Strategic Finance		Ongoing	25/06/2019 - The S151 Officer will keep Members updated on any announcements regarding changes to the Local Government Finance system as they are announced.	
	3.10 Continually monitor the savings plans for 2019-20 to ensure these remain on track	Throughout the year	Group Manager Strategic Finance and Finance Head of Practice		ongoing	24/06/2019 - Savings plans are monitored on a regular basis with budget monitoring reports regularly provided to budget holders. Finance Head of Practice is closely monitoring with members of ELT	
	3.11 To review all Partnership Grants for 2020/21	Summer 2019	Commissioning Manager and Head of Finance Practice		Ongoing	28/06/2019 - A report to review all Partnership Grants for 2020/21 is on the Forward Plan to be considered by Hub on 10th September	
Develop new income streams, for example through rental income derived from commercial	3.12 Continue to explore opportunities for investment in commercial property, residential property and council owned assets. Individual projects will have their own timetable and project plan (setting out key dates)	Ongoing	Head of Assets Practice		ongoing	31/03/2019 - This is ongoing - funding for the 2019/20 Capital Programme has been approved and borrowing strategy in place  24/06/2019 - Projects are progressing in accordance with each projects timescale. An updated commercial property strategy is on the forward plan for consideration at Hub on 16th July 2019	

The LGA Said		Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
property		3.13 Develop proposals for income generation through charging for discretionary services or consultancy – such as the successful HR consultancy delivered to other Councils	April / May 2019	Customer First Specialist Manager		ongoing	<p>31/03/2019 - Draft proposals have been developed and will be considered by the Senior Leadership Team. The Council has a £20,000 income target for 19/20 for this type of income</p> <p>27/06/2019 An income opportunities register has been created and proposals collated and prioritised in line with the adopted Risk and Opportunities Policy. Proposals have been assessed against a range of criteria and are now being progressed where considered to be profitable. Equally a number of proposals have been parked at this stage. The register has been used to inform budget setting through ELT although it is envisaged that a number are more likely to produce a return in 20/21.</p>	

The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
<b>4. Prepare a viable future accommodation strategy</b>							
In the short-term, the Council should investigate the disposal and alternative use value of its headquarters and test with Members the desire for greater use of shared accommodation and a	4.1 Consider short term options for the future accommodation requirements of both Councils for Members to consider	Apr-19	Head of Assets Practice		Ongoing	17/06/2019 Head of Assets Practice is working with Members through Member working groups	
In the longer-term consideration should be given to the councils moving to a new purpose-built shared accommodation. This could assist the councils finances and make a powerful	4.2 Consider longer term options for the future accommodation requirements of both Councils for Members to consider	April 201	Head of Assets Practice		Ongoing	17/06/2019 - as per 4.1	

The LGA Said		Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
<b>5. Clarify partnership priorities and seek to strengthen key sub-regional partnerships</b>								
The relationship with Dartmoor National Park has many strengths but further work is needed to gain improved outcomes from it	Relationships between officers of both authorities were more distant than those of Members	5.1 Work with Dartmoor National Park to identify areas for closer working such as housing, economic growth and tourism	Sep-19	Customer First Specialist Manager		ongoing	31/03/2019 - Conversations are already taking place at Chief Executive level around potential opportunities  27/06/2019 Customer First Specialist Manager has met with DNP and we are in process of agreeing a shared Graduate Planning role (probably with another neighbouring authority too). Other areas of shared expertise have been discussed both on a profit and not-for-profit basis – a proposal around Enforcement (planning) is under preparation but is dependent on us having the capacity (current staffing issues are preventing this at the moment)	
Be clear on which partnerships derive the greatest value		5.2 Develop a partnerships roadmap to identify current partnerships, the benefits, the reporting structures and the financial contributions	Jun-19	Commissioning Manager		ongoing	31/03/2019 - this work has commenced through the development of the Corporate Strategy themes and consideration should be given to which partnerships can support us in delivering against the themes  27/06/2019 - A report to review all Partnerships Grants for 2020/21 is on the Forward Plan to be considered in September ( Hub 10th September).	
		5.3 Form a Joint Member Working Group to evaluate any shared partnerships	Sep-19	Commissioning Manager		ongoing	28/06/2019 - The Commissioning Manager has considered and identified only two shared partnerships - 1) The shared service arrangement between SH and WD and 2) the Community Safety Partnership	
Ensure the most relevant partnerships receive appropriate resource commitment and contribute in the delivery of shared priorities	The localities model is capable of being developed further and could be rolled out with partners to support other agencies work in the community	5.4 Identifying (through dialogue with partners and VCS) future potential opportunities aligned to corporate strategy themes and on a commissioning basis	Oct-19	Commissioning Manager		ongoing	25/06/2019 - depending on what the corporate themes end up being	
		5.5 Look to engage with partners to understand what opportunities are available in the model which have mutual benefit and enhance support to our communities	Mar-20	Group Manager Service Delivery		ongoing	28/06/2019 - Conversations have commenced with Town and Parish Councils to identify any opportunities for officers to work closer to support the interests of both parties. For example, working with TAPCs to develop education and awareness around issues affecting the area. These discussions are however at an early stage	
Town and Parish Councils felt the relationships was somewhat one sided	Engage with Parish and Town Councils earlier in respect of proposed service changes so that we work together to effect real change	5.6 Ensure that a key aspect of Member induction is the focus on communicating council key messages and direction to TAPCs	May-19	Leaders / Democratic Services Lead		ongoing	19/06/2019 - This is an ongoing piece of work and we will look to develop clear messaging to ensure that key messages are communicated. This links to 5.7	
		5.7 Reinstate the Leaders Key Messages in South Hams and introduce it in West Devon, monthly through the Member Bulletin. This will provide Membrs with the key messages and discussion topics to relay to TAPCs	May-19	Leader	Sep-19	Ongoing	28/06/2019 - So far this has not been introduced given the focus on Member induction and awareness. It will be introduced by September 2019	Sep-19
		5.8 - SOUTH HAMS ONLY						



The LGA Said	Therefore we will	Original Due Date	Action Owner	Revised Due Date	WDBC Status	West Devon Progress Update	Revised Due Date
<b>6. It will be essential to ensure clarity on what the new IT is expected to provide and confidence that it will deliver this</b>							
There is an expectation that resolving IT issues, particularly around the IT platform, will resolve most capacity issues but there is a lack of		6.1 Ensure tht any recommendations on the future ICT provision are based on comprehensive evidence	Jul-19	Head of IT Practice / Support Services Specialist Manager		Ongoing 30/04/2019 - The contract with the current IT platform provider has been extended for two years as agreed with Members  31/05/2019 - Review of current IT provision, customer experience, MEmber views and future possible options undertaken  28/06/2019 - Report scheduled for Executive July 2019 to consider preferred way ahead	
Work should be undertaken to specify future requirements and costs so that budget provision can be amended if		6.2 Ensure we explore a wide range of options to ensure any future ICT system provides value for money and a good customer experience	Jul-19	Head of IT Practice / Support Services Specialist Manager		Ongoing 31/05/2019 - links to 6.1  28/06/2019 - a budget of £150,000 has been allocated within the MTFs for both South Hams and West Devon (so £300,000 a year in total from 2020/21)	
		6.3 If required, commence a procurement for new technology solutions	Autumn 2019	Head of IT Practice / Support Services Specialist Manager		Not yet due	

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Report to: **Overview and Scrutiny Committee**  
Date: **9 July 2019**  
Title: **Waste Procurement Close Down report**  
Portfolio Area: **Commercial Services (Cllr Mott)**

Wards Affected: **All**

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

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

Author: Justin Dudley Role: **Project Specialist**

Contact: [justindudley@swdevon.gov.uk](mailto:justindudley@swdevon.gov.uk)

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**Recommendations:**

**That the Overview and Scrutiny Committee endorse the Frontline Services Waste Procurement Project Close Report.**

**1. Executive summary**

- 1.1 West Devon Borough Council took the decision to enter into a 3 stage procurement project for their Frontline Waste services. This took place over a 14 month period concluding with a Full Council Decision in December 2018.
- 1.2 The Council awarded a contract for its Frontline Waste Collection, Street Cleansing and Public Convenience Cleansing Services.
- 1.3 Throughout the procurement process, the Project Team sought guidance and approvals at strategic stages of the project from a Member led Project Board. The Project Board had devolved powers as set out in a Memorandum of Understanding and consisted of 3 members from South Hams District Council and 3 from West Devon Borough Council including the Deputy Leaders from both authorities.
- 1.4 This report provides an overview of the project detailing the successes, lessons learnt and the realisation of any immediate benefits.

## **2. Background**

- 2.1 This project was required in order for the Council to continue to provide high quality, statutory services in relation to refuse collection, recycling, street and toilet cleansing services for both Councils, while ensuring that they remained cost effective
- 2.2 The commissioning process allowed West Devon to enter a Competitive dialogue process that would ensure best value for service provision was achieved in terms of both cost and quality.
- 2.3 The Project was to formally start with the issue of the Official Journal of the European Union (OJEU) notice in November 2017 and to complete with a Full Council decision in December 2018.
- 2.4 The project was allocated a budget of £125,000 to take both South Hams and West Devon through the procurement stages.
- 2.5 The Project Scope included a number of objectives:-
  - 2.5.1 Inform Council on the options for future provision of the service;
  - 2.5.2 Ensure the final service specification accords with current legislation and is flexible to respond to any future statutory requirements;
  - 2.5.3 Continue to provide competitive, high quality waste and cleansing services infrastructure for residents and visitors;
  - 2.5.4 Improve on the current recycling rate where possible;
  - 2.5.5 Ensure that value for money is achieved;
  - 2.5.6 Improve the quality of service through greater use of technology which better meets the requirements of customers and integrates with existing systems where necessary, subject to affordability;
  - 2.5.7 Address specific priority issues and aspirations identified by internal and external stakeholders, subject to affordability;
  - 2.5.8 Work towards the future aims of The Waste and Resource Management Strategy for Devon including working towards the 'aligned service' for Devon.

## **3. Outcomes/outputs**

- 3.1 The Project was delivered on time, hitting all Project Milestones.
- 3.2 The project exceeded the budget by £40,000 with a total spend of £165,000. 3 stage Competitive Dialogue procurements are generally longer than normal procurement exercises thus can cost more but can lead to better overall outcomes as it enables the Council to work with bidders to develop its final solution. An overall budget of £125,000 was optimistic given the known costs. To put this into context the cost of running the procurement exercise for one authority alone (West Devon) 10 years ago £125,000. Due to the advantages of joint working both authorities were able to benefit from sharing the expenditure proportionally.

Comparison of Budgeted to Actual Expenditures – Budget of £125,000 against projected spend £160,625				
Budget Item	Actual Costs to Date	Estimate to Complete	Total Estimated Costs	Forecast Actual Expenditure to end
Specialist Advisor	96000	0	96000	96000
Legal Support	35585	2915	38500	38500
Other Expenditures	26125	0	26125	26125
Other Expenditures include supplies, materials, training courses, addition Officer resource etc.				

3.3 Project Controls - The higher level project management strategy worked very effectively allowing the Project Board to perform the 'Gatekeeping' and 'sign off' function at key stages of the project. This provided check and balance whilst ensuring Member involvement and engagement throughout the life of the project. The project board consisted of 3 elected members from both Councils which met on a monthly basis.

3.4 The expected and unexpected Project objectives that we can measure in the short term have been delivered.

- a. Increase in Council Officer capacity enabling reprioritisation of resources.
- b. Realignment of Senior Leadership Team responsibilities to focus on the Councils current priorities" (i.e a Director of Place and Enterprise rather than Commercial Services)
- c. Plan in place to move towards the Devon aligned service. In West Devon the collection of mixed plastics to be introduced in October 2019.
- d. Comprehensive set of Service Specification documents.
- e. Robust contract Management process in place.
- f. A constituted Partnership Board in place.

3.5 The Project delivered a competitive tendering process which gave an outcome which provided both Authorities with significant financial savings over the life of the contract.

3.6 The Project delivered on time a signed services contract with all of the associated asset leases.

3.7 The Project was recognised by the LGA with the recent 'peer review' report singling The Waste Procurement Project as an exemplary piece of work.

3.8 The Project team were shortlisted for corporate team of the year award in recognition of their work.

#### 4. Residual project risks

4.1 Due to the size of the procurement, the project held an extensive risk register and some tasks have not been completed. The 2 outstanding project risks that are currently being managed by the Project Manager are detailed below

Risk	Impact	Mitigation
Not completing the installation of the IT solution which was not fully in place for the Contract start date.	Provision of Management Information and service reporting/resolution not in line with required service levels.	Closely monitor and challenge IT project plan through to a conclusion.
Not completing the outstanding schedules within the main contract (i.e. Admissions agreement, Business continuity plan).	Although the main Terms and Conditions are signed final 2 outstanding schedules have not been signed off by both solicitors.	Pursue Devon County to answer outstanding queries (Admissions agreement) 1 August 2019. Business continuity due from FCC by 1 <sup>st</sup> August 2019.

4.2 For the full Project Risk Register see Appendix B and C

## 5. Lessons Learnt and measure of Satisfaction with the project.

- 5.1 A record of all the lessons learnt were recorded throughout the project lifecycle. See Appendix D for the lessons learnt log. This will inform future Projects to ensure a greater success rate.
- 5.2 On the completion of the project an anonymous 'survey monkey' questionnaire was sent out the Project team, Project Board and the wider membership. See Appendix E for the list of responses.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	There are no Legal or Governance issues
Financial implications to include reference to value for money	N	There are no financial implications.
Risk	Y	There are some outstanding risks which are being monitored by the Project Manager and Head of Waste Practice.
Comprehensive Impact Assessment Implications		
Supporting Corporate Strategy	Y	Efficient and Effective Council
Equality and Diversity	N	There are no Equality and Diversity implications

Safeguarding	N	There are no safeguarding implications in this report
Community Safety, Crime and Disorder	N	There are no Community Safety, Crime and Disorder implications
Health, Safety and Wellbeing	N	There are no Health, Safety and Wellbeing Implications
Other implications	N	

### **Supporting Information**

#### **Appendices:**

- Appendix A - Waste Procurement and Mobilisation Project Plan
- Appendix B - Waste Procurement Risk Register
- Appendix C - Waste Contract Mobilisation Risk Register
- Appendix D - Waste Project Lessons learnt log
- Appendix E - Waste procurement Project Satisfaction Survey

#### **Background Papers:**

None

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## Proposed Procurement Timetable

Procurement Stage		From	Until
1.	Issue of OJEU notice	07 Nov 2017	
	Publication of OJEU notice and procurement documentation	09 Nov 2017	
2.	Deadline for return of SQs	11 Dec 2017	
3.	Evaluation of SQs and selection of shortlisted tenderers	11 Dec 2017	14 Dec 2017
	Issue of ITPD and ISOS TUPE information provided on basis of signed Confidentiality Undertaking	18 Dec 2017	
4.	Open Day: depot tour;	19 Dec 2017	
5.	CD (Outline Solutions) opens, one dialogue meeting per tenderer	8 Jan 2018	19 Jan 2018
	Deadline for submission of clarifications		21 Feb 2018 (17:00Hrs)
	Deadline for response to clarifications		23 Feb 2018 (17:00Hrs)
6.	Deadline for submission of tenders (Outline Solutions)	5 Mar 2018	
7.	Evaluation and selection of tenderers for dialogue on Detailed Solutions	5 Mar 2018	23 Mar 2018
8.	Refinement of Contract documents		5 Apr 2018
9.	Issue of Contract documentation (Detailed Solutions)	6 Apr 2018	
10.	Dialogue meetings (Detailed Solutions)	16 Apr 2018	08 Jun 2018
	Deadline for submission of clarifications		12 Jun 2018 (17:00Hrs)

	Deadline for response to clarifications		15 Jun 2018 (17:00Hrs)
11.	Deadline for submission of tenders (Detailed Solutions)	22 Jun 2018	
	Informal Council South Hams		28 <sup>th</sup> June
	Informal Council West Devon		2 <sup>nd</sup> July
	Presentation of Detailed Solution by Tenderers to the evaluation team	3 July 2018	
12.	Evaluation and selection of tenderers for dialogue on final tenders	25 Jun 2018	11 <sup>th</sup> Jul 2018
	Moderation	12 <sup>th</sup> July	13 <sup>th</sup> July
	Report to Board		16 <sup>th</sup> Jul 2018
	HUB		17 <sup>th</sup> Jul 2018
	Executive		19 <sup>th</sup> Jul 2018
	WD Full Council		24 <sup>th</sup> July 2018
	SH Full Council		26 <sup>th</sup> July 2018
13.	Refinement of Contract documents	3 Aug 2018	29 Aug 2018
14.	Issue of draft Contract documentation (Final Tenders)	29 Aug 2018	
15.	Dialogue (Final Tenders), two dialogue meetings per tenderer	17 Sep 2018	20 Sep 2018
	Board meeting	24 Sep 2018	
16.	Close CD and issue Contract documentation (call for Final Tenders)	24 Sep 2018	
	Deadline for submission of clarifications		10 Oct 2018 (17:00Hrs)
	Deadline for response to clarifications		12 Oct 2018 (17:00Hrs)
17.	Deadline for submission of tenders (Final Tenders)	22 Oct 2018	

18.	Final evaluation (including clarification process)	22 Oct 2018	06 Nov 2018
	Moderation meeting	07 Nov 2018	08 Nov 2018 (if required)
19.	Clarify, specify and optimise final tenders	08 Nov 2018	14 Nov 2018 (16 Nov 2018)
	Project Board	15 Nov 2018	
	Hub (WD)	20 Nov 2018	
	Executive (SH)	22 Nov 2018	
	Council (WD)	04 Dec 2018	
	Council (SH)	06 Dec 2018	
20.	Notification to suppliers and commencement of Alcatel period	07 Dec 2018	17 Dec 2018
	Confirm commitments and final due diligence	10 Dec 2018	14 Dec 2018
21.	Award Contract – (confirmation of no challenge to Alcatel)	18 Dec 2018	
22.	Mobilisation period	18 Dec 2018	31 Mar 2019
23.	Sign Contract and Leases		29 Mar 2019
24.	Contract start date		1 April

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**Project:- Waste and Cleansing Procurement**

	ID	Date logged	Risk Description	Risk Owner	Initial			Proximity	Mitigations	Proximity	Current			Update
					Rating at point logged						Risk rating after treatment			
					Likelihood	Impact	Risk Rating			Likelihood	Impact	Risk Rating		
Technical	1.1	14/09/17	Scope changes may arise during project.	Project Team	3	3	9	8 months	Refer to PID and Mandate and any changes to scope should be agreed by the Board	10 months	2	3	6	
Risk 1.0	1.2	14/09/17	Client may introduce significant change during project (positive or negative).	Project Team	3	3	9	8 months	Refer to PID and Mandate and any changes to scope should be agreed by the Board	10 months	2	3	6	
	1.3	14/09/17	Basis of estimating contracting figure may be wrong.	Project Team	2	3	6	8 months	Figures are historic and gained from a mature service.	10 months	1	3	3	
	1.4	14/09/17	New technology may be developed during project lifetime.	Project Team	2	2	4	8 months	Project is only a short period and advances during this time is unlikely.	10 months	1	2	2	
	1.5	14/09/17	Unexpected interactions may occur at key IT interfaces. Data inconsistencies across interfaces may require rework.	Project Team	2	2	4	8 months	IT interfaces are minimal check that the tender submission system has been used before	6 Months	2	2	4	
	1.6	14/09/17	It may prove impossible to meet some requirements within tender limitations.	Project Team	2	4	8	8 months	Soft market testing completed with recommendations from this testing in place.	10 months	1	4	4	Down graded as we near the end of the project
	1.7	14/09/17	Final solution may not meet requirements.	Project Team	2	3	6	8 months	Bidders day held and CD process allows tailoring of cost. Will end procurement if no competitive offer received.	10 Months	2	3	6	
	1.8	14/09/17	The use of innovative technology to receive tenders may prove unreliable.	Project Team	2	4	8	8 months	Tender system checked and appropriately trained staff.	10 months	1	4	4	
	1.9						0						0	
	<b>Management Risk 2.0</b>													
	2.1	14/09/17	Project management systems may not be adequate to support project requirements.	Project team	2	3	6	8 months	Project structure and a comprehensive file structure in place with appropriate templates. Also a governance structure in place for updates and approvals.	8 months	1	3	3	Down graded as we near the end of the project
	2.2	14/09/17	Poor decision-making may result in inappropriate task allocation.	Project team	2	3	6	8 months	Strong governance in place with memorandum of understanding setting out responsibilities/tolerances	8 months	1	3	3	
	2.3	14/09/17	Project may be given inappropriate priority within the programme.	Project team	2	4	8	8 months	This is currently high on the agenda.	8 months	1	4	4	Down graded as we near the end of the project
	2.4	14/09/17	Other projects may divert key resources	Project team	3	4	12	8 months	Programme board in place to judge that resources are appropriate to sustain levels of projects.	8 months	2	4	8	1 2
	2.5	14/09/17	Business-as-usual demands may reduce project resources, funding or contingency.	Project team	3	4	12	8 months	As long as current business-as-usual workload and does not increase then Project resource should allow capacity for this project.	8 months	3	4	12	2 3
	2.6	14/09/17	Key resources may be unavailable when required. Specific skills may not be available when required	Project team	4	4	16	8 months	We currently 'buy in' any expertise that we don't have. i.e. Legal, Waste services consultancy	8 months	2	4	8	Down graded as we near the end of the project
	2.7	14/09/17	The client's requirement may be misunderstood.	Project team	2	2	4	8 months	Experienced staff in place that know the locality and member	8 months	2	2	4	
	2.8	14/09/17	Client may fail to provide required information on time.	Project team	2	4	8	8 months	Project team meetings will keep a track of tasks that are outstanding and plot three progress.	8 months	2	3	6	
	2.9	14/09/17	Health & safety legislation may change during the project.	Project team	2	2	4	8 months	Health and Safety legislation unlikely to change during tender period.	8 months	2	2	4	
	2.10	14/09/17	Corporate reputation incident may damage support for the project. Senior management may lose confidence in project team.	Project team	2	4	8	8 months	Project structure and a comprehensive file structure in place with appropriate templates. Also a governance structure in place for updates and approvals.	8 months	1	4	4	
	2.11	14/09/17	Failure to manage project budget effectively could lead to over spend	Project team	3	3	9	8 months	Gain a clear understanding of what the project situation is and monitor against spend every month.	8 months	2	3	6	
	2.12	18/10/17	The over use of consultants cause the project budget to be over spent.	Project team	4	4	16	8 months	Review of consultants use and fees required then project cost through the whole project life to gain project financial position.	8 months	2	4	8	5
	2.13	08/11/17	SH/WD not working collaboratively due to political instruction causing duplication of for officers and negatively effecting work capacity.		4	4	16	8 months	Joint working is agreed for the Board meeting. Whilst it may not be feasible to hold all working group meetings jointly officers will consult with members to ensure that wherever possible joint working is achieved.	8 months	1	4	4	Down graded as we near the end of the project
	2.14	01/05/18	Breach of GDPR causing litigation	Project team	2	3	6	8 months	Advice sort from GDPR compliance officer on how to deal with any potential issues that GDPR compliance might cause. Templates in filing structure.	8 months	2	3	6	
	2.15	20/08/18	Risk of South Hams in-house service deteriorating due to the uncertainty of the procurement process	Project team	4	4	16	8 months	Staff communications plan in place which lays out when and where we are going to update the staff on the progress of procurement.	8 months	4	4	16	1

2.16	20/08/18	Risk of West Devon service deteriorating due to the uncertainty of the procurement process	Project team	4	4	16	8 months	Staff communications plan in place which lays out when and where we are going to update the staff on the progress of procurement.	8 months	3	4	12	
<b>Commercial Risk 3.0</b>													
3.1	21/09/17	Contractual terms may contain internal inconsistencies.	Project team	2	5	10	8 months	Harmonised client/subcontractor terms may reduce risk exposure.	8 months	1	5	5	
3.2	21/09/17	No/Low number of bids received	Project team	2	5	10	2 Months	Project team are being extremely accommodating and dialogue continues to be open and engaging. Will continue to monitor.	2 Months	1	5	5	Final tenders are in.
3.3	21/09/17	Other departments may not deliver as expected.	Project team	3	3	9	2 Months	Project team meetings bring key people together and will keep a track of tasks that are outstanding and plot there progress.	2 Months	2	3	6	
3.4	21/09/17	A key supplier may go out of business.	Project team	2	5	10	2 Months	Unlikely to happen although still needs to be considered. Finance checks done at evaluation stages.	2 Months	1	5	5	
3.5	21/09/17	Mergers between suppliers may erode competitiveness.	Project team	2	3	6	2 Months	Very unlikely	2 Months	1	3	3	
3.6	21/09/17	Key subcontractors may refuse to work together.	Project team	2	4	8	2 Months	Unlikely to happen although still needs to be considered.	2 Months	2	4	8	
3.7	21/09/17	Changes in client personnel may require additional project management effort.	Project team	3	3	9	2 Months	Mature/experience staff in place.	2 Months	2	3	6	
3.8	21/09/17	New contract cost exceeds budget WD	Project team	2	4	8	2 Months	CD process allows tailoring of cost.	2 Months	2	4	8	
3.9	21/09/17	New contract cost exceeds budget SH	Project team	2	4	12	2 Months	CD process allows tailoring of cost. Will end procurement if no competitive offer received.	2 Months	1	4	4	
3.10	21/09/17	The 'aligned service design' is not achieved significantly affecting contract and future operational costs.	Project team	4	5	20	2 Months	Ensure that whole council memberships are fully briefed and aware of financial impact before recommendations are presented	2 Months	1	5	5	Adjusted as SH council agreed to implement new service by sept 2020
3.11	21/09/17	WD Resource not available to meet timetable	Project team	3	5	15	2 Months	Secure consistent resource for project duration where possible to include consultants and legal support	2 Months	1	5	5	Additional support now in place so likelihood reduced to 1
3.12	21/09/17	SH Resources not available to meet timetable	Project team	3	5	15	2 Months	Secure consistent resource for project duration where possible to include consultants and legal support	2 Months	1	5	5	Additional support now in place so likelihood reduced to 1
3.13	14/01/17	Ensuring that the process is competitive to secure the best outcome for both Councils	Project team	4	5	20	2 Months	Ensure that all bidders are given full timely information in order to prepare bids. Ensure that all clarifications are responded to quickly and thoroughly. Ensure that full background information is provided on request. Support all bidders in engaging with process easily.	2 Months	2	4	8	Down graded as we near the end of the project
3.14	10/10/18	Torr Quarry - It appears from the Land Registry that the buildings don't fall within the land boundary as defined by the title plans held by the Land Registry. This could lead to the need for the authority to relocate (demolish and rebuild) the units.		1	4	4	Life of the Contract	There is a VERY low likelihood of this occurring. The Council will indemnify the Contractor in the respect of any claims.	Life of the contract	1	4	4	
<b>External Risk 4.0</b>													
4.1	21/09/17	Changes in legislation may impose changes in the solution (positive or negative).	Project team	2	3	6	8 months	No imminent legislation changes that would affect this project	8 Months	2	3	6	
4.2	21/09/17	Interest rates may change during the project (favourably or unfavourably).	Project team	2	4	8	8 months	Bank of England base rate has been stable for a number of months and the feeling is that it will not be changing anytime soon.	8 Months	2	4	8	
4.3	21/09/17	Political factors may influence senior management support for the project.	Project team	3	4	12	8 months	Communications plan will set out who to communicate to and when. Informal members session arranged with additional 'drop in' session to inform all members.	8 Months	2	4	8	Through lessons learnt we have improved our communications both in frequency and targeted comms.
4.4	21/09/17	Pressure groups/ opposition may disrupt project progress.	Project team	3	4	12	8 months	Ensure that whole council memberships are fully briefed and aware of financial impact before recommendations are presented. Communications plan will set out who to communicate to and when.	8 Months	2	4	8	
4.5	21/09/17	Force majeure event may occur, disrupting the project.	Project team	3	3	9	8 months	Unknown, unknowns	8 Months	3	3	9	
4.6	21/09/17	Client may withhold final acceptance for reasons outside contract.	Project team	3	3	9	8 months	Ensure that whole council memberships are fully briefed and aware of financial impact before recommendations are presented	8 Months	2	3	6	

4.7	21/09/17	Failure to respond effectively to public relations / media could negatively impact on decision.	Project team	4	4	16	8 months	Key Comms milestones identified within Comms Plan and Comms representative on the Project team to manage Comms Plan.	8 Months	2	4	8	Comprehensive Comms plan in place.
4.8	02/02/18	Bidder capital exposure in luie of Carillion collapse (linked to 2.4)	Project team	3	5	15	8 months	WYG consultants assure us through there own checks that this is not a project risk at this point	8 Months	1	5	5	

**Red** Red - These risks can have a significant impact on the business or project and must be managed by the project board or service management team. Mitigations must be in place and managed to ensure that the risk is not realised or can be controlled

**Amber** Amber - These risks need to be managed to prevent them causing an impact on the business or project. Clear plans with owners need to be in place and they should be managed by the project team or service leads on a regular basis

**Green** Green - These risks have low impact and/or low likelihood of occurring. Have a plan to prevent them escalating but only light touch monitoring required

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Likelihood			Impact		
5	Almost certainly will occur	This event is expected to occur in most circumstances	5	Major	Financial: Financial loss of over £1Mill Service Quality: Major drop in performance or inability to deliver mandatory services Reputation: Long term negative media coverage, or national media exposure Legal/Regulatory: Significant prosecution or fines, incarceration of directors Health & Safety: Significant injuries or fatalities to employees or third parties Morale/Staffing: Some senior leaders leave / high turnover of experienced staff, insufficient staff to complete statutory functions
4	Most likely to occur	This event will probably occur in most circumstances	4	Significant	Financial: Financial loss of between £500k & £1Mill Service Quality: Major drop in performance or inability to deliver discretionary services Reputation: Sustained negative media coverage, or South West or 'affected industry' publication exposure Legal/Regulatory: Regulator/Ombudsman report requiring major project to correct or prosecution with fines, etc. Health & Safety: Limited hospital care required for employees or third parties Morale/Staffing: Widespread morale problems and high turnover. Not perceived as employer of choice
3	Likely to occur	This event might occur at some time	3	Moderate	Financial: Financial loss of between £100k & £500k Service Quality: Drop in performance or delays to delivering a wide range of services Reputation: Short term negative media exposure Legal/Regulatory: Regulator/Ombudsman report with immediate correction to be implemented, or risk of prosecution Health & Safety: Simple 'medical professional' type care for employees or third parties, e.g. GP visit, minor injuries unit visit Morale/Staffing: General staff morale problems and increased turnover
2	Potential to occur however likelihood remain low	This event is not expected to occur	2	Minor	Financial: Financial loss of between £10k & £100k Service Quality: Drop in performance or delays to a service area or sustained loss of access routes for services Reputation: Local or 'industry' interest, single story over multiple news outlets Legal/Regulatory: Reportable to regulator/Ombudsman, no or little follow up needed Health & Safety: Minor injuries to employees or third parties Morale/Staffing: Pockets of staff morale problems and increased turnover
1	Unlikely to occur under normal circumstances	This event may only occur in certain circumstances	1	Insignificant	Financial: Financial loss of less than £10k Service Quality: Drop in performance or delays to a process or temporary loss of an access route to a service Reputation: Limited local interest, single story Legal/Regulatory: Not reportable to regulator/Ombudsman, simple fix Health & Safety: Minor first aid required Morale/Staffing: Isolated staff dissatisfaction

	Insignificant	Minor	Moderate	Significant	Major
<b>Almost certain</b>	5	10	15	20	25
<b>Most Likely</b>	4	8	12	16	20
<b>Likely to occur</b>	3	6	9	12	15
<b>Potential to occur</b>	2	4	6	8	10
<b>Unlikely to occur</b>	1	2	3	4	5

Proximity	Risk proximity means how far away in time will the risk occur
Daily	
Weekly	
Monthly	
Yearly	

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**Risk Register Template**

ID	This is the unique reference for the risk - typically number 1,2,3 etc
Risk description	This should explain fully what the risk is, standard format would be "The risk is that..... which could lead to.....which would result in....." Do not use this section to explain what you plan to do to prevent the risk from happening
Risk Owner	This person needs to be in a position where they can make agreements , spend money or take whatever action is necessary to prevent the risk from occurring
Likelihood	Score 0-5, what is the likelihood as at the date the risk is identified of the risk occurring if we do nothing at this stage?
Impact	Score 0-5, what impact would it have on the project or service if it did happen
Risk rating	This automatically calculates and is Likelihood x Impact
Proximity	When is the risk likely to become an issue - imminent, 1 month, 6 months, 1 year etc
Treatment	What can you do about the risk to prevent or reduce the likelihood of it occurring? 1) Avoid - can you take any actions which would prevent the risk from becoming an issue - maybe stopping doing something, changing the way things are done etc 2) Transfer - can we transfer the risk to someone else outside of the project / service ? Typical examples would be to insure for loss of equipment etc - therefore transferring the risk to the insurance company 3) Mitigate - If we cannot avoid or transfer the risk then we should consider mitigating actions - these are actions which reduce the impact of likelihood of a risk becoming an issue. 4) Accept - sometimes we just have to accept a risk (although this should be a last resort option!)
Mitigations	Here you should capture mitigating actions and regularly review them to ensure that they are happening
Risk after treatment	This rates the risk to the project after risks have been treated
Update	Here you should keep a track of any updates - this is the section which will be provided to the project board / service management team

Likelihood	Impact
1- Unlikely to occur under normal circumstances	1 - Very low impact to delivery
2- Potential to occur however likelihood remain low	2 - Minor impact to service delivery with potential for some financial / reputational implications
3- Likely to occur	3 - Impact on service delivery and financial / or reputational implications
4- Most likely to occur	4 - High impact on service delivery resulting in services / resources being unavailable for a long period
5 - Almost certainly will occur	5 - Severe impact on service delivery resulting in closure of some services / ceasing of project and / or significant financial and/or reputational implications

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Project-	ID	Date logged	Risk Description	Risk Owner	Initial				Mitigations	Current				Update
					Rating at point logged	Likelihood	Impact	Proximity		Risk rating after treatment	Likelihood	Impact	Risk Rating	
Technical Risk 1.0	1.1	24/12/18	Scope changes may arise during project.		4	3	12	6 months	Key staff involved in drawing up task list which should cover most of Scope objectives, ongoing review will draw out further actions as necessary.	3 months	3	3	9	
	1.2	24/12/18	Client may introduce significant change during project (positive or negative).		3	3	9	6 months	Weekly progress meetings arranged to monitor progress against Project plan	3 months	2	3	6	
	1.3	24/12/18	Unexpected interactions may occur at key interfaces. Data inconsistencies across interfaces may require rework and cause a delay in the delivery of the IT solution.	IT Stream/ Case managers	3	4	12	6 Months	FCC will design a new platform to meet our needs as the 'Members of Public' app does not deliver what we want. This could cause a delay to the delivery of the IT solution.	3 months	3	4	12	
	1.4	24/12/18	Final solution may not meet performance requirements.		2	4	8	6 Months	Method statements outline the solution and as long as we ensure this is what is delivered then the contract monitoring will audit the performance of the contractor.	3 months	2	3	6	
<b>Management Risk 2.0</b>														
	2.1	24/12/18	Project management systems may not be adequate to support project requirements.		3	4	12	6 Months	Lessons learnt from previous stages have informed the methodology for the implementation stage	3 months	2	4	8	
	2.2	24/12/18	Poor decision-making may result in inappropriate task allocation.		3	4	12	6 Months	Helen and Jane have been requested to oversee all work streams.	3 months	2	4	8	
	2.3	24/12/18	Project may be given inappropriate priority within the programme.		2	5	10	6 Months	Unlikely as forward plan is already in place	3 months	1	5	5	
	2.4	24/12/18	Other projects may divert key resources		2	5	10	6 Months	Unlikely as forward plan is already in place	3 months	1	5	5	
	2.5	24/12/18	Business-as-usual demands may reduce project funding or contingency.		3	4	12		This will be closely monitored	3 months	2	4	8	
	2.6	24/12/18	Key resources may be unavailable when required. Specific skills may not be available when required.		3	3	9		Resources have been identified already and as long as business as usual doesn't increase we should be ok.	3 months	3	3	9	
	2.7	24/12/18	The client's requirement may be misunderstood.		3	4	12		Regular and Constant stream of dialogue in place and the contract is in situ in West Devon and experienced	3 months	2	4	8	
	2.8	24/12/18	Client may fail to provide required information on time.		3	4	12		Use of the portal at the early stages gives an audit trail and the team will monitor and chase when required.	3 months	1	4	4	We now have a dedicated email inbox to take all project enquires.
	2.9	24/12/18	Health & safety legislation may change during the project.		1	4	4		Short project timescales means this is unlikely	3 months	1	4	4	
	2.10	24/12/18	Corporate reputation incident may damage support for the project. Senior management may lose confidence in project team.		3	4	12		Senior management involved at every stage and monitor all work streams.	3 months	1	4	4	
	2.11	24/12/18	Appropriately process for Contract monitoring in place at the start of the Contract		3	4	12		Training plan in place, monitoring forms will be on 'all on mobile' for ease	3 months	2	4	8	
	2.11	24/12/18	Appropriately trained staff for Contract monitoring in place at the start of the Contract		3	4	12		Training plan in place, monitoring forms will be on 'all on mobile' for ease.	3 months	1	4	4	Training already started and a collective review will happen in may to moderate scores and feed back improvements
<b>Commercial Risk 3.0</b>														
	3.1	24/12/18	Contractual terms may contain internal inconsistencies.		3	4	12		Regular review process in place with page turn session organised before final submission to contractor.	2 Months	2	4	8	
	3.2	24/12/18	Other departments may not deliver as expected.		3	4	12		Work streams in place with leads to help drive a consistent approach. Also regular Work stream lead meetings in place to share progress.	2 Months	2	4	8	
	3.3	24/12/18	A key supplier may go out of business.		1	5	5		Highly unlikely as financial checks have been done at regular points in the process	2 Months	1	5	5	
	3.4	24/12/18	Key subcontractors may refuse to work together.		2	4	8		Sub contractors already aware of the situation and on board with the process	2 Months	2	4	8	
	3.5	24/12/18	Changes in client personnel may require additional project management effort.		2	3	6		Unlikely at this stage	2 Months	2	3	6	
	3.6	24/12/18	Changes in legislation may impose changes in the solution (positive or negative).		3	3	9		Unlikely due to short timescales	2 Months	1	3	3	
	3.7	24/12/18	Interest rates may change during the project (favourably or unfavourably).		2	2	4		Contract price agreed	2 Months	1	2	2	
	3.8	24/12/18	Political factors may influence senior management support for the project.		3	3	9		Project Board will remain in place to give political advice and guidance.	2 Months	2	3	6	
	3.9	24/12/18	Local resources/companies may lack the required skills.		2	3	6		Unlikely	2 Months	1	3	3	
	3.10	24/12/18	Pressure groups / opposition may disrupt project progress.		3	4	12		Comms Plan/protocol in place.	2 Months	2	4	8	
	3.11	24/12/18	Force majeure event may occur, disrupting the project.		3	3	9		N/A	2 Months	3	3	9	
	3.12	01/03/19	T&C's not being ready for the contract signing date.		3	4	12		Helen to raise urgency with FCC Director to speed up the flow of information.	2 Months	2	4	8	Page turn session booked in internally in order to get immediate decisions.
<b>External Risk 4.0</b>														
	4.1	01/02/19	In light of the contract award the current supplier of Agency staff place their staff elsewhere to protect their staff as FCC don't have a contract with them.		3	4	12		Ask FCC to negotiate a contract with our supplier to maintain continuity.	2 months	1	4	4	An arrangement have been reached with another agency firm.
	4.2	12/03/19	Admissions agreement not being ready for the Contract signing		3	4	12		This is accepted practice that this will not be ready as we are dealing with Devon County so progress is slightly out of our control	4 months	3	4	12	Request has been made to Devon County to supply a completion date.
	4.3												0	
	4.4												0	

Likelihood	Description
5	Almost certain This event is expected to occur in most circumstance
4	Likely This event is will probably to occur in most circumstance
3	Possible This event might occur at some time
2	Unlikely This is not expected to occur
1	Rare This event may only occur in certain circumstance

Impact	Description
5	Major Severe impact on service delivery resulting in closure of some services / ceasing of project and / or significant financial and/or reputational implications
4	Significant High impact on service delivery resulting in services / resources being unavailable for a long period
3	Moderate impact on service delivery and financial / or reputational implications
2	Minor Minor impact to service delivery with potential for some financial / reputational implications
1	Insignificant Very low impact to delivery

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Likelihood			Impact		
5	Almost certain	This event is expected to occur in most circumstances	5	Major	Severe impact on service delivery resulting in closure of some services / ceasing of project and / or significant financial and/or reputational implications
4	Likely	This event will probably occur in most circumstances	4	Significant	High impact on service delivery resulting in services / resources being unavailable for a long period
3	Possible	This event might occur at some time	3	Moderate	Impact on service delivery and financial / or reputational implications
2	Unlikely	This event is not expected to occur	2	Minor	Minor impact to service delivery with potential for some financial / reputational implications
1	Rare	This event may only occur in certain circumstances	1	Insignificant	Very low impact to delivery

	Insignificant	Minor	Moderate	Significant	Major
Almost certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5

Proximity	Risk proximity means how far away in time will the risk occur
Daily	
Weekly	
Monthly	
Yearly	

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**Risk Register Template**

ID	This is the unique reference for the risk - typically number 1,2,3 etc
Risk description	This should explain fully what the risk is, standard format would be "The risk is that..... which could lead to.....which would result in....." Do not use this section to explain what you plan to do to prevent the risk from happening
Risk Owner	This person needs to be in a position where they can make agreements , spend money or take whatever action is necessary to prevent the risk from occurring
Likelihood	Score 0-5, what is the likelihood as at the date the risk is identified of the risk occurring if we do nothing at this stage?
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**ISSUE LOG**  
**Frontline services Waste procurement project.**

**Date Created:** 07/09/17  
**Date Last Updated:** 30/04/19



<b>Service</b>	<b>Waste</b>
<b>Programme</b>	<b>Frontline Waste Services Project</b>

ID	Description	Priority (Select from drop)	Date Logged	Logged By	Action Owner	Latest Update	Closed Date	Status (Select from drop down)
P001	Project Board require base line docs (PID, Project Plan, Risk Reg etc.) in paper format. Reading a large amount of documents on an iPad is very difficult and the Board didn't like it.	Low	02/10/17	Justin	Justin	Large docs will in future be sent in paper format.		
P002	Electronic Voting isn't compatible from Microsoft outlook to Apple iPads. When I sent the first opportunity to the Board to vote electronically it didn't work.	Low	02/11/17	Justin	Justin	Don't use this form of voting.	02/11/17	Logged
P003	'Secure' Mod.gov Project group can be set up for members to receive project paperwork.	High	16/11/17	Justin	Justin	All seems to work fine although be careful as iPad don't pick up colours on highlight reports and risk registers.	16/11/17	Logged
P004	Using Survey Monkey to provide feedback on the project process seems to work and is a great way for receiving feedback anonymously	Low	16/11/17	Justin	Justin	Survey Monkey to be used at key stages of the project to inform and improve the next phase.	16/11/17	Work In progress
P005	Internet issues - Both councils internet and Network access went down during the Moderation of the initial SQ's. This meant accessing our secure filing structure was extremely difficult.	Medium	14/12/17	Justin	Justin	This was seen as something which was unavoidable unless the had a paper copy of everything, which goes against the Councils agile working policy.	Yes	
P006	Standard Questionnaires' form needs to be re-formatted allowing bidders to input information in whilst being readable to the moderator (Q6 - references)	Low	14/12/17	Justin	Lucy	Lucy has ammend the SQ form for future use.	14/12/17	Closed
P007								
P008	Clarifications - Indicate who will be responsible for responding, this should be in line with the responsible docs person list.	Medium	28/02/18	Justin	Justin		Yes	
P009	Clarifications - Agree a 'service standard' i.e. response to clarification from officer within 48 hours.	Medium	28/02/18	Justin	Justin		Yes	
P010	Moderation - Ensure those assessing the Quality element, don't see the Price element until they have finished scoring.	High	25/02/18	Justin	Lucy	Process has been changed to suit.	Yes	
P011	Look at Council reporting structure and ensure this falls inline with Project Board meeting dates.	Medium	28/02/18	Justin	Justin		Yes	Closed
P012	Dialogue Days - Clarifications must be sent through the Portal to ensure there is an audit trail.	Medium	03/04/18	Natalie	Natalie	This wasn't really adhered to which left a slight uncertainty on whether all questions that were asked were answered.	Yes	
P013	Clarifications - Build in a weekly meeting of 'key staff' to gain answers to Clarifications.	Medium	04/04/18	Justin	Justin	Weekly meetings booked in through the Detailed solutions stage to clear up outstanding clarifications. Worked really well.	Yes	Closed
P013a	Send outstanding clarifications to the meeting attendees 48 hours before the clarification meeting so preparation can be carried out.	Medium	19/06/18	Justin	Natalie		Yes	
P014	Detailed solution presentation by the bidders to all of the project team and not just the evaluation team to create greater understanding by the project team.	Low	20/05/18	Justin	Justin	Need to ensure project team are aware of the	Yes	
P015	Project Board to receive the Procurement Paperwork in Paper format (except the appendices) and not through electronic means as the Council does not have a system that the Project Board are comfortable using i.e. None of the members have 'Egress switch'.	Medium	25/05/18	Justin	Justin	Agreed at the board to provide procurement docs (except appendices) in paper format on the next occasion.	Yes	
P016	Member drop in sessions 'surgery style' to try and ensure we give the members every opportunity to ask questions about the procurement process.	Medium	10/06/18	Justin	Jane	This is a series of 'mop up' sessions that are over and above the informal Council sessions which are the main method of communicating project updates.	Yes	
P017	Review of moderation team to ensure the right people are moderating the right areas also to include the specialists in areas where new method statements have been added such as Health and Safety and Fleet management.	Medium	10/06/18	Justin	Lucy	This has reduced the work pressures on some people are moderating areas of their expertise. E.g. Ian Luscombe and Health & Safety.	Yes	
P018	Gain ceiling prices for the Consultants/legal coast	Medium	01/07/18	Justin	Neil/Justin	WYG have provided this and Andrew Ogalo has been requested to provide this.	Yes	
P019	FAQ's raised from the informal council meetings and from the drop in sessions should be collated and displayed on members area of the intranet.	Medium	17/07/18	Justin	Justin/Natalie	Complete	Yes	
P020	More detailed financials session required for the board members in the final tender stage so they can make an informed decision.	High	01/08/18	Justin	Justin	Organised for the next stage of the project	Yes	
P021	Email docs to Board Members well in advance of the Board meeting and then give them any document modifications in the form of a word table so this gives time to consider what they are being asked to read.	Medium	01/09/18	Justin	Justin	Seemed to be well received by members.	Yes	
P022	Q&A sessions before SH Full Council allowed Members to ask questions to calm any concerns they may have before debate in Full Council	Medium	07/12/18	Justin	Jane		Yes	
P023	Pre-planned press statements for all possible outcomes allowed us to react swiftly in updating staff and press on the outcomes of the Council Decision.	High	07/12/18	Justin	Helen/Lesley		Yes	
P024	There were various occasions throughout the project that we struggled to ensure we had quorate and on some occasions were were unable to be quorate which meant decisions could not be taken.	Medium	30/04/19	Justin		It is essential that Members accept the appointment knowing what the commitment is. When the West Devon members are appointed in the new Council I suggest that, as well as informing them of the scheduled dates for the forthcoming year (eighteen months?), they be asked to confirm availability immediately so that if there are dates they are unavailable they may be adjusted. That should make it difficult to be unavailable at short notice later on.	Yes	

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**ISSUE LOG**  
**Frontline services Waste procurement project.**

<b>Service</b>	<b>Waste</b>
<b>Programme</b>	<b>Frontline Waste Services Project - Mobilisation</b>

<b>ID</b>	<b>Description</b>	<b>Priority (Select from drop)</b>	<b>Date Logged</b>
M01	Reduce work streams numbers to reduce to opportunity of tasks not being allocated and tracked.	Low	27/12/18
M02	Increase the number of 'touch base' meetings with Contractor to fortnightly Face to Face meetings and fortnightly Conference meetings.	Low	16/02/19
M03	Modify the Highlight report to feedback individual work stream progress so the Board have the right level of detail in their updates.	Low	25/02/19
M04	Ensure there is a list of Contracts (mainly services such as Telephone lines and Broadband, Gas, Electric etc.) is made which include contract end dates and any termination penalties.	Medium	05/03/19
M05	When considering meeting dates/ key decision points consider what might be going on the Council at that time .i.e. Elections, Council summer Break etc.	Low	01/03/19
M06	Ask the Work stream leads to update the board themselves which allowed more insightful Q&A.	Medium	11/03/19

M07	When providing the Final Contract to the Contractor solicitor for confirmation, is an electronic version acceptable? As when the contract was to be printed of the Print Room wanted over a week to Print and bind it.	Medium	30/03/19
M08	Ensure all electronic devices are able to be unlocked on day one by providing log details and passwords.	Medium	01/04/19
M09			









Note: Column L and M contains list (do not delete)

<b>Date Created:</b>	27/12/18
<b>Date Last Updated:</b>	05/03/19



Logged By	Action Owner	Latest Update	Closed Date	Status (Select from drop down)
Justin	Justin/ Natalie	Work streams reduced	27/12/18	Logged
Justin	Justin/ Natalie	Now in place	25/02/18	Logged
Justin	Justin	Created	29/03/19	Logged
Justin	Justin	Noted for future projects	29/03/19	Logged
Justin	Justin	Noted	29/03/19	Logged
Justin	Justin	Asked to come to next meeting	29/03/19	Logged

Justin	Justin	Noted	29/03/19	Logged
Justin	Mike W		29/03/19	Logged







Logged

Decision  
pending  
Work In

Escalate to  
Project Board    Low

Escalate to  
HUB/Committ    Medium  
Closed            High























**What aspect of the project has gone well?**

Please provide a short paragraph

Planning has been exemplary, in my view, and documentation has been clear, useful and sufficient. The group worked well together. Officer support has been fantastic.

I feel that we were always kept regularly informed as the project progressed the outcome

Feedback to and from the depot. It's been good to have reliable up to date information and proper details of what is going on on the ground. I haven't been a regular attender or an official member of the group, but it seems to me this has been the main benefit of the group. our participation in the outsourcing contract ahs been very limited.

it ran on time throughout the whole process. We complied with all aspects regarding legal tendering. Members kept fully briefed and involved at all stages. The end contract achieved critical financial benefits

The project was very well co-ordinated, kept to time, and had a very successful outcome. Key risks were mitigated effectively. Project documentation was comprehensive. It was an incredibly thorough piece of work.

Co-ordination of the project and key staff team work across the project was excellent. Member input was also really strong - and in the appropriate amount at the right time. The project was timely and on budget. The success of the project was highlighted by the peer review team and could be used as a blueprint for the future.

The project has kept to the timescales set out within the original project plan and has also delivered the much needed savings. Everyone has done their outmost to ensure the smooth running of this project. The project meetings have kept the project on track and ensured tasks were completed on time.

Regular meetings were held weekly to ensure actions were completed in a timely manner. Actions and time frames were provided to owners of the tasks and most were completed on time

Co-operation between the 2 authorities. The Officer hard work above and beyond reasonable work load

All of it

Good adherence to timescales. Project on track, well managed and documented

Kept to timetable, thank to officers' tremendous effort

the regular meetings and co ordination of clarifications etc from Justin and Natalie have been great and ensured the information needed is clear and kept on track for all involved.

So far as I'm concerned .....everything

**In your opinion what would of made the project even better?**

Please provide a short paragraph

There were some points where legal support seemed to be a little disjointed and "out of the loop". However, everything seemed to go really well, to me.

i would have liked more updates on the progression of the project to get a better understanding of how the conclusion was arrived at

More direct involvement in the outsourcing contract would have been beneficial to the group. Sometimes it wasn't clear that our message got through to officers e.g. about using social media only re Christmas wrapping paper.

Difficult to think of anything!

The workload and pressure on key officers was extremely intense and left other areas of the organisation under-resourced or under pressure at key times in the process. We should consider building in more officer resource into the costs for future projects.

The project was tight on resources - we spent less than most single councils would and carried out BAU at the same time. This undoubtedly put strain on the day to day service and some individuals - so either more time or more resources would have made the task more manageable. Some support services did not engage with the project or the process as fully as others - this did cause pressure on colleagues or support work being carried by specialists. a clearer plan for expectation and engagement - and a clear sense of prioritisation of work and who support tasks were allocated to would help. The ability for the project lead to go straight to the support task owner rather than through another HoP would also assist.

Difficult to say as I feel this project has been exemplary. It would have been better to have had slightly more time between the tender results coming back in and having to write the reports to Members. The timescales were met as Members and staff went above and beyond to meet the tight timeframes.

Individual CoP leads managing their own areas of work in collaboration with the service once actions had been tasked

I regret the decision to privatise, which was not proved to my satisfaction.  
Nothing as far as I am concerned.

Maybe better communication with Members over dates of working group meetings etc to ensure attendance.

More than 2 bidders. Attendance at Project board meetings. Low threshold to be quorate

I think the project has worked well. Time restraints due to other work pressure have made it challenging at times but overcome.

As said I'm totally happy with how it's been handled so far.

**Do you have any other comments, questions, or concerns?**

Please provide a short paragraph

No

Very happy with the officer input and contract outcomes as per target.

Not really. I'm afraid I didn't attend regularly enough to get a real handle on the thread of things.

Just to say "thank you" - job well done!

I was incredibly proud of all the team achieved in the project period. Key staff worked above and beyond to make the procurement and the associated work timely, high quality and efficient. Everyone involved should be really pleased with the results - it was a phenomenal effort.

I have pleased that the Peer Review team acknowledged the success of this project and I agree that this is a model that we could package and almost sell to other Authorities as best practice.

A six member board was not always quorate because some Members did not attend, nor notify their non attendance.

No

No - all good thanks! S

Worried about South Hams staff possible reaction

personally I think they way it has worked and been co ordinated has worked extremely well

No

Report to: **Overview and Scrutiny Committee**

Date: **9 July 2019**

Title: **OVERVIEW AND SCRUTINY ANNUAL REPORT**

Portfolio Area: **Support Services – Democratic Services**

Wards Affected: **All Wards**

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

Date next steps can be taken:  
(e.g. referral on of recommendation or implementation of substantive decision) **The next Council meeting on 23 July 2019**

Author: **Darryl White** Role: **Senior Specialist – Democratic Services**

Contact: [darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)

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## **RECOMMENDATION**

**That the Committee RECOMMEND to the Council that the Annual Report for 2018/19 (as outlined at Appendix A) be approved.**

### **1. Executive summary**

- 1.1 It is a constitutional requirement for the Overview and Scrutiny function to report annually to full Council on its workings and make evidence based recommendations for future work programmes and amended working methods (if appropriate);
- 1.2 As a consequence, the draft Annual Report arising from the 2018/19 Municipal Year is presented at Appendix A.

### **2. Background**

- 2.1 The last financial year has been one of significant change for the Council and the Overview and Scrutiny Committee has played a key role during this year in taking stock of the key issues, successes and challenges that have been met by the Council and how these have been addressed.

### **3. Options available and consideration of risk**

- 3.1 Not only is it a constitutional requirement for the Overview and Scrutiny function to produce an Annual Report, but it is also recognised as being good practice to do so.

3.2 Whilst an alternative to the report could be a verbal report from the Chairman of the Committee, it is considered more appropriate to have a formal written document accessible to the public and published on the Council website.

#### **4. Proposed Way Forward**

4.1 It is proposed that the contents of the Report be approved.

4.2 Members' views on the presentation and content of the report would be helpful to inform and shape future Annual Reports.

#### **5. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The production of an Annual Overview and Scrutiny Report is a requirement of the Council Constitution.
Financial implications to include reference to Value for Money	N	There are no financial implications directly arising from this report.
Risk	N	There are no risk implications directly arising from this report.
Supporting Corporate Strategy	Y	The Annual Report has been set out in accordance with each of the themes that underpin the Council's Corporate Strategy
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	There are no equality and diversity implications directly arising from this report.
Safeguarding	N	There are no safeguarding implications directly arising from this report.
Community Safety, Crime and Disorder	N	There are no community safety or crime and disorder implications directly arising from this report.
Health, Safety and Wellbeing	N	There are no health, safety or wellbeing implications directly arising from this report.
Other implications	Y	The publication of this Annual Report may help understanding and raise the profile of the Council's Overview and Scrutiny function.

#### **Supporting Information**

##### **Appendices:**

A: The Draft Overview and Scrutiny Annual Report

##### **Background Papers:**

- The Council Constitution; and
- Overview and Scrutiny Committee agendas and minutes arising from the 2018/19 Municipal Year.

# Overview and Scrutiny **Annual Report**

**2018 - 2019**



**West Devon  
Borough  
Council**

# Foreword from the Committee Chairman

As I come to the end of my second year as Chairman of the Overview and Scrutiny Committee at West Devon Borough Council, I am delighted to present our Annual Report. The function of Overview and Scrutiny is not a decision making one, but a role of influence with recommendations being made to the Hub Committee and Full Council.



**Cllr Julie Yelland**

Chairman of  
West Devon  
Borough Council  
Overview and  
Scrutiny Committee

The Committee considers the budget process; reviews existing policy and recommends changes or the creation of a new policy where necessary. It looks at how services the Council provides are delivered to the community and how these can be developed. For instance, Task and Finish groups can be established, made up of Members who have a particular interest and skills in the area under consideration. Those groups will carry out in depth research and report back to the Committee to enable effective recommendations to be made.

A strong and robust Overview and Scrutiny function is an important element within the Council's governance and decision-making arrangements. With the ongoing budget pressures the Council faces, Members of the Committee have demonstrated 100% commitment to engaging effectively and positively with the process and been pro-active in ensuring transparency and best practice are adhered to while addressing challenges promptly.

This Annual Report provides an account of the progress made by Overview and Scrutiny in the last year, including some of the key pieces of work that have been undertaken by the Committee, together with an indication of some of the areas already under consideration for the next 12 months. I trust you will find this Report interesting and informative.

On a final note, I should like to express my thanks to everyone who has contributed to the work of the Overview and Scrutiny process. A lot of hard work goes on behind the scenes to ensure the Committee has the information it needs to make effective recommendations and I am extremely grateful to Members, Officers and Partners for all their support.

Overview and Scrutiny Committee meetings are open to the public and the Democratic Services team ([democratic.services@swdevon.gov.uk](mailto:democratic.services@swdevon.gov.uk)) will be pleased to supply you with more information on the function.

# Introduction

We are pleased to present the Overview and Scrutiny Annual Report which outlines our work during the 2018-19 Municipal Year and which provides general information on the Overview and Scrutiny function at West Devon Borough Council.

Overview and Scrutiny is a key part of the democratic decision-making process in local councils, where Committee Members can contribute to shaping Council policy, community wellbeing and accountability which is done by: reviewing Council services and policies, community issues and key decisions and making recommendations for improvement.

The four key principles of Overview and Scrutiny are:

- Provides a 'critical friend' challenge to policy makers and decision-makers;
- Enables the voice and concerns of the public to be heard;
- Is carried out by 'independent minded Members' who lead and own the scrutiny role; and
- Drives improvement in public services.

Overview and Scrutiny Committee Members consider these principles when selecting topics to investigate whether it is holding the Hub Committee to account, reviewing policies, policy development or the scrutiny of external bodies.

The Council recognises the importance of the overview and scrutiny function in its governance arrangements and officer support and has established an Overview and Scrutiny Committee that consists of 15 Members. Since almost half of the total membership of the Council serves on the Committee, it is recognised as a powerful and influential Member Body.

The Council's governance arrangements continued to specify that all 31 Members of the Council were considered to be either a Hub Committee Member (of which there are 9); a Member of the Audit Committee (of which there are 7); or a Member of the one Overview and Scrutiny Committee (of which there are 15).

The lead officers who were supporting the Overview and Scrutiny function during the 2018/19 Municipal Year were the Council's Group Manager – Customer First and Support Services and the Senior Specialist – Democratic Services.

# Committee Membership

Cllr Julie Yelland  
**Chairman**



Cllr Ric Cheadle  
**Vice-Chairman**



Cllr Diana Moyse



Cllr Bob Baldwin



Cllr Robin Musgrave



Cllr David Cloke



Cllr Graham Parker



Cllr Jess Evans



Cllr Terry Pearce



Cllr Patrick Kimber



Cllr Paul Ridgers



Cllr James McInnes



Cllr Debo Sellis



Cllr Jeff Moody



Cllr John Sheldon





# The role of the Overview and Scrutiny Committee

Overview and Scrutiny is a key part of the Council's political structure and it plays a vital role in improving the services that people of the Borough use – whether a resident, employed here or just visiting. Overview and Scrutiny does not just look at the way the Council does things, it can look at anything which affects the lives of people within the Borough and it allows citizens to have a greater say in Council matters.

Overview and Scrutiny allows Members to review and scrutinise decisions, look at existing practices and make recommendations to help ensure the residents of West Devon receive excellent services. The overall aim is to ensure overview and scrutiny adds value to the Council's decision-making process and makes a positive contribution towards policy development.

The approved terms of reference and procedure rules for the Overview and Scrutiny Committee can be found at: Part 3 – Delegation Scheme; and Part 4 – Rules of Procedure of the Council Constitution. The Council Constitution can be accessed via the following link:

[www.westdevon.gov.uk/article/3691/Our-Constitution](http://www.westdevon.gov.uk/article/3691/Our-Constitution)

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# Agenda Items – Corporate Priorities

The Overview and Scrutiny Committee met formally on nine separate occasions during the 2018/19 Municipal Year.

In considering its work programme, the Committee gave great emphasis to the Council's Corporate Strategy and the six strategic themes, which are shown below.

The Committee has consequently received a number of reports (and made a number of recommendations) which are linked to these strategic themes. Whilst it is acknowledged that a number of these are cross-cutting a number of these themes, for the purpose of this Annual Report, they are aligned to the theme that is considered the most relevant:





Action	18/19 Progress
Financial Stability Review Group	<p>Such was the emphasis that the Committee gave to the future financial stability of the Council that it received standing agenda items at each of its meetings on the work of the Review Group. During these updates, the Committee acknowledged that:</p> <ul style="list-style-type: none"> <li>● there was a need for wider Member engagement as the work of the Group continued to evolve;</li> <li>● potential projects to support the Council in the long term continued to evolve;</li> <li>● the Working Group was confident that the Council would be able to deliver a balanced Budget for 2019/20;</li> <li>● the Working Group was reviewing the Council's approach to its use of Reserves;</li> <li>● the two all Member budget workshops had been very informative and useful;</li> <li>● the position beyond 2019/20 was less clear, but was felt to be manageable with good financial control and continued emphasis on adopting a commercial approach and generating income;</li> <li>● it was important for all Members to lobby Central Government and local MPs in respect of negative Revenue Support Grant;</li> <li>● the work of the Group was proving to be invaluable and the Committee felt that it should be reconvened following the local elections</li> </ul>
Medium Term Financial Strategy Presentation	<p>The Committee received a presentation that outlined a series of recommendations on the Medium Term Financial Strategy.</p> <p>Following a lengthy debate, the Committee <b>"RESOLVED"</b> that the following views be expressed to the Hub Committee and the Council as part of the development of the Medium Term Financial Strategy:</p> <ol style="list-style-type: none"> <li>1. That 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);</li> <li>2. That an application be submitted for Business Rate Pilot status for 2019/20, with agreement being given to a 40% District / 34% Devon County Council / 1% Fire split for the 75% scheme. In the event of the Pilot bid being unsuccessful, that agreement be given to the Council remaining part of the Devon Business Rates Pool for 2019/20;</li> <li>3. That Central Government and Devon MPs be actively lobbied to support a 2019/20 Devon Pilot bid;</li> <li>4. That the Council actively lobby and engage with the Government, Devon MPs and other sector bodies (e.g. the District Councils Network and the Rural Services Network) for a realistic Business Rates Baseline to be set for the Council for 2020 onwards;</li> <li>5. That the Council responds to the technical consultation in support of the Government eliminating Negative Revenue Support Grant. In addition, the Council should continue to lobby for Rural Services Delivery Grant allocations that adequately reflect the cost of rural service provision;</li> </ol>

<p>Medium Term Financial Strategy Presentation</p> <p>CONTINUED</p>	<p>6. That £375,000 of New Homes Bonus funding be used for 2019/20 to fund the Revenue Base Budget and then reduce this funding to £100,000 by 2020/21 and £50,000 by 2021/22 for modelling purposes;</p> <p>7. That a review be undertaken by the Financial Stability Review Group into the annual level of contributions to Earmarked Reserves (£50,000) and the adequacy of the existing level of Unearmarked Reserves (£1.2 million) and Earmarked Reserves (£4 million) with recommendations being made by the end of October 2018. (NB. this will assess the adequacy of Reserves levels in light of future plans and pressures);</p> <p>8. That the Council takes specialist pension advice 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;</p> <p>9. That the Council sets an Upper Limit on External Borrowing (for all Council Services) as part of the Medium Term Financial Strategy of £50 million;</p> <p>10. That the Council continue with the Local Government Terms and Conditions of the Employment Green Book for at least 2019/20. That a review of all options for reducing staff costs (by varying terms from the Green Book from 2020/21) be undertaken, with an initial report being presented back before the end of 2018/19.</p>
<p>IT Procurement Exercise</p>	<p>Having considered an exempt report, the Committee endorsed the proposed IT Procurement exercise and recommended to the Hub Committee that it approves the proposed way forward.</p>
<p>Ombudsman Annual Review Letter 2018</p>	<p>The Committee reviewed the Ombudsman Annual Letter for 2018 and welcomed the improved performance in respect of dealing with customer complaints. In particular, Members were assured that the Council was reviewing (and taking learning points) from each complaint received.</p>
<p>General Data Protection Regulation (GDPR) and Data Protection Policy Update</p>	<p>Members considered an amended Data Protection Policy and an update on the General Data Protection Regulation and recommended to Council that they be approved. These recommendations were subsequently approved by the Council.</p>
<p>Regulation of Investigatory Powers Act (RIPA) 2000 Policy and Update</p>	<p>The Committee reviewed the RIPA 2000 Policy and recommended its approval to the Council. This recommendation was then approved without amendment by the Council.</p>

<p>Budget Proposals 2019/20 Update</p>	<p>Members considered the draft Budget proposals as prepared by the Hub Committee and asked that the following views be taken into account as part of the 2019/20 Budget Setting process:</p> <p>That the Committee support:</p> <ol style="list-style-type: none"> <li>1. the proposed increase in Council Tax for 2019/20 of 2.99% (Band D of £231.63 for 2019/20 – an increase of 13 pence per week or £6.72 per year);</li> <li>2. the proposed financial pressures of £420,000;</li> <li>3. the proposed contributions to Earmarked Reserves of £120,000 and transfer of the one-off 2019/20 Budget Surplus of £73,135 into the Future Financial Stability Earmarked Reserve to assist in meeting the predicted Budget gap of £504,242 in 2020/21;</li> <li>4. the proposed savings of £684,700;</li> <li>5. the proposed use of £375,000 of New Homes Bonus funding to fund the 2019/20 Revenue Budget (as set out in Section 4.6 of the presented agenda report); and</li> <li>6. the recommendations of the Financial Stability Review Group on Earmarked Reserves (as set out in paragraphs 10.2 and 10.3 of the presented agenda report) and agree that these should be recommended in the final Budget Proposals report for 2019/20 (to be presented to the Council meeting on 12 February 2019).</li> </ol>
<p>Quarterly Performance Measures</p>	<p>The Committee continued to receive quarterly reports on the Council’s Performance Measures and kept a watching brief on any indicators that were showing as requiring an Exception Report. Also during this year, the Committee approved a revised format for how the measures were to be presented in the future.</p>
<p>Devon Audit Partnership (DAP) Report – Tavistock Hotel Proposal</p>	<p>The Committee convened a Special (single agenda item) meeting to consider a report that provided Members with the conclusions of the DAP review into the recent Tavistock Hotel Proposal.</p> <p>Members made a series of recommendations that were largely approved by the Council in making the following decision:</p> <p><b>“RESOLVED that:</b></p> <ol style="list-style-type: none"> <li>1. <i>the conclusions and ten recommendations contained in the Internal Audit Report (March 2019) be accepted;</i></li> <li>2. <i>officers of the Council, in consultation with lead Hub Committee Member, be asked to prepare an Action Plan and commence implementation of the recommendations forthwith and to submit the Plan, together with progress made to date at the Council meeting on 23 July 2019; and</i></li> <li>3. <i>a meeting be requested (early in the 2019/20 Municipal Year) of the Political Structures Working Group to consider in particular the use of unstarred minutes and the relationship between the Hub Committee and the Council, with a report being presented back to the Council meeting on 23 July 2019.”</i></li> </ol>



## COMMUNITIES

Council and residents working together to create strong empowered communities

Action	18/19 Progress
Partnerships Review	<p>A Task and Finish Group had been retained (and its membership expanded) from 2017/18, which had been tasked with making a series of evidence based recommendations on the future funding that was allocated to external partnerships.</p> <p>As part of its research, the Group had developed a survey that had been completed by 26 of the 31 Members and these findings had been given significant emphasis when the final recommendations had been made.</p> <p>Whilst the initial Group recommendations were up to 2023/24, the Committee concluded that it was only willing to make a recommendation for future partnership funding levels to be set for 2019/20. This view was subsequently supported by the Hub Committee and the Council then <b>"RESOLVED</b> that future partnership funding be set for 2019/20 only, with the exception of the four key partnerships considered separately to establish terms of reference, benefits arising and whether their funding should be allocated to a different funding stream (NB. these four partnerships being: Heart of the South West Local Enterprise Partnership, Tamar Valley Area of Outstanding Natural Beauty, Tamar Estuaries Consultative Forum and World Heritage Site)."</p>
Public Conveniences – Scrutiny Call-in	<p>During this year, a call-in was invoked by three Members of the Committee on the decision arising from Hub Committee Minute HC 39 'Public Conveniences: Clarification for Parishes'.</p> <p>In debating the Call-in, a number of Members expressed sympathy with the process concerns that had been identified and felt that there were a number of lessons to be learnt (including the need for all Hub Committee Members to provide feedback to the wider membership from within their portfolio area). That being said, these Members also stressed the extent of the ongoing budgetary pressures being faced by the Council and, whilst the Council had already set a target of £50,000 savings to be made in the service, unfortunately, there had been no alternative suggestions made to deliver these savings. As a consequence, these Members each expressed their support for the original Hub Committee decision and the following motion was then <b>PROPOSED</b> and <b>SECONDED</b> and when put to the vote was declared <b>CARRIED:-</b></p> <p><i>'That the Committee expresses its concern and dissatisfaction over the process adhered to yet does endorse the decision arising from Hub Committee Minute HC 39: 'Public Conveniences: Clarification for Parishes'.</i></p>
Localities Team Update	<p>The Committee considered an annual report that outlined how the Localities Service had been operating in the previous twelve months and how the Service had evolved from its initial inception in 2015.</p> <p>In the ensuing debate, a number of Members expressed their support for the Service and some questioned whether it was adequately resourced to be able to meet increased demands. Whilst the Localities Team Leader was confident that the Service was appropriately resourced. Nonetheless, the Committee did ask that this be further considered when it received its next annual report on the Service.</p>

## Customer Satisfaction Survey

The Committee considered the results of the recent Customer Satisfaction Survey and **"RECOMMENDED** to the Hub Committee that:

1. *The results from the recent Customer Satisfaction Survey be noted and the proposed actions as detailed in section 5 of the report be endorsed;*
2. *The proposed Customer Service Standards as detailed in Appendix D of the report be supported; and*
3. *The Committee be asked to amend its Forward Plan whereby 'Progress against the Customer Service Action Plan' be included as a standing agenda item for consideration."*

The Hub Committee proceeded to consider these recommendations and, with the exception of amending recommendation 3 to ask that the Overview and Scrutiny Committee assume responsibility for considering progress updates, they will each approved.

At its next meeting, the Overview and Scrutiny Committee amended its Work Programme to include these standing agenda updates and has proceeded to closely monitor the following aspects:

- The apparent disconnect between the results of the survey and the quarterly performance measures that were reported;
- The trend whereby call volumes into the Council were reducing;
- The importance of improving communication and messaging in the high volume customer service priority areas: Waste and Recycling and Development Management;
- The need to improve the format and layout of the Council website to ensure that it was more reader and user friendly;

## Northern Link Area Outreach Services Task and Finish Group Review

A detailed Task and Finish Group Review took place during 2018/19 that sought to establish the effectiveness of the Council continuing to deliver an Outreach Service at the Ockment Centre.

The recommendations of the Group Review were considered by the Committee, Hub Committee and full Council and the final Council decision was as follows:

**"RESOLVED** that the Council:

1. *support the Hub Committee preferred option for the Northern Outreach Service to reduce the service to a single day per week, with this being monitored for a three month period; and*
2. *note that a report will be presented back to the Hub Committee meeting on 16 July 2019 that includes the results of the monitoring, along with the results of the monitoring at Tavistock, to enable for a decision to be made on the future provision of the service."*



# HOMES

Enabling homes that meet the needs of all

Action	18/19 Progress
Joint Local Plan	<p>The Committee received regular updates on the progress of the Joint Local Plan and paid particular attention throughout the year to:</p> <ul style="list-style-type: none"> <li>● The timetable (which culminated in the Plan being adopted by Council at its meeting on 26 March 2019);</li> <li>● Concerns at the lack of support being offered to Neighbourhood Planning Groups and town and parish councils;</li> <li>● Whether or not the Council could be deemed to have a five year housing land supply;</li> <li>● The consultation exercise on the modifications to the JLP;</li> <li>● The progress of the Development Planning Document on Settlement Boundaries;</li> <li>● The importance of a Design Guide being prepared in conjunction with the JLP;</li> </ul>
Devon Building Control Partnership Update	<p>The Committee received a performance overview from the Devon Building Control Partnership and, in reaching its conclusions, "<b>RESOLVED</b> that it:</p> <ol style="list-style-type: none"> <li>1. <i>welcomes the report and is of the view that the Partnership provides a very good service;</i></li> <li>2. <i>requests that the Partnership look at developing closer working relationships with other neighbouring local authorities; and</i></li> <li>3. <i>requests that the Partnership look at developing closer working relationships with the Development Management Community Of Practice.</i></li> </ol>

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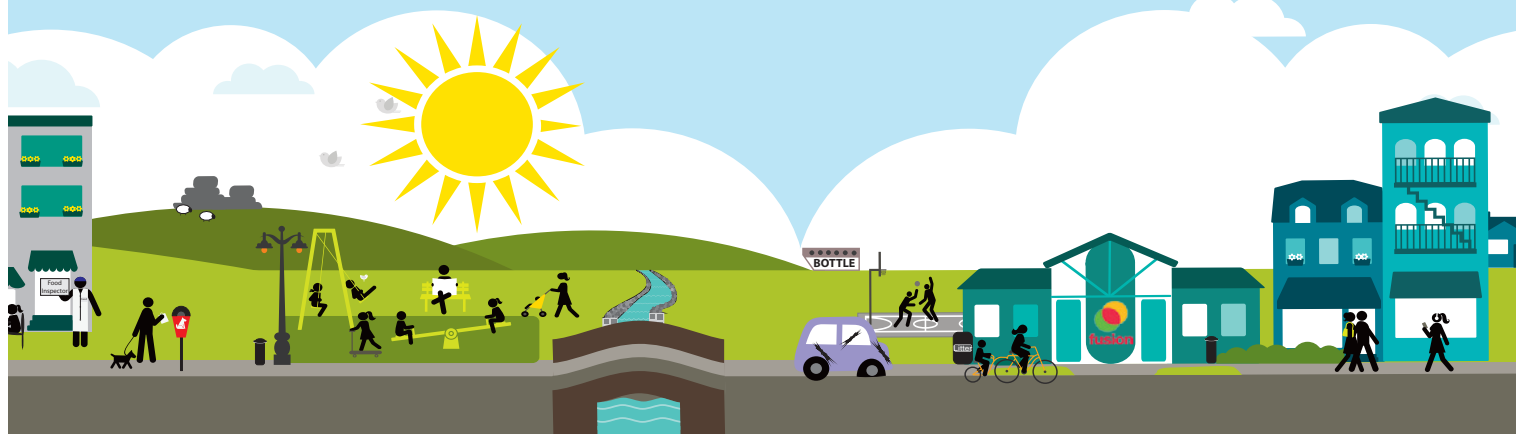


## ENVIRONMENT

Protecting, conserving and enhancing our built and natural environment

Action	18/19 Progress
Update Report on the Garden Waste Service	<p>Members considered a report that provided an update on the garden waste service that had been in operation for a twelve month period. The Committee proceeded to note that:</p> <ul style="list-style-type: none"> <li>● there was a need to look at methods of promoting the service to increase resident uptake;</li> <li>● trend analysis did not indicate any significant increases in cases of fly tipping in the Borough since the scheme had been in place;</li> <li>● there was no evidence of green waste being placed with residual waste. However, the Committee was advised that there was a number of instances of food waste being placed with residual waste which needed to be addressed;</li> <li>● the decision of the membership to delay the implementation of this scheme had resulted in a negative financial impact;</li> <li>● the £40 annual subscription charge was broadly consistent with the fees applied by other local authorities who provided a similar service.</li> </ul>
Planning Enforcement	<p>As part of its quarterly performance monitoring, Members kept a close eye on the performance trends of planning enforcement cases. In so doing, the importance of ongoing dialogue between officers and local Members was critical to reduce the number of live cases.</p>

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## ENTERPRISE

Creating places for enterprise to thrive and business to grow

Action	18/19 Progress
Rural Broadband Working Group	<p>Regular updates were received by the Committee from the Rural Broadband Working Group and the officer representative on the Connecting Devon and Somerset Programme Board.</p> <p>Also, the Stakeholder Engagement Officer from Connecting Devon and Somerset attended a meeting of the Committee and delivered a presentation on all aspects of the Programme.</p> <p>Following the presentation, the Committee:</p> <ul style="list-style-type: none"> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0070c0; border-radius: 50%; margin-right: 0.5em;"></span>           acknowledged that 95-96% of properties in the Borough should be connected to Superfast Broadband upon the completion of Phase 2 of the Programme;         </li> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0070c0; border-radius: 50%; margin-right: 0.5em;"></span>           emphasised the economic impact of the Borough being in the bottom 10 in the UK for Broadband coverage;         </li> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0070c0; border-radius: 50%; margin-right: 0.5em;"></span>           regretted that no account had been taken of the geo-physical layout of the West Devon landscape during the original bidding process;         </li> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0070c0; border-radius: 50%; margin-right: 0.5em;"></span>           expressed his disappointment over the Airband connectivity take up on Dartmoor;         </li> <li> <span style="display: inline-block; width: 1em; height: 1em; background-color: #0070c0; border-radius: 50%; margin-right: 0.5em;"></span>           was frustrated at the lack of dialogue with both the Borough Council and local town and parish councils. To mitigate these frustrations, the officer advised that the organisation was in the process of recruiting a Marketing/ Communications Officer.         </li> </ul>
Economy Working Group Update	<p>In recognition of the Enterprise theme, the Committee received an update from the Working Group and ultimately <b>"RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. <i>That the Economy Working Group be asked to produce a paper for consideration at a future Hub Committee meeting that indicates the requirements for a dedicated officer resource; and</i></li> <li>2. <i>With this information and, in preparation of the draft 2019/20 Budget and the Medium Term Financial Strategy, consideration be given to providing sufficient officer resource to support the local economy and the Corporate Strategy Theme relating to Enterprise.</i></li> </ol>



## WELLBEING

Supporting positive, safe and healthy lifestyles and helping those most in need

Action	18/19 Progress
Food Safety Audit Action Plan	The Committee received and welcomed an update on the Food Safety Audit Action Plan and Food Safety Service Plan and thanked and paid tribute to the achievement whereby 100% of due food safety inspections had been completed during 2017/18.
Community Safety Partnership (CSP)	In line with statutory requirements, the Committee considered its annual update from the CSP and raised a number of issues that were to be taken forward. For example, the Committee requested that all Members be in receipt of a Briefing on the 'County Lines' agenda.
Safeguarding Update	In recognising the importance of the Safeguarding agenda, the Committee requested receipt of a formal report and proceeded to <b>"RESOLVE</b> that Members: <ol style="list-style-type: none"> <li>1. review safeguarding as an annual standing agenda item;</li> <li>2. contact the lead officer with any suggestions for other Safeguarding related items that should be included in the next published report;</li> <li>3. note how the Council meets its Safeguarding duties and the consequent measures in place and associated risks;</li> <li>4. support the inclusion of Safeguarding Briefings for Members after the local elections in May 2019; and</li> <li>5. support a Safeguarding Policy review being undertaken during 2019/20."</li> </ol>
Fusion Lifestyle Annual Review Presentation	Representatives from Fusion Lifestyle conducted a presentation to the Committee that summarised their performance between January and December 2018. In the deliberations, it was apparent that Members were very supportive of the progress that was being made by Fusion Lifestyle and the Committee wished to put on record its thanks accordingly.

# Agenda Items – Public Forum

In line with its openness and transparency agenda, the Council has adopted provision for the Overview and Scrutiny Committee to set aside 15 minutes at the start of each meeting to enable members of the public to raise issues and/or questions in line with its Procedure Rules.

To the disappointment of a number of Members, the Public Forum was only utilised once during 2018/19 and officers have given a commitment to raise the profile and awareness of the provision during 2019/20.

The issue that was raised during the Public Forum Session in 2018/19 was as follows:

‘What right do WDBC officers have to set up a legal document requiring a resident of the Borough to carry out work on behalf of WDBC and then, just as that work was being completed, to totally walk away from that agreement?’

In reply to the question, the Deputy Monitoring Officer made the following statement:

*‘The agreement referred to is commercially confidential.*

*It would not be legal for the Council to ‘walk away’ from a binding agreement and that is not what West Devon BC has proposed.*

*Discussions are ongoing to find a mutually acceptable solution but at no point has the Council suggested that the other party cannot proceed with its obligations.*

*Any planning application which comes forward from the agreement will be assessed through the normal planning process which is transparent.’*



# The 2019-20 Work Programme

The Overview and Scrutiny Committee has the ability to set its own annual work programme and it is acknowledged that sufficient flexibility is built in to enable for items to be included at short notice.

However, at the time of preparing this Annual Report, the following substantive agenda items have already been added to the 2019/20 Work Programme:

- Planning Enforcement Plan / Actions and Protocol Review;
- Food Safety Audit;
- Railway Update;
- Joint Local Plan – Quarterly Updates;
- Peer Challenge Action Plan Update;
- Community Safety Partnership – Annual Report;
- Safeguarding – Annual Report;
- Draft Budget Proposals 2020/21;
- Waste Procurement – Project Closedown Report;
- Financial Stability Review Group: Progress Update;
- Customer Satisfaction Survey 2019;
- Customer Satisfaction Progress – Quarterly Update;
- Locality Service – Annual Review;
- Member Induction 2019 Review;
- Ombudsman Annual Review Letter 2019; and
- Fusion Leisure – Annual Presentation and Report.



**West Devon  
Borough  
Council**

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

Date of Meeting	Report	Lead Officer
3 September 2019	Update from the Financial Stability Review Group ( <i>standing agenda item</i> )	Lisa Buckle
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Richard Grant
	Planning Enforcement Plan / Protocol and Actions – Review	Pat Whymer
	Customer Satisfaction Progress: Quarterly Update	Nadine Trout
8 October 2019	Quarterly Performance Measures	Jim Davis
	Joint Local Plan: Quarterly Update	Richard Grant
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Update from the Financial Stability Review Group ( <i>standing agenda item</i> )	Lisa Buckle
6 November 2019	Update from the Financial Stability Review Group ( <i>standing agenda item</i> )	Lisa Buckle
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Locality Service – Annual Report	Richard Easthope
	Member 2019 Induction Review	Darryl White
	Ombudsman Annual Review Letter 2019	Catherine Bowen
	Customer Satisfaction Survey 2019	Nadine Trout
14 January 2020	Draft Budget Proposals 2020/21	Lisa Buckle
	Joint Local Plan: Quarterly Update ( <i>standing agenda item</i> )	Richard Grant
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
25 February 2020	Fusion Leisure – Annual Report and Presentation	Jon Parkinson
	Customer Satisfaction Progress Update ( <i>standing agenda item</i> )	Nadine Trout
	Task and Finish Group Updates (if any)	

	Quarterly Performance Measures	Jim Davis
	Hub Committee Forward Plan	Kathy Trant
7 April 2020	Joint Local Plan: Quarterly Update ( <i>standing agenda item</i> )	Richard Grant
	Task and Finish Group Updates (if any)	
	Customer Satisfaction Progress: Quarterly Update	Nadine Trout
	Quarterly Performance Measures	Jim Davis
	Hub Committee Forward Plan	Kathy Trant

Future Item(s) to be programmed:

Community Safety Partnership: Annual Report (Louisa Daley); and  
Safeguarding Annual Report (Louisa Daley).