

South Hams Overview and Scrutiny Panel



Title:	Agenda												
Date:	Thursday, 8th October, 2020												
Time:	10.00 am												
Venue:	Via Skype												
Full Members:	<p style="text-align: center;">Chairman Cllr Birch</p> <p style="text-align: center;">Vice Chairman Cllr Smerdon</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Pennington</td> <td>Cllr Reeve</td> </tr> <tr> <td>Cllr Austen</td> <td>Cllr Rose</td> </tr> <tr> <td>Cllr Chown</td> <td>Cllr Spencer</td> </tr> <tr> <td>Cllr Jackson</td> <td>Cllr Sweett</td> </tr> <tr> <td>Cllr McKay</td> <td>Cllr Thomas</td> </tr> <tr> <td>Cllr O'Callaghan</td> <td></td> </tr> </table>	Cllr Pennington	Cllr Reeve	Cllr Austen	Cllr Rose	Cllr Chown	Cllr Spencer	Cllr Jackson	Cllr Sweett	Cllr McKay	Cllr Thomas	Cllr O'Callaghan	
Cllr Pennington	Cllr Reeve												
Cllr Austen	Cllr Rose												
Cllr Chown	Cllr Spencer												
Cllr Jackson	Cllr Sweett												
Cllr McKay	Cllr Thomas												
Cllr O'Callaghan													
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Committee administrator:	Democratic.Services@swdevon.gov.uk												

- 1. Apologies for Absence**
- 2. Minutes** **1 - 6**
to approve as a correct record the minutes of the Panel held on 16 July 2020;
- 3. Urgent Business**
brought forward at the discretion of the Chairman;
- 4. Division of Agenda**
to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;
- 5. Declarations of Interest**
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;
- 6. Public Forum** **7 - 8**
A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. Executive Forward Plan** **9 - 14**
 - (a) Housing Strategy: Progress Update** **15 - 42**
 - (b) Formation of a Wholly Owned Company - Verbal Update**
 - (c) Gypsy and Traveller Update and Options - Verbal Update**
 - (d) Consolidation of Off-Street Parking Places Order - Verbal update**
- Note:** If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Democratic Services before 5.00pm on Monday, 5 October 2020 to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.
- 8. Future IT Project Update** **43 - 50**

9. Ombudsman Annual Review Letter 2020	51 - 68
10. Task and Finish Group Updates:	
(a) Locality Service ; and	
(b) Consultation and Engagement Strategy	
11. Annual Overview and Scrutiny Work Programme	69 - 70

N.B. Legal and financial officers will not, as a general rule, be present throughout all meetings, but will be on standby if required. Members are requested to advise Member Services in advance of the meeting if they require any information of a legal or financial nature.

If you or someone you know would like this publication in a different format, such as large print or a language other than English, please call Darryl White on 01803 861247 or by email at: darryl.white@southhams.gov.uk

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE
OVERVIEW & SCRUTINY PANEL
HELD AT FOLLATON HOUSE, TOTNES ON
THURSDAY, 16 JULY 2020**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr L Austen	*	Cllr H Reeve
*	Cllr J P Birch (Chairman)	*	Cllr J Rose
*	Cllr M Chown	*	Cllr P C Smerdon (Vice Chairman)
*	Cllr S Jackson	*	Cllr B Spencer
*	Cllr J McKay	*	Cllr J Sweett
*	Cllr D M O'Callaghan	*	Cllr D Thomas
*	Cllr J T Pennington		

Other Members also in attendance:
Cllrs V Abbott, K J Baldry, H D Bastone, J Brazil, D Brown, J D Hawkins, J M Hodgson, T R Holway, N A Hopwood, G Pannell, J A Pearce, K Pringle, R Rowe and B Taylor

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Deputy Chief Executive and Democratic Services Manager
7	O&S.4/20	Head of Housing, Revenue and Benefits, Senior Housing Specialist and Housing Specialist
8	O&S.5/20	Head of Commissioning and Contracts and Senior Specialist (Waste Strategy and Commissioning)
9	O&S.6/20	Head of IT

O&S.1/20 MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel held on 27 February 2020 were confirmed as a correct record and signed by the Chairman.

O&S.2/20 DECLARATIONS OF INTEREST

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

O&S.3/20 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, the Chairman informed that no questions had been received for consideration but there were none received.

O&S.4/20 EXECUTIVE FORWARD PLAN

The Panel was presented with the most recently published Executive Forward Plan.

In response to a request for an update on the 'Formation of a Wholly Owned Company' proposal, officers advised that legal advice had been sought on the most appropriate means of structuring such a Company and it was agreed that a more detailed update would be presented to the Panel meeting to be held on 8 October 2020.

(a) Homelessness Strategy Action Plan

The Panel considered a report that sought to recommend to the Executive that the Homelessness Strategy Action Plan for 2020-21 be adopted.

In the ensuing debate, particular reference was made to:-

- (i) the Young Devon project begin particularly well received in local schools;
- (ii) the work of lead officers. A number of Members in attendance paid tribute to the excellent work undertaken by those lead officers working on the homelessness prevention agenda. As a consequence, an additional recommendation (as below) was **PROPOSED** and **SECONDED** and, when put to the vote, was declared **CARRIED**:

'That the Panel thank the Housing Team for the production of an excellent report and for all of their hard work.'

- (iii) the impact of the COVID-19 pandemic. When questioned, officers confirmed that, whilst the service had not seen a significant spike in instances of Domestic Violence, it was already becoming apparent that the impacts on both mental health and financial hardship were proving to be very significant;
- (iv) the Action Plan providing focus towards moving rough sleepers into temporary accommodation. Officers proceeded to assure the Committee that they monitored the rough sleeper situation particularly closely;
- (v) widespread support being expressed for the adoption of the Action Plan.

It was then:

RESOLVED

1. That, with effect from 1 April 2020, the Executive be **RECOMMENDED** to adopt the Homelessness Strategy Action Plan 2020/21 (as attached at Appendix 3 of the presented agenda report); and
2. That the Panel thank the Housing Team for the production of an excellent report and for all of their hard work.

O&S.5/20

WASTE SERVICE UPDATE – PRESENTATION AND BRIEFING NOTE

The Head of Commissioning and Contracts conducted a presentation that provided an update on the proposed revisions to the Waste and Recycling Service.

During discussion, the following points were raised:-

- (a) The importance, as the project evolved, of both regular Member involvement and awareness and a clear Communications Strategy were stressed by a number of Members;
- (b) It was confirmed that the new Service was being developed to reflect the public wish to increase recycling provision. For example, officers advised that the new Service would include the provision for kerbside collection of glass materials;
- (c) With regard to the disposal of single use gloves and face masks, it was confirmed that Government guidance was that these could not be recycled at this present time. In recognising that there was an organisation that was offering to recycle these products, it was requested that officers look to signpost residents to the availability of this service;
- (d) In response to a specific staffing matter raised, officers advised that they would report the issue to the contractor and ask that all of their staff be reminded of their Code of Conduct;
- (e) The lead Executive Member encouraged his fellow Members to refrain from raising day-to-day operational issues with the lead officers. Instead, the Member requested that such matters be raised either via the Localities Service or the 'report online' functionality on the Council website;
- (f) The Committee was assured that all Members would have advanced sight of the proposed round reviews prior to them being implemented. This assurance was welcomed by a number of Members;

- (g) It was hoped that the public confusion over what currently could (and could not) be recycled would be overcome through the new Service;
- (h) A Member felt that the cost implications arising from the new Service should be considered at a future meeting of the Audit Committee. Since the Member was a serving Audit Committee Member, the Chairman encouraged him to raise it at a future meeting of that Committee at the time when the future Work Programme was being discussed.

It was then:

RESOLVED

That the Panel thank lead officers for their presentation and supporting Briefing Note that outlines the delay to the Waste and Recycling Service.

O&S.6/20 ICT UPDATE

A report was considered that provided an overview of work that had been completed in the IT service area during the previous twelve months as part of a continuous programme of work designed to further improve its security, resilience, availability and capability. In addition, the report also highlighted proposed improvements to be implemented over the year ahead.

In discussion, the following points were raised:

- (a) Officers confirmed that a detailed training programme would be made available to Members during the proposed roll-out of Microsoft Teams and Office365;
- (b) Members were advised that, whilst the service had been required to work from home during the Pandemic, this had not resulted in any impact on service delivery or the progress of the Future IT project;
- (c) With regard to the constraints arising from regular software and security updates, all Members were encouraged to shut down their IT devices at the end of each day to minimise the impact of any disruption.

It was then:

RESOLVED

That the Panel note the continuous improvement and evolution of the Council's IT platform to meet the needs of its ambitious and successful service delivery model.

O&S.7/20 **OVERVIEW AND SCRUTINY ANNUAL REPORT**

The Panel considered a report that presented its Annual Report for 2019/20.

In debate, Members recognised the impressive amount of work that had been undertaken by the Panel during 2019/20 and the Chairman, Vice-Chairman and lead officers were subsequently thanked for their work in supporting the effectiveness of the Overview and Scrutiny function.

It was then:

RECOMMENDED

That Council be **RECOMMENDED** that the Overview and Scrutiny Annual Report for 2019/20 be approved.

O&S.8/20 **TASK AND FINISH GROUP UPDATES**

(a) Locality Service

The Panel recognised that the Locality Service would be central to the Council's Recovery Plan to the COVID-19 Pandemic. As a result, Members noted that the draft Plan was next to be considered at a joint meeting of the Panel and Development Management Committee that was to be held on 3 September 2020.

It was therefore considered appropriate for a further update from the Group to be presented to the Panel meeting to be held on 8 October 2020.

Finally, the Panel agreed a proposal whereby Cllr Jackson replaced Cllr Birch as a serving Member of the Task and Finish Group.

O&S.9/20 **ANNUAL PANEL WORK PROGRAMME**

During consideration of the latest version of the Panel's Annual Work Programme, the following additions, amendments and deletions were made to the Programme:

- The Chairman put forward a proposal to establish a Task and Finish Group to develop a Consultation and Engagement Strategy. In discussion, Members were supportive of this suggestion and it was **PROPOSED** and **SECONDED** and when put to vote was declared **CARRIED** that:

'1. A Consultation and Engagement Strategy Task and Finish Group (comprising of Cllrs Birch, Chown (subject to his availability to partake), Reeve, Rose (Group Chairman), Spencer and Thomas) be established; and

2. The Group be tasked with presenting its concluding report to the Panel meeting to be held on 19 November 2020.'

- The Panel was reminded of its earlier request (Minute O&S.4/20 above refers) to receive an update on the proposed formation of a Wholly Owned Company at its meeting to be held on 8 October 2020.

(Meeting started at 10.00 am and concluded at 11.50 am)

Chairman

PUBLIC FORUM PROCEDURES

(a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Panel in relation to agenda items (and in accordance with the O&S rules in Part 4). This session will last for up to fifteen minutes at the beginning of each meeting.

(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 the Democratic Services Lead Specialist by 5.00pm on the Monday, 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 Development Management 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.

This page is intentionally left blank

SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN

This is the Leader of Council's provisional forward plan for the four months starting October 2020. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive 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 Executive and all councillors, the public, and other stakeholders. It will also assist the Council's Overview and Scrutiny Panel in planning their contribution to policy development and holding the Executive to account.

Local authorities are required to publish updated forward plans on a regular basis. The Plan is published in hard copy and on the Council's website (www.southhams.gov.uk)

The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.

Leader of the Council – Cllr Judy Pearce

Deputy Leader – Cllr Hilary Bastone

Lead Executive Member for Health and Wellbeing – Cllr Jonathan Hawkins

Lead Executive Member for Communities and Enterprise – Cllr David May

Lead Executive Member for Environment – Cllr Keith Baldry

Lead Executive Member for Customer Service Delivery – Cllr Nicky Hopwood

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting Democratic Services on 01803 861105 or by e-mail to democratic.services@swdevon.gov.uk

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

KEY DECISIONS TO BE TAKEN BY THE EXECUTIVE

Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Decision	Consultees and means of Consultation
Strategy	<p>Title: Housing Strategy 2021-2026 Purpose of report: To seek Executive approval of the Housing Strategy priorities (based on the outputs from September 2020 Member Workshops) and the timeline & process for adoption of the Council’s Housing Strategy by April 2021.</p>	Cllr Pearce / Chris Brook	Report of Director of Place and Enterprise	22 October 2020	
Council	<p>Title: Medium Term Financial Strategy for the five years 2021/22 to 2025/26 Purpose of the report: To set the strategic intention for all of the different strands of funding available to the Council. This brings together all known factors affecting the Council’s financial position and its financial sustainability, to provide a long term financial forecast.</p>	Cllr Pearce / Lisa Buckle	Report of S151 Officer	22 October 2020	
Council	<p>Title: Capital Budget Monitoring Quarter 1 and Quarter 2 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2020/21, including an assessment of their financial position</p>	Cllr Bastone / Lisa Buckle	Report of S151 Officer	22 October 2020	
Environment	<p>Title: FCC Contract Review Purpose: To provide Members with a review of the FCC contract performance</p>	Cllr Baldry / Jane Savage	Report of Head of Commissioning and Contracts	22 October 2020	
Environment	<p>Title: Consolidation of Off Street Parking Places Order Purpose: To seek consolidation of approval for our off street parking order</p>	Cllr Baldry / Emma Widdicombe	Report of Senior Specialist Parking	22 October 2020	

Homes	Title: Gypsy and Traveller update and options Purpose of report: To provide an update to Members for future options on Gypsy, Traveller and Caravan dwelling community	Cllr Bastone / Alex Rehaag	Report of Senior Specialist Affordable Housing	22 October 2020	
Enterprise	Title: Release of S106 Funds for Affordable Housing Projects Purpose of report: To seek approval for Affordable Housing S106 expenditure on a Community Led Housing Scheme in Stoke Gabriel	Cllr Bastone / Cassandra Harrison	Report of Specialist (Place Making)	22 October 2020	
Homes	Title: Council Tax Reduction Scheme Purpose of report: To seek approval for revised Council Tax Reduction scheme	Cllr Hawkins / Issy Blake	Report of the Head of Housing, Revenues and Benefits	3 December 2020	
Council	Title: Write Off Report for Quarter 2 Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	Cllr Bastone / Lisa Buckle	Report of Strategic Finance Lead	3 December 2020	
Council	Title: Revenue Budget Monitoring to October Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2020/21, and to provide a forecast of the year end position	Cllr Bastone / Pauline Henstock	Report of Head of Finance	3 December 2020	
Council	Title: Draft Revenue Budget Proposals 2021/22 Purpose: To present Budget proposals for 2021/22	Cllr Pearce / Lisa Buckle	Report of Strategic Lead of Finance	3 December 2020	
Council	Title: Capital Budget Monitoring Quarter 2 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2020/21, including an assessment of their financial position	Cllr Bastone / Pauline Henstock	Report of Head of Finance	3 December 2020	

Enterprise	Title: Revision to the Commercial Investment Strategy Purpose: To incorporate the changes to the PWLB following the outcome of the consultation and make recommendations relating to regeneration.	Cllr Bastone / Chris Brook	Report of Director of Place and Enterprise	3 December 2020	
Environment	Title: Outcome of TAP Consultation on Parking Charges increase Purpose of report: To outline where the 4% increase in car parking charges, agreed at Full Council 13 th February, will be applied in SHDC car parks	Cllr Baldry / Emma Widdicombe	Report of Senior Specialist Parking	3 December 2020	outstanding issue of fee increase and also looking at car park management, perhaps to introduce ANPR (automatic number plate recognition) or barriers (linking in to Localities and enforcement) therefore broader piece of work may be required. Car parking and street car parking enforcement to be discussed with Devon County Council to talk to about joint enforcement.
Enterprise	Title: Regeneration Projects Update Purpose: to update the Council on any commercial investment opportunities	Cllr Bastone / Chris Brook	Report of Director of Place and Enterprise	3 December 2020	
Strategy / Homes	Title: To present for consideration the final draft Housing Strategy Purpose: To present the final housing strategy and the outcome of stakeholder consultation	Cllr Pearce / Issy Blake	Report of the Head of Housing, Revenues and Benefits	3 December 2020	
Council	Title: Draft Capital Programme Proposals 2021/22 Purpose: To present Capital Programme proposals for 2021/22	Cllr Pearce / Lisa Buckle	Report of Strategic Lead of Finance	3 December 2020	
Council	Title: Revenue Budget Monitoring Quarter 3 Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against	Pauline Henstock / Cllr Bastone	Report of Head of Finance	28 January 2021	

	the approved revenue budget for 2020/21, and to provide a forecast of the year end position				
Council	Title: Capital Budget Monitoring Quarter 3 Purpose of report: The report advises Members of the progress on individual schemes within the approved capital programme for 2020/21, including an assessment of their financial position	Pauline Henstock / Cllr Bastone	Report of Head of Finance	28 January 2021	
Council	Title: Write Off Report for Quarter 3 Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.	Lisa Buckle / Cllr Bastone	Report of Strategic Lead of Finance	28 January 2021	
Council	Title: Revenue Budget Proposals 2021/22 Purpose: To present Budget proposals for 2021/22	Lisa Buckle / Cllr Pearce	Report of Strategic Lead of Finance	28 January 2021	
Council	Title: Capital Programme Proposals 2021/22 Purpose: To present Capital Programme proposals for 2021/22	Lisa Buckle / Cllr Pearce	Report of Strategic Lead of Finance	28 January 2021	
Environment	Title: Grounds Maintenance – Business Plan Purpose of report: To seek adoption of the business plan following on from the Grounds Maintenance review	Cllr Baldry/Sarah Moody	Report of Business Manager – Case Management	28 January 2021	

This page is intentionally left blank

Report to: **Overview & Scrutiny Panel**

Date: **8 October 2020**

Title: **Housing Strategy: Progress Update**

Portfolio Area: **Cllr Hilary Bastone**
Executive Lead: Homes

Wards Affected: **All**

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

Date next steps can be taken: A version of this report is to be presented to the Executive meeting to be held on 22 October 2020

Author: **Isabel Blake** Role: **Head of Housing, Revenues & Benefits Practice**

Contact: **01822 813551 email:Isabel.blake@swdevon.gov.uk**

RECOMMENDATION:

That Overview and Scrutiny Panel:

- 1. note the progress of the Housing Strategy to date; and**
- 2. endorse the proposed way forward and for all Members to continue to contribute to this key policy development.**

1. Executive summary

- 1.1 South Hams District Council has adopted a Corporate Strategy which includes the theme of 'Homes- Enabling homes that meet the needs of all' and at the Executive meeting on 17th September 2020, the Leader set out as part of her future priorities, that we will Sustain and support our vibrant towns and villages, through the delivery of the JLP, and by putting housing for the community first.
- 1.2 In supporting these priorities, the Council is preparing a five year Housing Strategy (jointly with West Devon Borough Council) for adoption by April 2021. The Strategy will set out the Council's vision and priorities for Housing until March 2026.
- 1.3 This report seeks endorsement of the approach to date, and of Members emerging priorities.

- 1.4 It is anticipated that a draft Strategy will be presented to Executive in December 2020, with a recommendation to undertake a public consultation. The public consultation will be active over December/January, before returning to Executive in February with adoption (subject to all necessary approvals) by full Council in March 2021.

2. Background

- 2.1 The Council currently has a number of housing related policies and strategies that set delivery priorities. These include the Homelessness Strategy, Community Housing Strategy and a Rough Sleeper Strategy. The Council does not however currently have a Housing Strategy to bring all of these strands together.
- 2.2 South Hams District Council already has a Joint Local Plan (JLP) with West Devon Borough Council and Plymouth City Council. The JLP is demonstrating, through our monitoring, that it is already delivering the required 30% of affordable housing of our overall supply on an annual basis. The Housing Strategy will not replace the JLP, instead it will exist to enhance it, with a focus not only on new affordable housing but across all areas of the Council's responsibilities in meeting housing need.
- 2.3 Since the Council last adopted a Housing Strategy there have been vast changes to national policy, including primary legislation and more locally we have seen adoption of our own local plan, jointly with West Devon & Plymouth.
- 2.4 In order to facilitate the development of the Housing Strategy, Members were asked to complete a survey setting out what they consider to be the priorities. The survey ran for two weeks with twenty-one responses being received. The full results of the survey are attached to this report at Appendix 1.
- 2.5 In order to further explore Members priorities, a full member workshop was held on 17th September 2020. The session was attended by 19 Members who were provided with the opportunity to ask Officers questions to understand current activity and future challenges.

3. Outcomes/outputs

- 3.1 During the workshop, Members were presented with the results of the survey and supported developing the Strategy under two broad themes:
 - **Housing for Place** which will concerns itself with actions around the built environment, quality and type of housing and;

- **Housing for People** which will focus on the housing needs of our residents and how we might contribute to improving these the proposal to develop a Strategy along two key themes;

3.2 The survey and workshop highlighted Member priorities under each of these themes as:-

Housing for Place

- Maximising affordable housing delivery according to need
- Promoting balanced and sustainable communities
- New Housing developments that reduce our carbon footprint and fuel poverty
- Council as a developer of new housing
- Planning for future health needs

Housing for People

- Reducing fuel bills through better designed and/or insulated homes
- Reducing fuel poverty through retrofitting existing housing stock
- Improving Health and Wellbeing
- Reducing Anti-Social Behaviour in Neighbourhoods
- Addressing under occupation and overcrowding

3.3 Having explored the priorities in more detail, Members were asked to consider an overall 'strapline' for the Strategy. "**Better Homes, Better Lives**" was put forward as this encapsulates the priorities Members have so far indicated they wish to include. It is also a clear and succinct statement of the strategy aims.

3.4 A short summary of outputs from the workshop is attached at Appendix 2 to this report. This, along with the results of the Member survey will now be used for Officers to engage with partner organisations in order to ensure that the final strategy is aligned to their priorities and where common aims are identified, these are captured in the Strategy.

3.5 The Housing Strategy will also have clear links to the Council's Covid-19 Recovery Plan which was considered by Council on 24th September 2020. Through developing of the Recovery Plan, Members set a number of actions to be explored including:-

- a. Action 1.14 – Consider the benefits of the Council becoming a social landlord
- b. Action 2.1 Raise awareness of Community and Affordable Housing Schemes

These will both be considered through delivery of the Strategy.

3.6 The timeline for the next stages of Strategy Development is as follows:

22 nd October 2020	Executive Consideration of draft strategy priorities
23 rd October – 11 th November 2020	Officer engagement with partners on draft strategy priorities
3 rd December 2020	Executive consideration of draft strategy and agreement to commence public consultation
4 th December 2020 – 15 th January 2021	Public consultation
March 2021	Executive consideration of public consultation results and recommendation to Council for adoption of final strategy. Council – Adoption of Housing Strategy 2021- 2026

- 3.7 Additionally, the Executive Lead for Homes Invites the Overview & Scrutiny Panel to consider if they wish to have the opportunity to consider the results of the public consultation.

Strategy Development Governance

- 3.8 The development of the strategy is being undertaken by officers from across the Council.
- 3.9 The project team includes:-
- Strategic Director Place and Enterprise (SLT Lead)
 - Head of Housing, Revenues and Benefits (Project Lead)
 - Housing Specialists
 - Assets Specialists
 - Placemaking Specialists
 - EH Specialists
- 3.10 The project team meet on a weekly basis to ensure that the strategy is being developed in line with existing policy and strategy (JLP, Community Housing etc) but to also ensure that we draw on innovative practices from across the Country in shaping our strategy.
- 3.11 The Head of Housing, Revenues and Benefits regularly engages with the Senior Leadership Team and Deputy Leader (as Lead Executive Member) to ensure that progress is maintained.

4. Options available and consideration of risk

- 4.1 The Strategy is being developed at a time when there is a fast moving national policy agenda. The upcoming planning white paper could have implications for the future deliverability of the Strategy not least because of the proposed changes to the threshold for affordable housing.

4.2 We have also yet to fully understand the long term impacts that the Covid-19 pandemic will have on the Council and South Hams communities. We know that there will be increased financial challenges for individuals and families which will have an impact on the housing options available to them.

4.3 Given the uncertainties currently faced, it will be important that the Strategy provides enough flexibility so that the Council can adapt to meet future demands but also to develop any possible opportunities that may present.

4.4 It is anticipated that a strategy will be considered for adoption by Council in March 2021. This is however dependent on future impacts of Covid-19 as many of the officers required to support the development of the Strategy are the same officers that have the knowledge and skills to support our communities should this be needed.

5. Proposed Way Forward

5.1 While there are a number of uncertainties at this moment in time (as set out in Section 4), it is still considered that the Council should take the positive step of creating and adopting a five year Housing Strategy.

5.2 Between this report and December, Officers will be working with the Lead Member in developing Member's priorities and formulating the strategy on how we will deliver them. We will also consult with statutory and voluntary organisations to ensure where possible the strategy can be delivered using a multi-agency partner approach.

5.3 It is anticipated that when formal public consultation commences in December 2020, it will be carried out in line with the best practice for consultation and engagement currently being identified by the O&S Consultation and Engagement Task & Finish Group.

5.4 In order to ensure the Strategy remains relevant and responsive to the changing situation, it will be accompanied by a delivery plan which will be reviewed and refreshed each year with annual Member workshops informing the updates.

5.5 The proposed way forward is therefore that officers continue to develop the Housing Strategy along the timescales suggested in this report and the timeline in section 3.5

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Whilst not a legal requirement to have a Housing Strategy, the Council has a range of statutory duties relating to housing conditions, housing, and

		homelessness. This strategy will assist the Council in meeting these duties.
Financial implications to include reference to value for money	Y	As part of the strategy all housing related budgets will be collated. Any additional activity, identified as part of any emerging delivery plan will be considered for feasibility within normal yearly budgeting activity.
Risk	Y	The risk of not delivering the strategy, or subsequent aspects of a delivery plan relate to <ul style="list-style-type: none"> • Potential changing factors (eg covid-19) could lead to an increased demand for statutory services • Future changes to national policy (in particular the planning white paper, which sets out for consultation fundamental changes to the thresholds for affordable housing)
Supporting Corporate Strategy	Y	Homes & Wellbeing
Climate Change - Carbon / Biodiversity Impact	Y	The climate change strategy will be a key document and Members have already indicated their priorities for greener homes & energy, whilst balancing fuel poverty.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	There will be an Equality Impact Assessment completed as part of the process.
Safeguarding	Y	There are no direct safeguarding implications arising from this report.
Community Safety, Crime and Disorder	Y	It is anticipated that the Housing Strategy will impact positively on social cohesion.
Health, Safety and Wellbeing	Y	The focus of the strategy is to improve wellbeing by a range of measures to address housing need.
Other implications		

Supporting Information

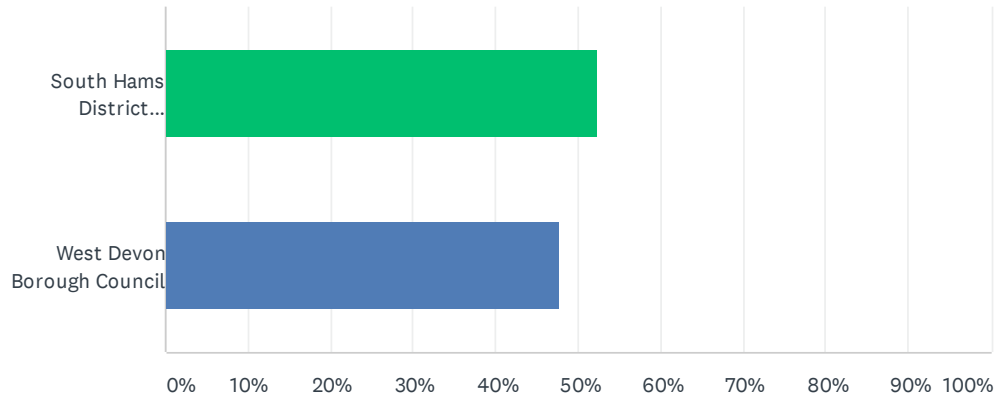
Appendices:

Appendix 1 – Member Survey Responses

Appendix 2 – Summary of Member workshop outputs

Q1 Which Council do you represent

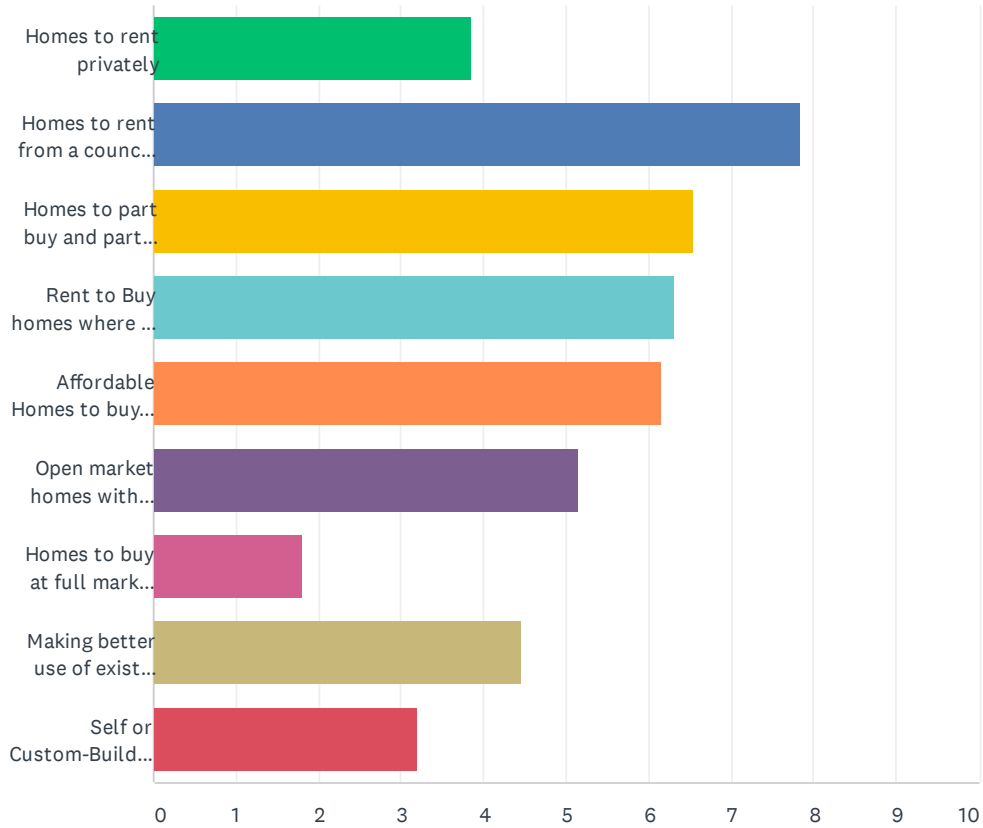
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
South Hams District Council	52.38%	11
West Devon Borough Council	47.62%	10
TOTAL		21

Q2 In your own experience as an elected representative and in the context of the fact file provided, please prioritise the following types of housing tenures (1 being top priority, 9 being lowest priority)

Answered: 20 Skipped: 1

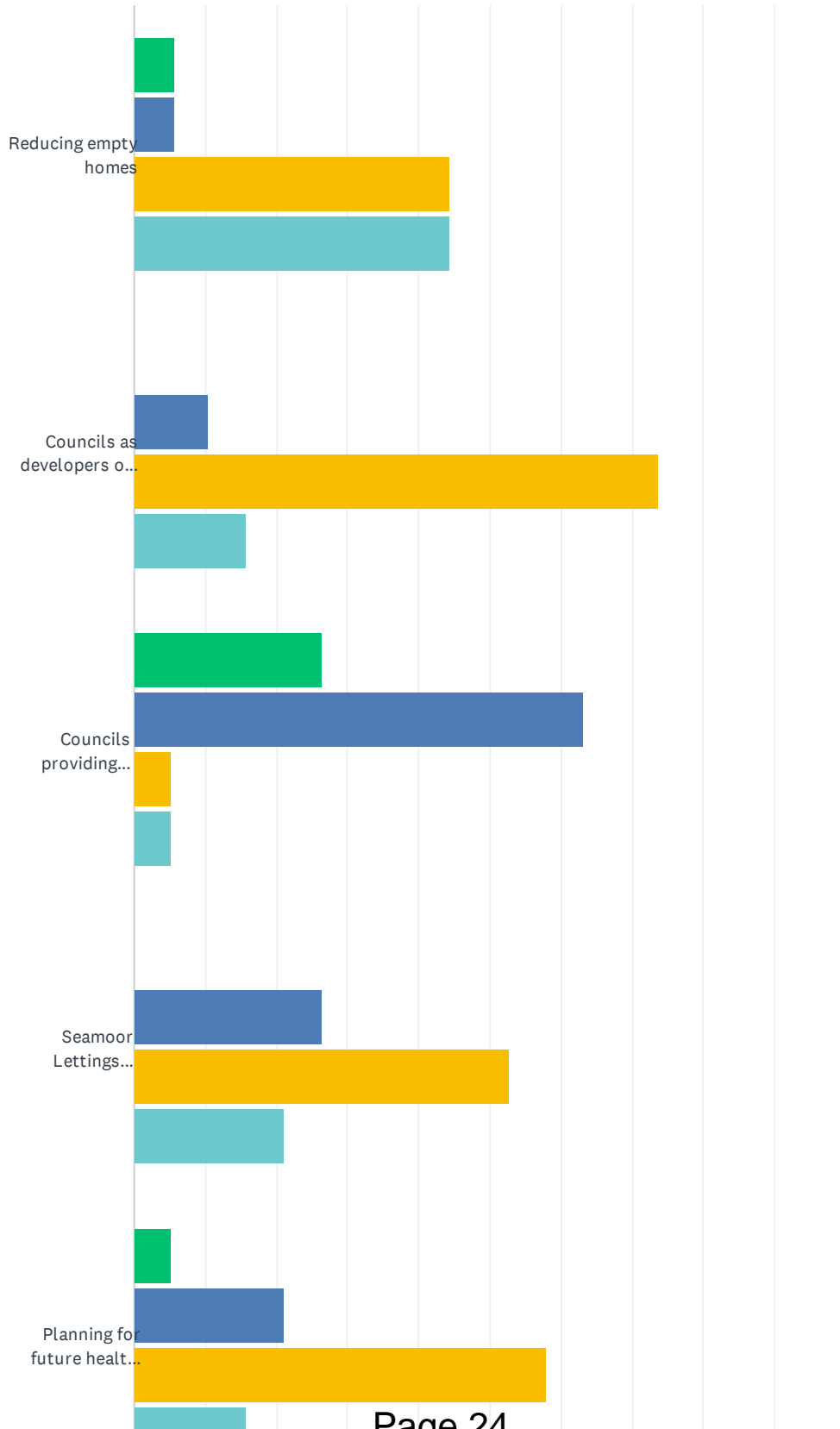


Housing Strategy Priorities Survey

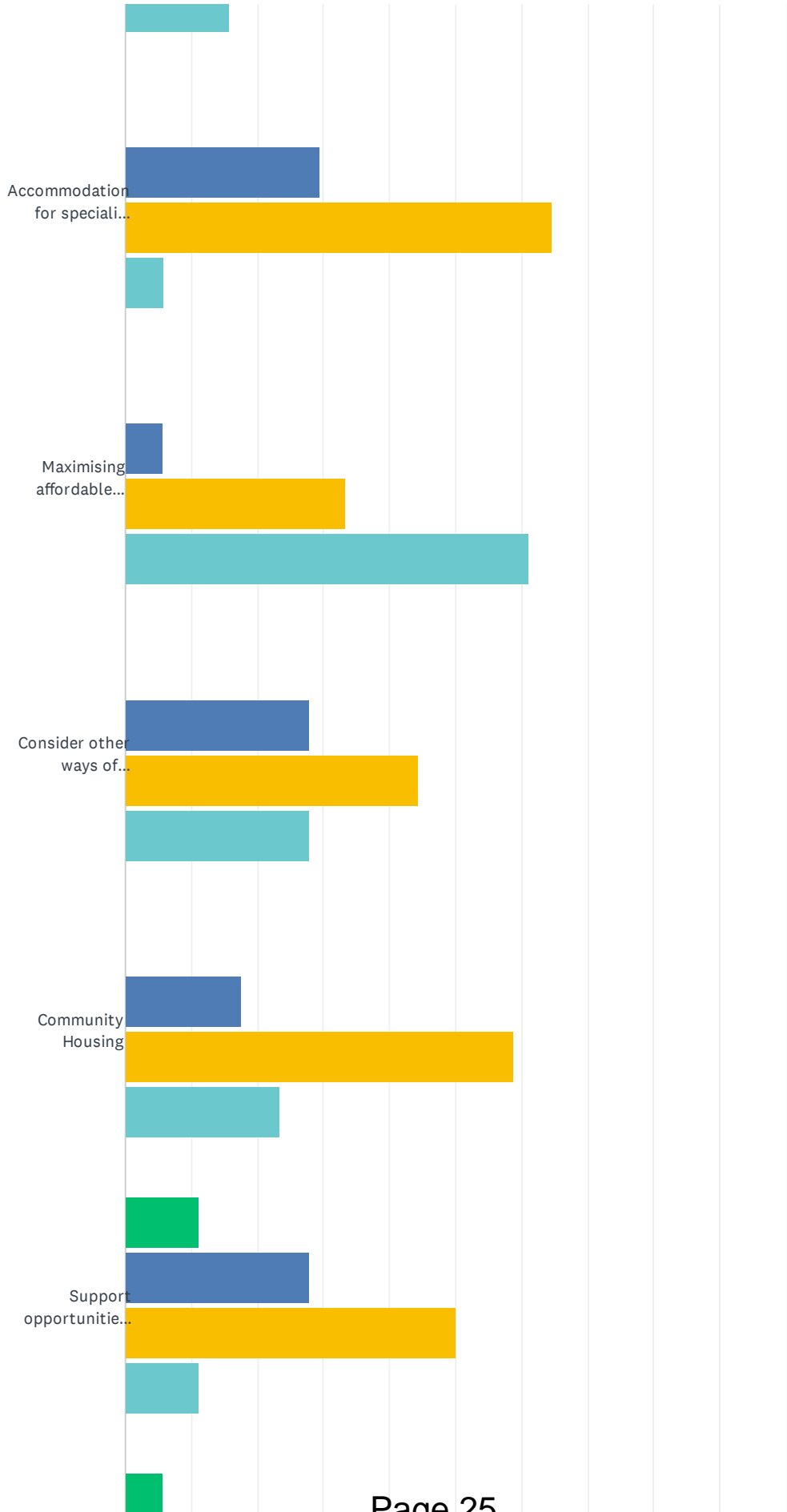
	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Homes to rent privately	10.53% 2	0.00% 0	10.53% 2	5.26% 1	10.53% 2	5.26% 1	5.26% 1	42.11% 8	10.53% 2	19	3.8
Homes to rent from a council or housing association at rents which are lower than market rents	70.00% 14	10.00% 2	5.00% 1	0.00% 0	5.00% 1	0.00% 0	0.00% 0	5.00% 1	5.00% 1	20	7.0
Homes to part buy and part rent (also known as shared ownership) helping people to get on the home ownership ladder	0.00% 0	40.00% 8	30.00% 6	10.00% 2	5.00% 1	5.00% 1	5.00% 1	0.00% 0	5.00% 1	20	6.5
Rent to Buy homes where you rent your home with the intention of buying it within a set period of time	5.26% 1	15.79% 3	31.58% 6	26.32% 5	5.26% 1	5.26% 1	10.53% 2	0.00% 0	0.00% 0	19	6.5
Affordable Homes to buy at a discount of the open market value (typically 55%-65%)	5.00% 1	20.00% 4	10.00% 2	30.00% 6	25.00% 5	5.00% 1	5.00% 1	0.00% 0	0.00% 0	20	6.0
Open market homes with restricted ownership/occupation to local people (within the JLP area)	5.00% 1	10.00% 2	5.00% 1	10.00% 2	30.00% 6	25.00% 5	15.00% 3	0.00% 0	0.00% 0	20	5.0
Homes to buy at full market price with or without a mortgage	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	21.05% 4	21.05% 4	52.63% 10	19	1.7
Making better use of existing housing stock (regeneration & retrofitting)	5.00% 1	5.00% 1	5.00% 1	15.00% 3	10.00% 2	30.00% 6	15.00% 3	5.00% 1	10.00% 2	20	4.4
Self or Custom-Build housing plots (both market and affordable)	0.00% 0	0.00% 0	5.00% 1	5.00% 1	10.00% 2	20.00% 4	20.00% 4	25.00% 5	15.00% 3	20	3.0

Q3 Thinking about Housing for Place, how important do you consider the following to be?

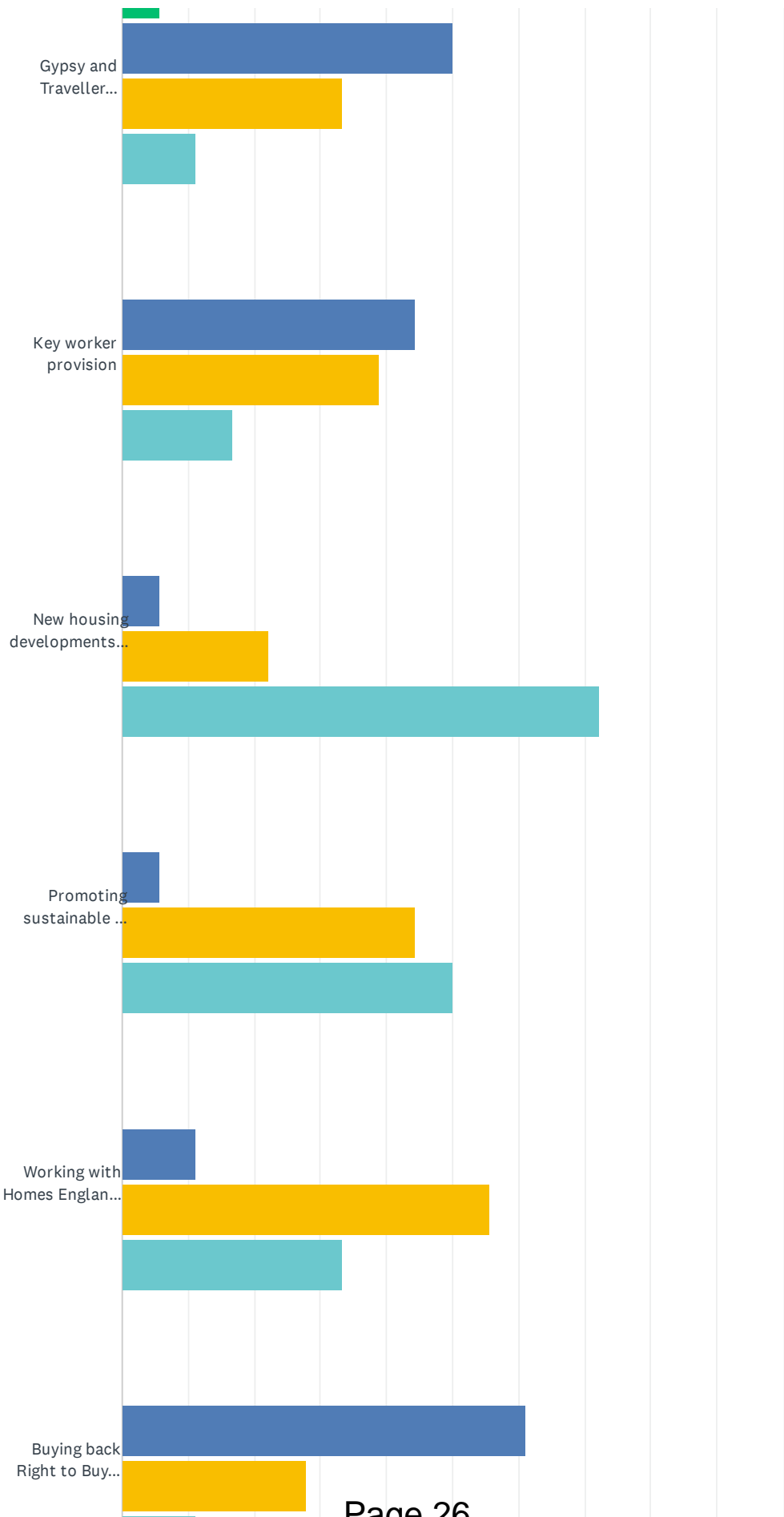
Answered: 19 Skipped: 2



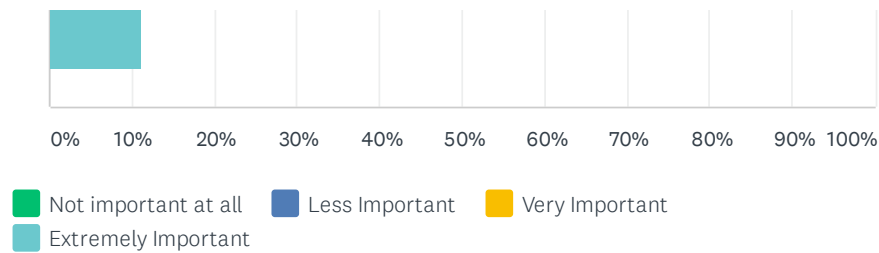
Housing Strategy Priorities Survey



Housing Strategy Priorities Survey



Housing Strategy Priorities Survey



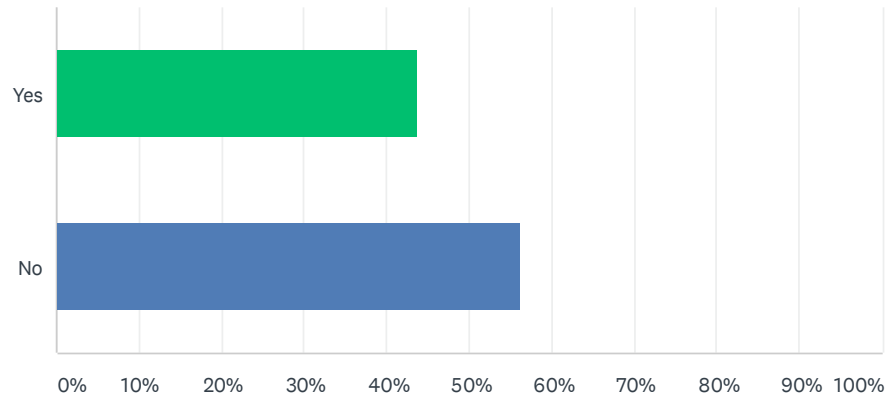
	NOT IMPORTANT AT ALL	LESS IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Reducing empty homes	5.56% 1	5.56% 1	44.44% 8	44.44% 8	18	3.72
Councils as developers of new housing	0.00% 0	10.53% 2	73.68% 14	15.79% 3	19	3.79
Councils providing finance/mortgages to new homeowners	26.32% 5	63.16% 12	5.26% 1	5.26% 1	19	1.95
Seamoor Lettings (Councils rental Property Management Service)	0.00% 0	26.32% 5	52.63% 10	21.05% 4	19	3.47
Planning for future health needs	5.26% 1	21.05% 4	57.89% 11	15.79% 3	19	3.42
Accommodation for specialist needs i.e those with learning disabilities, extra care needs or hostel type accommodation	0.00% 0	29.41% 5	64.71% 11	5.88% 1	17	3.41
Maximising affordable housing delivery according to need	0.00% 0	5.56% 1	33.33% 6	61.11% 11	18	3.89
Consider other ways of building affordable homes such as co-operatives, community land trusts, live/work spaces and others	0.00% 0	27.78% 5	44.44% 8	27.78% 5	18	3.44
Community Housing	0.00% 0	17.65% 3	58.82% 10	23.53% 4	17	3.65
Support opportunities for self-build	11.11% 2	27.78% 5	50.00% 9	11.11% 2	18	3.11
Gypsy and Traveller provision	5.56% 1	50.00% 9	33.33% 6	11.11% 2	18	2.83
Key worker provision	0.00% 0	44.44% 8	38.89% 7	16.67% 3	18	3.11
New housing developments that reduce our carbon footprint and fuel poverty	0.00% 0	5.56% 1	22.22% 4	72.22% 13	18	3.89
Promoting sustainable and balanced communities	0.00% 0	5.56% 1	44.44% 8	50.00% 9	18	3.89
Working with Homes England to encourage more Grant Funding into the Council	0.00% 0	11.11% 2	55.56% 10	33.33% 6	18	3.78
Buying back Right to Buy Resales	0.00% 0	61.11% 11	27.78% 5	11.11% 2	18	2.78

Housing Strategy Priorities Survey

#	ANY WE HAVE MISSED?	DATE
1	ensuring any housing build meets local needs and takes local views into account	8/25/2020 8:29 AM
2	Providing homes of a better quality, e.g. the Parker Morris standards on space and storage etc.	8/19/2020 3:16 PM
3	1. Retrofitting existing housing to as close to passive house specification as possible 2. Build high quality, low carbon council housing to meet local needs	8/17/2020 2:06 PM
4	Homeworking facilities. Relationship to public transport. Infrastructure and route planning a a basic plan underpinning the whole of the South Hams. Lobbying government to support 'affordable' to mean housing costs to be 3.5 multiplier on average salary.	8/13/2020 8:48 PM
5	We need to decide whether we are a bank and competing with other financial institutions or about helping local people who need assistance with their housing needs, i.e. rentals tenancy agreements.	8/10/2020 2:57 PM
6	Difficult to be very subtle with only four choices!	8/8/2020 9:44 AM

Q4 Would you support a reduction in Affordable Housing to bring forward more specialist accommodation where a local need exists. For example, more disabled adapted accommodation?

Answered: 16 Skipped: 5

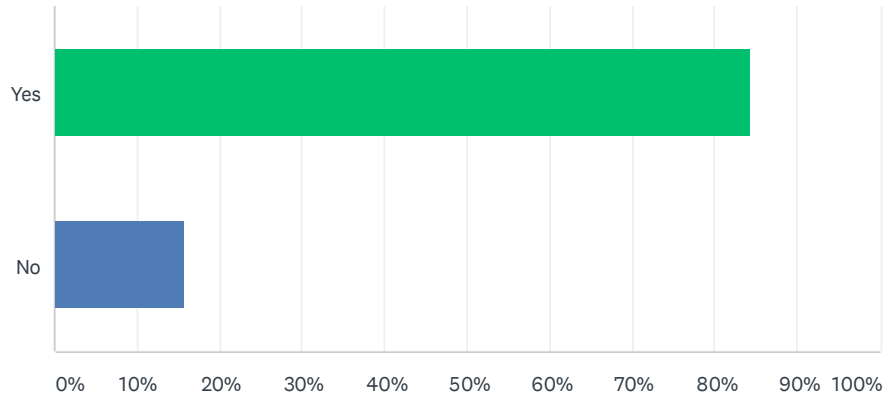


ANSWER CHOICES	RESPONSES
Yes	43.75% 7
No	56.25% 9
Total Respondents: 16	

#	OTHER (PLEASE SPECIFY)	DATE
1	'affordable housing' is not truly affordable on local wages so is a misnomer. All housing needs to be designed and built to be adaptable, initial planning for this is crucial.	8/25/2020 8:29 AM
2	These should be complementary, not a question of either/or. Both are urgently needed.	8/19/2020 3:16 PM
3	that need should be met in addition to affordable housing provision - 30% affordable is already a very low requirement	8/17/2020 2:06 PM
4	Dependant on location and application details	8/17/2020 9:59 AM
5	You don't specify what reduction - in numbers of affordable houses? - No; in reduction of the cost from 80% of standard pricing to 55% - Yes. Should disabled adapted accommodation be provided by this fund - No, but by increasing Community Charge on unoccupied houses.	8/13/2020 8:48 PM
6	A bit of a don't know, as I remember homes being specifically developed and fitted out for a certain family for it to be turned down on completion. The house ended up going to the next person on the top of the list who were able bodied. A house for a disabled person gone.	8/10/2020 2:57 PM
7	Where local needs exist (when established by a housing needs assessment only)	8/10/2020 10:30 AM
8	Depends on the adaptation, but all affordable housing should be to lifetime homes standards because such a high proportion of Affordable housing tenants are disabled.	8/8/2020 9:44 AM

Q5 Do you think the Council should consider buying new homes 'off the shelf' from developers if the price was right?

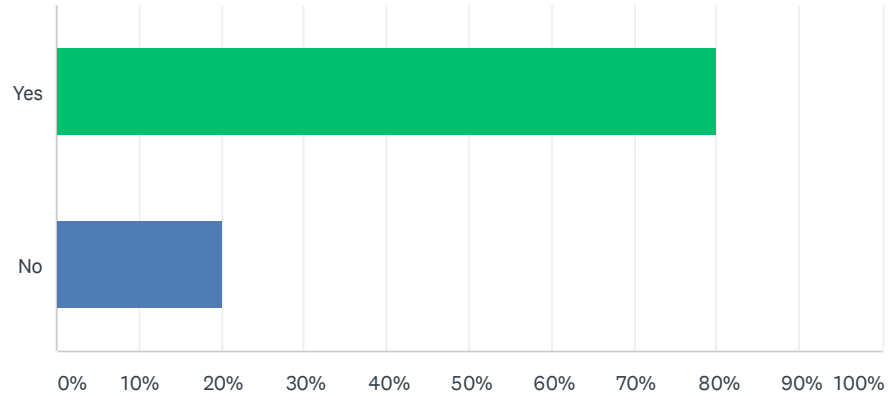
Answered: 19 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	84.21%	16
No	15.79%	3
Total Respondents: 19		

Q6 As you feel that the Council should consider buying new homes 'off the shelf' from developers, do you think that this should be focused around town and local centres where there are employment opportunities?

Answered: 15 Skipped: 6

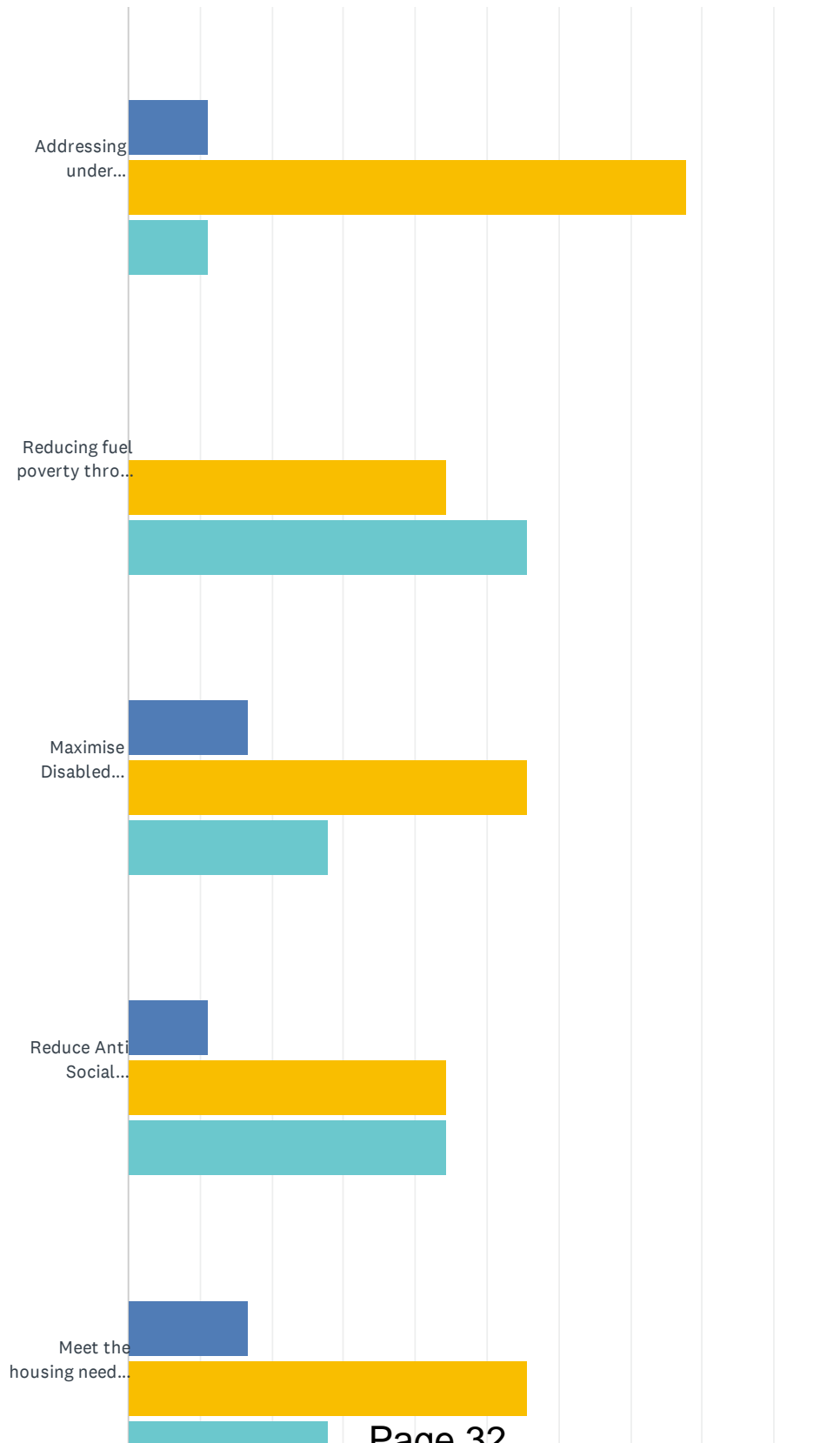


ANSWER CHOICES	RESPONSES
Yes	80.00% 12
No	20.00% 3
TOTAL	15

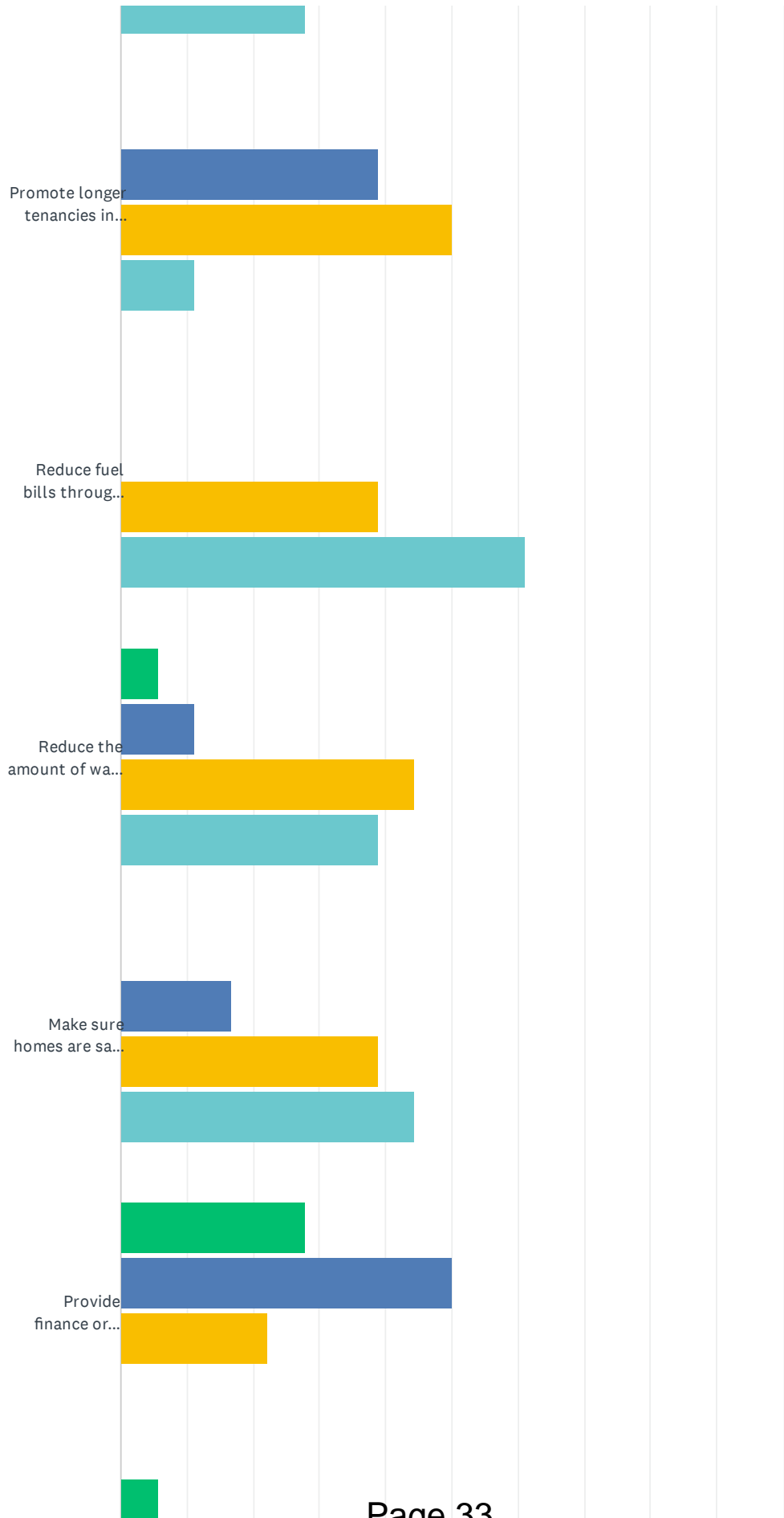
#	OTHER (PLEASE SPECIFY)	DATE
1	yes, depending on circumstances and environmental considerations	8/25/2020 8:30 AM
2	With our geography we need housing both in towns and rural areas. There are employment opportunities in both.	8/19/2020 3:18 PM
3	we live in a rural area where we need to stimulate people working in agriculture and local food production. the distorted focus on town centre development is leading to endless suburbia	8/17/2020 2:08 PM
4	However some support should be considered in rural areas if there is a need.	8/17/2020 10:00 AM
5	Again a don't know, as there are villages with small developments where we could have people on the housing list, who may be agricultural workers who desperately need housing. Farming wages aren't great so they can't usually afford to buy in the village or privately rent.	8/10/2020 3:02 PM
6	Wherever the price is right	8/10/2020 1:20 PM
7	Assuming that this would be for the purposes of 'affordable rents' in the area that the council serves only. Not as a 'speculative' activity to simply generate revenue.	8/10/2020 10:33 AM
8	House builders unlikely to sell unless they get 'caught out' by economic events - RPs can always buy them too.	8/8/2020 9:45 AM

Q7 Thinking about Housing for People, how important do you consider the following to be?

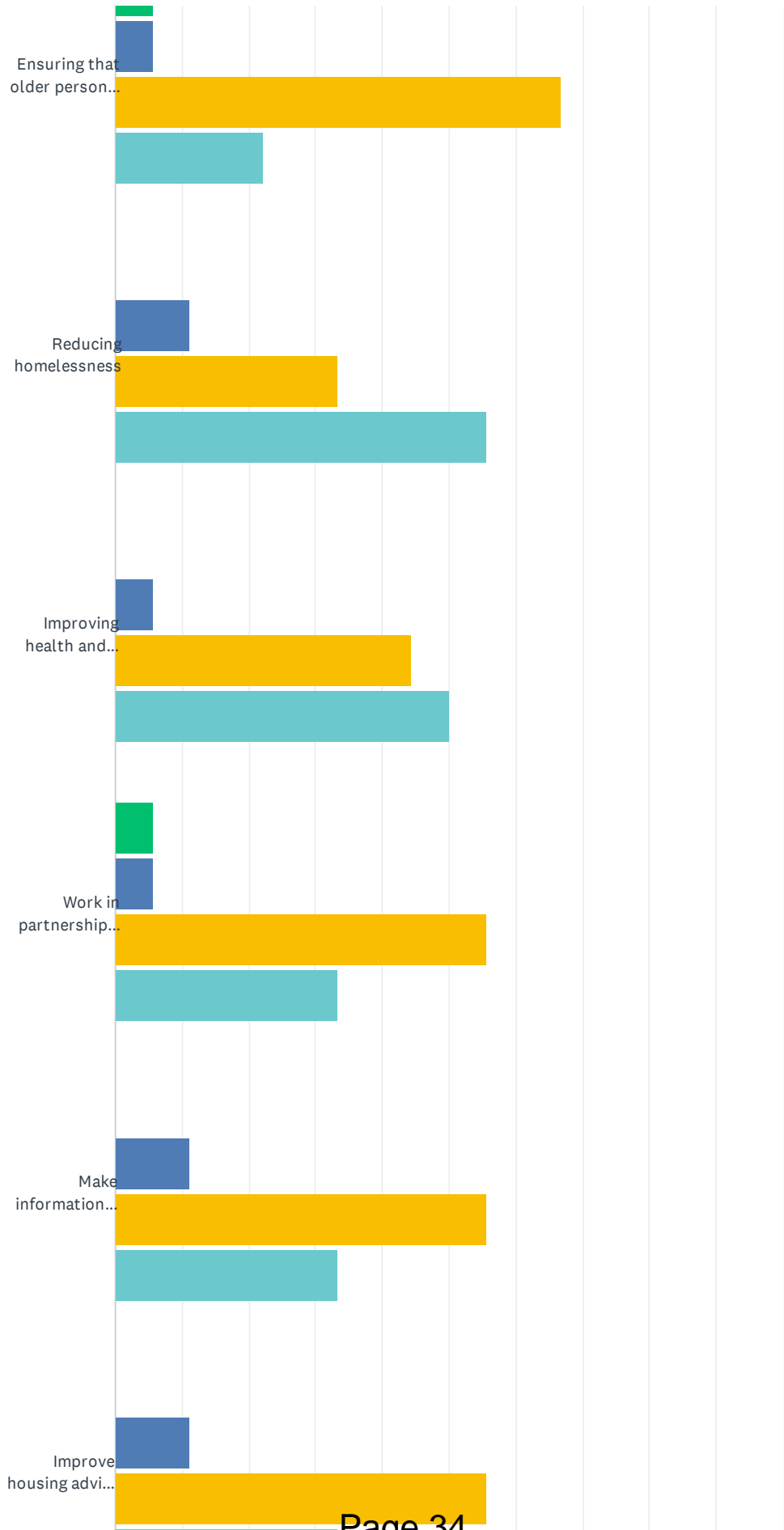
Answered: 18 Skipped: 3



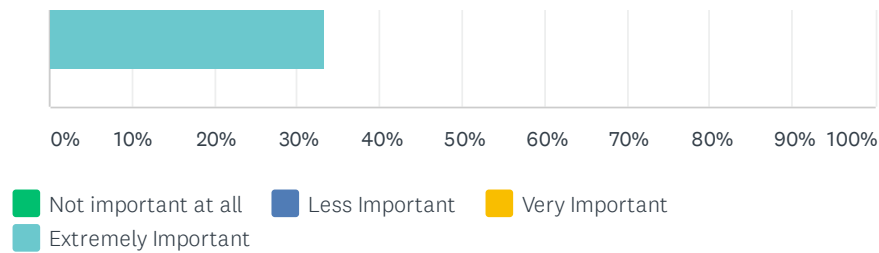
Housing Strategy Priorities Survey



Housing Strategy Priorities Survey



Housing Strategy Priorities Survey



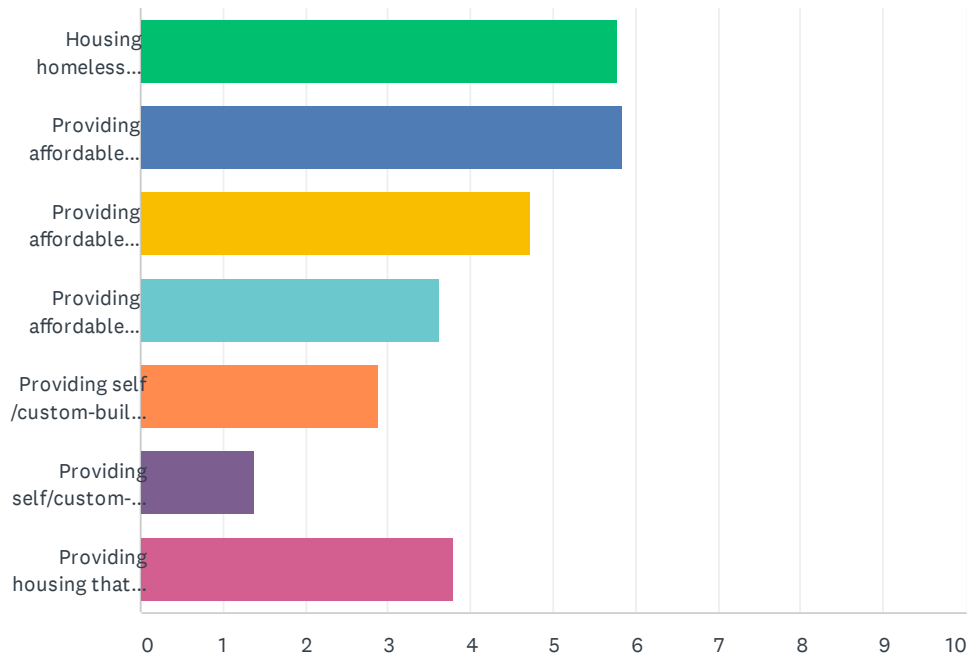
	NOT IMPORTANT AT ALL	LESS IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Addressing under occupation & overcrowding in Social Housing	0.00% 0	11.11% 2	77.78% 14	11.11% 2	18	3.78
Reducing fuel poverty through retrofitting of existing housing stock (whilst responding to climate change)	0.00% 0	0.00% 0	44.44% 8	55.56% 10	18	4.00
Maximise Disabled facilities grant uptake leading to reduction in hospital admissions & requirement for residential care	0.00% 0	16.67% 3	55.56% 10	27.78% 5	18	3.67
Reduce Anti Social Behaviour in our neighbourhoods	0.00% 0	11.11% 2	44.44% 8	44.44% 8	18	3.78
Meet the housing needs of disabled people	0.00% 0	16.67% 3	55.56% 10	27.78% 5	18	3.67
Promote longer tenancies in the private rented sector so that people can stay in their homes for longer	0.00% 0	38.89% 7	50.00% 9	11.11% 2	18	3.22
Reduce fuel bills through better designed and/or insulated homes	0.00% 0	0.00% 0	38.89% 7	61.11% 11	18	4.00
Reduce the amount of water wasted in our homes	5.56% 1	11.11% 2	44.44% 8	38.89% 7	18	3.61
Make sure homes are safe and secure	0.00% 0	16.67% 3	38.89% 7	44.44% 8	18	3.67
Provide finance or mortgages to individuals looking to buy	27.78% 5	50.00% 9	22.22% 4	0.00% 0	18	2.17
Ensuring that older persons housing meets the needs of an ageing population	5.56% 1	5.56% 1	66.67% 12	22.22% 4	18	3.72
Reducing homelessness	0.00% 0	11.11% 2	33.33% 6	55.56% 10	18	3.78
Improving health and wellbeing	0.00% 0	5.56% 1	44.44% 8	50.00% 9	18	3.89
Work in partnership with Registered Providers to improve standards in their existing stock	5.56% 1	5.56% 1	55.56% 10	33.33% 6	18	3.72
Make information easy to understand, increase self-service and listen to customers	0.00% 0	11.11% 2	55.56% 10	33.33% 6	18	3.78
Improve housing advice services to help people remain independent	0.00% 0	11.11% 2	55.56% 10	33.33% 6	18	3.78

Housing Strategy Priorities Survey

#	ANY WE HAVE MISSED?	DATE
1	aim to reduce the high/unaffordable rents asked by the private sector that lead to poverty and homelessness by providing affordable, sustainable, good standard rentals.	8/25/2020 8:33 AM
2	work in partnership with CLT groups to help them deliver community based housing and different forms of housing such as Co-housing to meet needs and community development	8/17/2020 2:11 PM
3	Increase availability of bungalows for older people who are selling the family home and downsizing. People in that position don't want to move into a flat as they have been accustomed to their own space, however, do need single floor living to allow them to live independently for as long as possible.	8/17/2020 10:44 AM
4	On this and other questions I am sending an email.	8/13/2020 8:54 PM
5	Younger people finding housing, to reduce sofa surfing, break down of family relationships and young people having to move out. Big community housing projects in Manchester are being looked at, which are fine for a city but would need careful adaption for West Devon, although Spring Hill development will be able to fulfil some of the needs of young people.	8/10/2020 3:06 PM
6	Making sure, where possible that all housing developments (both existing and new) have a proportion of land solely dedicated as 'accessible' green space for the immediate community surrounding them, to promote physical health and mental wellbeing amongst residents. Community gardens, small wildlife reserves or allotments or for example.	8/10/2020 10:39 AM
7	- Working up better 'crisis management' systems so NHS does not discharge irresponsibly back to unfit homes. - Doing a lot more PR work to encourage older people to downsize to suitable accommodation early so they are not forced into it in a crisis - i.e. encourage everyone to 'remain in control' of their own housing needs.	8/8/2020 9:50 AM

Q8 Please rank how important the following are to you (from 1 most important to 7 least important)

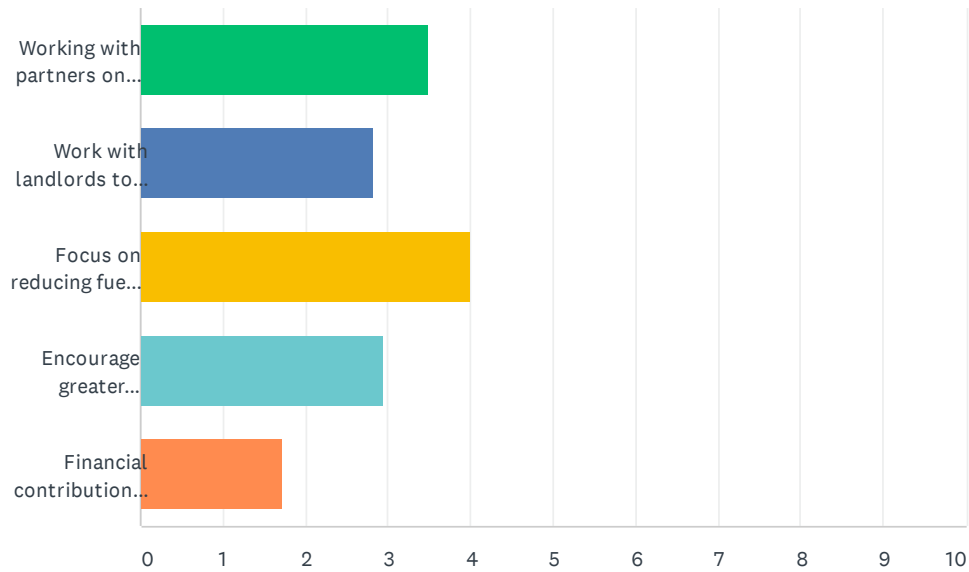
Answered: 18 Skipped: 3



	1	2	3	4	5	6	7	TOTAL	SCORE
Housing homeless families	61.11% 11	11.11% 2	5.56% 1	0.00% 0	16.67% 3	0.00% 0	5.56% 1	18	5.78
Providing affordable housing (to rent or buy) for local people in communities where they have a family or work connection	22.22% 4	50.00% 9	16.67% 3	11.11% 2	0.00% 0	0.00% 0	0.00% 0	18	5.83
Providing affordable housing to rent	5.56% 1	22.22% 4	33.33% 6	27.78% 5	5.56% 1	0.00% 0	5.56% 1	18	4.72
Providing affordable housing to buy	0.00% 0	5.56% 1	22.22% 4	22.22% 4	33.33% 6	11.11% 2	5.56% 1	18	3.61
Providing self /custom-build plots for affordable housing	5.56% 1	0.00% 0	5.56% 1	22.22% 4	11.11% 2	44.44% 8	11.11% 2	18	2.89
Providing self/custom-build plots for market rate housing	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	27.78% 5	66.67% 12	18	1.39
Providing housing that is affordable to run	5.56% 1	11.11% 2	16.67% 3	16.67% 3	27.78% 5	16.67% 3	5.56% 1	18	3.78

Q9 Thinking about the following, please prioritise the actions the Council should undertake to improve the existing housing stock

Answered: 18 Skipped: 3



	1	2	3	4	5	TOTAL	SCORE
Working with partners on regeneration programmes for existing stock	27.78% 5	22.22% 4	27.78% 5	16.67% 3	5.56% 1	18	3.50
Work with landlords to improve the private rented housing stock	11.11% 2	22.22% 4	22.22% 4	27.78% 5	16.67% 3	18	2.83
Focus on reducing fuel poverty through improving the energy efficiency of existing housing	38.89% 7	33.33% 6	16.67% 3	11.11% 2	0.00% 0	18	4.00
Encourage greater flexibility from registered providers to adapt to changing local needs	22.22% 4	5.56% 1	27.78% 5	33.33% 6	11.11% 2	18	2.94
Financial contributions from the Council to support regeneration of existing stock	0.00% 0	16.67% 3	5.56% 1	11.11% 2	66.67% 12	18	1.72

Q10 As an elected Member for your ward, what is your single biggest priority that you feel we should deliver under the Homes Strategy?

Answered: 17 Skipped: 4

#	RESPONSES	DATE
1	To improve the local housing stock to reduce fuel poverty, damp, fossil fuel use and increase the availability of affordable homes for local people.	8/25/2020 8:50 AM
2	More social housing at a truly affordable rent for local families.	8/19/2020 3:28 PM
3	Providing decent home for the homeless that are suitably equipped to minimise fuel poverty.	8/17/2020 2:59 PM
4	Stop promoting / supporting large scale carbon heavy housing that is creating suburbs of market housing and fails to meet local housing needs (and simply enriches the developers). Provide council housing and better policies that support the provision of low carbon housing that supports and meets local housing needs, prioritising those on a low income	8/17/2020 2:20 PM
5	Improving the quality of existing housing stock in terms of energy efficiency.	8/17/2020 10:50 AM
6	Ensure that the right housing stock is provided for the communities they are in.	8/17/2020 10:06 AM
7	Work to get rid of viability (Central Gov't) so we can get the required proportion of affordable homes and developers pay accordingly for the land.	8/16/2020 10:05 PM
8	Affordable Housing.	8/16/2020 6:42 PM
9	Firstly having homes available for first time buyers but then we need the next step up to be more available and affordable. There does not seem to be enough houses for the second step for families which are often the ones they stay in the longest. Perhaps because these houses have gone to second home/holiday home owners!!	8/16/2020 8:05 AM
10	Affordable homes for rent.	8/14/2020 4:53 PM
11	Infrastructure including an improved road network, new cycle ways, doctors' surgery, bridges over the Erme, a hotel, a museum. Housing types to support those on low incomes.	8/13/2020 9:04 PM
12	Homes that are affordable to families to move up the housing ladder and the C.L.T.	8/13/2020 7:59 PM
13	Provision of affordable homes to rent/buy especially for people with a local connection.	8/10/2020 1:55 PM
14	build houses that we need at genuinely affordable prices	8/10/2020 1:26 PM
15	Affordable social housing for local people	8/10/2020 1:21 PM
16	Local 'affordable' for people with a local connection (family etc) that is energy efficient and affordable to run.	8/10/2020 11:07 AM
17	Improvements to local current RP stock through working with them to achieve this. They are charging top whack rents, the stock is all paid for and they are not reinvesting to keep it up to scratch.	8/8/2020 10:00 AM

Q11 We want the new Homes Strategy to be exciting and innovative in responding to local issues. Do you have any ideas that haven't already been covered or examples of innovative projects that you would like the team to explore? If so please detail below

Answered: 13 Skipped: 8

#	RESPONSES	DATE
1	Housing Strategy must be for Environmentally sustainable homes. Look for modular builds using recycled and carbon neutral materials. Plan for the whole life of the build, carbon emissions, end of life and longevity. Housing to have no fossil fuel heating, be cheap to run, generate its own electricity, adaptable and with good local amenities to reduce car usage. Deprioritise cars for cycle ways and pedestrian access, public transport access. Planning for green spaces and family friendly plots, allotments, community buildings and shared communal spaces. Small work shops for local businesses. Build whole communities not tightly packed housing miles from amenities. Inclusivity and adaptability to be a priority for all needs and age groups. Really look at the area, try to image that housing in 50 years time, is it really sustainable? small self sufficient communities are the answer.	8/25/2020 8:50 AM
2	Use some of our investment funds to provide social housing rather than hotels for example. The returns may be comparable and this would be of greater benefit to the local community.	8/19/2020 3:28 PM
3	Community energy schemes. Heat pumps using waste water systems as a source.	8/17/2020 2:59 PM
4	about 5 years ago I provided a ppt that demonstrated examples of low cost Council developed and owned passive housing being delivered that cost about £100k per unit (excl land cost). If SHDC started delivering this kind of housing, we could require developers to do the same	8/17/2020 2:20 PM
5	Provision of Almshouses	8/17/2020 10:50 AM
6	Use of solar panels for electric/water heating should be the norm on new build and restored properties.	8/17/2020 10:06 AM
7	Nothing new but I would like more emphasis on helping Community Land Trusts to provide homes that will always change hands for a given proportion of the open market price.	8/16/2020 10:05 PM
8	I think we need affordable bungalow sites for the older population. Not glorious ones that look over the sea, just sensible possibly one bedroom bungalows in local settings for locals to retire to hence releasing these family homes.	8/16/2020 8:05 AM
9	Ensure new homes are developed with climate change and biodiversity to be a priority.	8/14/2020 4:53 PM
10	Opening up new land south of the A38. Support for the innovative proposal by SDCE and an encouragement for others to bring along similar schemes.	8/13/2020 9:04 PM
11	single dwelling exception sites should be encouraged	8/10/2020 1:26 PM
12	Perhaps already mentioned - Community Land Trusts to stop local people being priced out by wealthier people moving in and raising the price. Also - in response to growing pressure on local services and infrastructure from more and more developments on the edge of existing towns and villages, why not simply pick areas of land next to major transport routes (such as A30, or A38) and build whole villages/towns to meet housing needs. These should be designed as whole communities - with all required infrastructure built FIRST (GP surgeries, school, community centres, shops, pub, recreation grounds) then built out one estate at a time within walking distance of the centre. Basically a smaller version of the Garden Cities of the thirties that could serve as 'model' new villages. This could only be done with Local Authority leadership.	8/10/2020 11:07 AM
13	We have a much older profile than many areas. A trial of younger people living at reduced or no rent in exchange for helping older people live independently would help both groups with their housing needs.	8/8/2020 10:00 AM

South Hams Housing Strategy

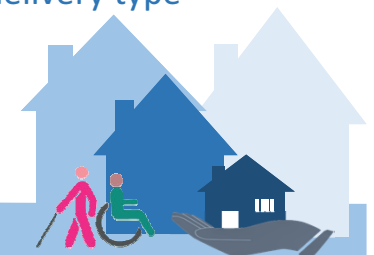
Member Workshop views 17 September 2020

Strategy Development considerations

- Need to consider impact on Strategy of planning reform changes and potential future local government reorganisation
- Infill sites as Exception sites? (phil to do a bit more)
- Strategy split in two – homes for people / homes for place
- Strategy to raise quality standards of new homes (for example in line with Parker Morris standards)
- Mixed tenure developments
- Define what is 'Affordable' for the South Hams
- Could we look to encourage development of shared office / business spaces within residential developments (policy in JLP that does apply to major developments that requires employment sites)
- Make more efficient use of the stock we already have – not always building more
- Key worker provision – should work with partner agencies to identify ways of funding more

Other comments / good practice / training

- Officers to circulate definition of affordable housing to Members and affordable home delivery programme
- One Planet Development Policy – if you can prove that you're living sustainably you can live on agricultural land (aka Low Impact Dwelling Policy) – beyond scope of this strategy but could be included in next JLP review
- Co-Housing (self contained private home as well as shared communal areas) as a different delivery type / model
- Bid submitted for £0.5m for additional insulation projects etc (across sh/wd)
- Need to find ways of speeding up developments



This page is intentionally left blank

Report to: **Overview and Scrutiny Panel**

Date: **8th October 2020**

Title: **Future IT Project Update**

Portfolio Area: **ICT – Cllr N Hopwood**

Wards Affected: **All**

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

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

Author: **Kate Hamp** Role: **Senior Project Specialist**

Contact: kate.hamp@swdevon.gov.uk

RECOMMENDATION:

That the Overview and Scrutiny Panel notes the progress of the Future IT project and evaluation of risks.

1. Executive summary

- 1.1 The contract for the Councils' current core operating systems for handling customer interactions expires on 31st January 2021.
- 1.2 The Future IT Project was set up to procure, install and implement replacement software before this date ensuring that the Council was equipped with a modern platform capable of delivering a fast and effective customer experience.
- 1.3 This report sets out to update Members on the progress made by Officers following the decision to award the contract in February 2020.

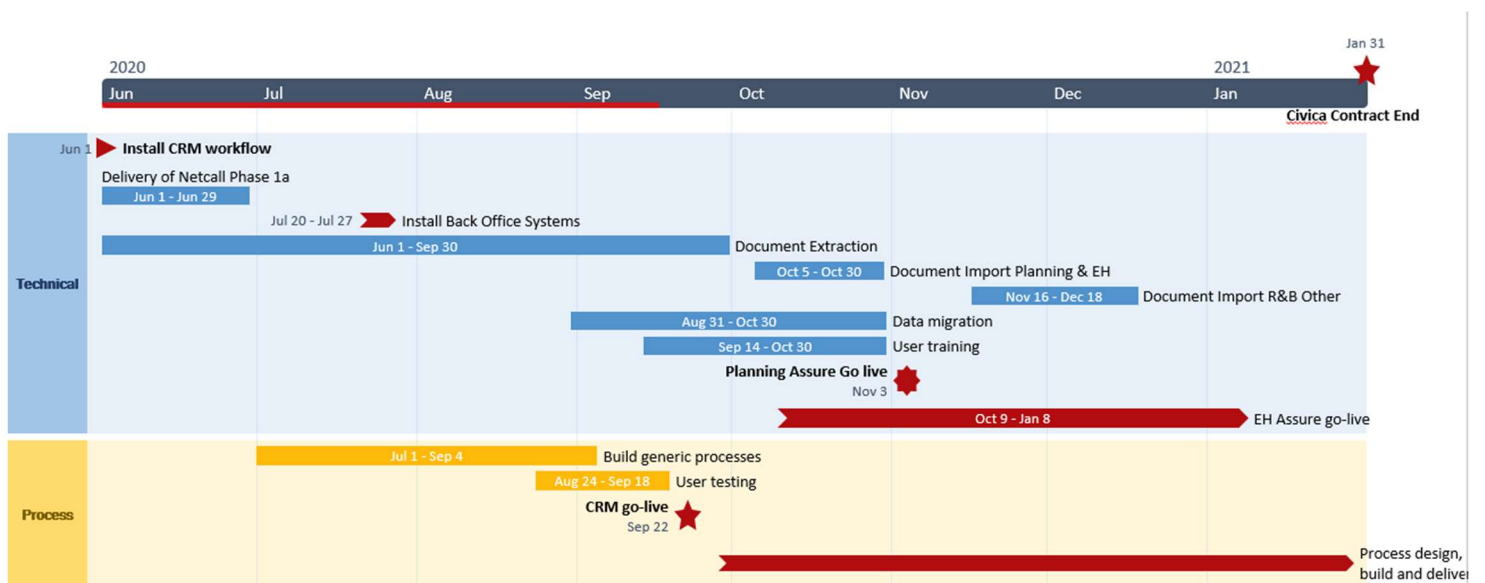
2. Background

- 2.1 The systems currently being used (Civica W2 and APP) have been in operation since 2015, with the contract term expiring at the end of January 2021.
- 2.2 Civica W2 handles the majority of customer interaction with the Council and stores all electronic records and documents.
- 2.3 Civica APP provides the principal software for managing all work relating to Development Management and Environmental Health.

- 2.4 On 6th February 2020 a decision was made by the Executive to award the contract for delivering a low-code customer relationship management system to Netcall Ltd.
- 2.5 In March 2020 a delegated decision was made by the Strategic Director of Customer Service Delivery in consultation with the Executive Member for ICT and the Leader of the Council to award the contract for the principal systems for Development Management and Environmental Health, as well as a Council wide document management system, to Northgate Public Services.
- 2.6 A Joint Working Group, consisting of 5 elected members from each Council with officer support from the Head of IT Practice and Head of Strategy & Projects was formed to oversee the project and make recommendations if required. The Joint Working Group have met on 3 occasions since the last committee report.
- 2.7 The Joint Working Group is chaired for South Hams by Cllr Spencer with, Cllr Brown, Cllr Long, Cllr McKay and Cllr Taylor .They are joined by five member from West Devon Borough Council.
- 2.8 The group has met on three occasions to overview the work of the group and considered:-
 - i. Project Risks scoring
 - ii. The proposal to award the contract to Northgate prior to contract award
 - iii. Early customer access proposals
 - iv. Project highlight reports including budget and staff resourcing

3. Outcomes/outputs

3.1 A timeline showing the milestones of the Future IT Project



Netcall Low-code Platform

- 3.2 The Netcall Low-code platform was installed in May 2020.
- 3.3 The Business Development Team underwent extensive training to enable them to create a system from scratch to our own specification.
- 3.4 The flexibility of the platform allowed the team to create and deliver a standalone system for successfully managing the Council's Discretionary Business Grant Scheme.
- 3.5 During the first phase of development Netcall delivered integrations with some of the Council's core systems including Adelante payments, our Gazatteer (LLPG), Gov Notify, Whitespace (Waste) and our telephony system.
- 3.6 A second phase of development has just commenced which will see further functionality and integrations added.
- 3.7 A small number of simple, generic processes have been created, tested and rolled out to the Contact Centre and to the website. These processes went live to the public on 24th September 2020.
- 3.8 Further development cycles will continue over the next 12 months, building processes and releasing to the live environment. The order of these processes will be prioritised on the volume of use and the requirement to replace those processes currently held in Civica systems.
- 3.9 The delivery of the Council's COVID-19 response, including the time spent developing and administering the Discretionary Business Grant scheme, has had an impact on the delivery of this part of the project. The team are currently working hard to recover time lost to supporting the business through this time. This risk is outlined in more detail in Section 4.4.

Northgate Assure – Development Management and Environmental Health

- 3.10 The Northgate Assure product is made up of 2 bespoke systems designed to manage Development Management and Environmental Health cases. These systems were installed in July 2020.
- 3.11 The training of system administrators both in IT and Case Management has taken place to enable the system to be configured to the Council's requirements. This configuration work, which includes the creation of document templates, will continue throughout October.
- 3.12 Extensive work has been undertaken mapping the data in Civica APP over to data tables in Assure. A first data test load took place on 18th September, the results of which have been analysed to identify any errors prior to the next data test load.
- 3.13 Both systems now will undergo extensive testing for both internal and customer facing interfaces.
- 3.14 Assure Environmental Health is scheduled to go-live in several stages beginning on 9th October 2020 with Licensing and continuing through to early 2021. During these stages both Assure and APP will be used in tandem.

- 3.15 Assure Development Management is scheduled to go-live on 3rd November 2020 in a 'big-bang' approach. From this date all planning applications will be managed within Assure and customers will be able to use the Assure public access search to find planning applications.
- 3.16 This part of the project remains on track although still carries the highest risks due to the volume of data and documents being migrated and the business requirement to keep system downtime to a minimum.

Northgate Document Management

- 3.17 The migration to the new document management system requires the extraction of documents from Civica W2 and the import to Northgate Information@work.
- 3.18 Work on the extraction of the documents began in April 2020. To date all Planning applications, Environmental Health documents and most of the Revenues and Benefits documents have been extracted from Civica W2. This work is on track to be completed as scheduled.
- 3.19 In the build up to go-live, test imports are run to ensure that the documents are correctly indexed within the new filing systems.
- 3.20 Planning documents are due to go-live in tandem with the Assure system on 3rd November.
- 3.21 EH documents will map across in conjunction with the modules as they go-live.
- 3.22 Revenues and Benefits and all other corporate filing will go-live in December 2020

Impact on the customer

- 3.23 The delivery of this project will ultimately improve the customer experience, however the transition to the new systems will necessitate some changes for our customers and will require some system downtime.
- 3.24 When possible weekends will be used for system downtime to minimise the impact on performance and delivery of services.
- 3.25 Any system downtime which will impact customer facing processes will be communicated in advance on our website and social media.
- 3.26 Town and Parish Councils / Planning agents will receive advance warning of the move to a new Public Planning search as well as details of the change.
- 3.27 Other projects have been scoped to ensure that we don't change processes during other major service changes.
- 3.28 All new processes will be designed with the customer experience in mind, making transactions quick and easy, providing meaningful updates where appropriate.
- 3.29 New processes will all be tested thoroughly and feedback used to finely tune before they go-live.

4. Options available and consideration of risk

- 4.1 The delivery of this project is time critical in light of the requirement to replace multiple core Council systems before the end of the current Civica contract and hence carries considerable risk.
- 4.2 Delivery of this large and complex project has continued throughout the nationwide impact of the COVID-19 pandemic.
- 4.3 Risks have been carefully managed throughout this project and continue to be regularly reviewed and updated. Risks have been shared and discussed with the Member Joint Working Group.
- 4.4 A summary of the key risks and mitigations are detailed below:

Description of risk	Mitigations
Business as usual performance levels drop due to hours lost to training, testing and system downtime.	<ul style="list-style-type: none"> • System downtime to be minimised where possible by utilising weekends for final data load prior to go-live. • Ensure work is as up to date as possible prior to any system downtime / end-user training. • Secondment of key officers into the project team to ensure dedicated effort • Identify areas of high risk and create recovery plan, securing additional resource to catch up lost time if required. • Keep the Business Managers regularly updated on resource implications
Document and data migrations into new system take longer than planned	<ul style="list-style-type: none"> • The large data migrations for Development Management and Environmental Health have been scheduled to be completed several months before the Civica contract ends. • Multiple cuts planned to ensure that issues are identified early
Insufficient resource in business to support project – risk increased due to unpredictability of resourcing COVID-19 response	<ul style="list-style-type: none"> • The choice of a low-code platform running in parallel allows go-live to be staggered around business demands • Secondment of key team members into the project to maintain a stable core team • Keep the Business Managers regularly updated on resource implications
Coronavirus will impact ability to deliver project – possibility of second wave	<ul style="list-style-type: none"> • Project is being delivered by staff and suppliers working remotely. • Remote working decreases risk of multiple members of the team being unavailable at the same time. • Key dates have been brought forward as early as possible to avoid overrun due to staff absence • Shared risk register with suppliers

<p>Development cycles take longer than planned and as a result not all processes are transferred from W2 to the new platform before the end of the Civica contract</p>	<ul style="list-style-type: none"> • Prioritise processes that are high volume and therefore have the most impact • Deliver simple processes that work ahead of complex integrations. Being able to build processes and integrations in house will enable enhancements to be carried out at a later date • Much pre-work mapping processes has already been completed allowing the team to focus on building the process
------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

5. Proposed Way Forward

- 5.1 For the Joint Working Group to continue to meet throughout the delivery of the systems to provide assurance that the progress is on track and risks continue to be managed.
- 5.2 For the predicted impact on business performance and steps to recovery to be regularly communicated to Members.
- 5.3 Where appropriate, service changes and delays to be effectively communicated to customers.
- 5.4 A further update will be provided to the Overview and Scrutiny Panel in January 2021.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Future IT Project is managed using PRINCE2 project methodology and governed by a Project Board who meet once a month.</p> <p>Executive Lead – Steve Mullineaux Project Manager – Kate Hamp Project Assurance – Neil Hawke Technical Lead – Mike Ward Senior User – Sarah Moody Customer Representative – Jim Davis</p> <p>Member engagement is made through the Future IT Joint Working Group.</p> <p>The procurement of IT systems has been undertaken through a government established framework.</p>
Financial implications to include reference to value for money		<p>The project remains on track and within the agreed budget</p>

Risk		<p>The key risks are detailed in section 4.4</p> <p>A detailed risk register containing all risks relating to the project is available on request.</p>
Supporting Corporate Strategy		The Future IT project directly supports the Efficient and Effective Council corporate strategy theme. It will deliver an enhanced customer experience and more efficient processing of cases.
Climate Change - Carbon / Biodiversity Impact		<p>The Council have decided to procure a cloud hosted solution (Netcall). This means that there will not be the requirement to house the system on Council servers (although clearly it will need to be hosted on remote servers)</p> <p>Hosting on cloud servers will mean that upgrades and support to the system will be carried out remotely without the requirement for the supplier to visit the site, reducing unnecessary travel.</p> <p>The system will also ensure that the Council continues to support its staff working from remote locations and not having to travel in to the office to work, contributing to the continuing reduction in carbon from commuting.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		Any system must meet accessibility standards and have been considered through the supplier demonstrations.
Safeguarding		There are no safeguarding issues within this report
Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		None
Other implications		Data Governance – full system security and data protection requirements are set out in the contract and will be managed by the councils Data Protection Officer (Director of Governance and Assurance)

Supporting Information

Appendices: None

Background Papers:

6 February 2020 Executive
Future IT PID
Future IT Business Case

This page is intentionally left blank

Report to: **Overview and Scrutiny Panel**

Date: **8 October 2020**

Title: **Ombudsman Annual Review Letter 2020**

Portfolio Area: Customer Satisfaction & Improvement
Cllr Nicky Hopwood

Wards Affected: **All**

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

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

Author: **Neil Hawke** Role: **Head of Strategy**

Contact: Neil.Hawke@swdevon.gov.uk **01803 861323**

RECOMMENDATIONS:

That the Panel:

- 1. Review the Ombudsman's Annual Letter for 2020 (attached at Appendix A); and**
- 2. Note the steps set out to ensure that the Council continues to address complaints fairly and in line with best practice.**

1. Executive summary

- 1.1 The Local Government and Social Care Ombudsman (LGCSO) looks at complaints about councils where the complainant considers that the Council has not sufficiently addressed their concerns
- 1.2 This report sets out the LGCSO's Annual Review Letter regarding complaints that they have considered during the period 1st April 2019 to 31st March 2020.
- 1.3 During this period, the Ombudsman received seventeen complaints about South Hams District Council, of which three were put forward for investigation. Following detailed investigation, two of those complaints were upheld by the Ombudsman.
- 1.4 Members are requested to review the Ombudsman's Annual Letter 2020 and consider what lessons have been learnt (or can be learnt) from the outcome of complaints.

2. Background

- 2.1 The Local Government and Social Care Ombudsman conducts independent, impartial and fair investigations into complaints that faults or service failure have led to an injustice. Where they find fault, they make recommendations to provide a remedy. Where evidence supports it, they can also recommend changes to policy and practice to address wider systemic failures.
- 2.2 The Ombudsman will only consider complaints where they have first been through the Councils internal complaints procedure. This is to allow the Council an opportunity to consider and respond to the complaint and where required, to offer a suitable remedy.
- 2.3 Once considered by the Ombudsman, a complainant cannot appeal against the Ombudsman's decision, but complaints may be reviewed if new information is presented to the Ombudsman.
- 2.4 The Ombudsman's Annual Review Letter 2020 is attached at Appendix A. More details on the complaints are included in Appendix B. This information is published on the Ombudsman website along with anonymised details of the complaints and findings.
- 2.5 The Ombudsman publishes data on:
 - a. The number of complaints and enquiries received
 - b. Decision
 - c. Reason for the decision and where a complaint is upheld, any suggested remedy

3. Outcomes/outputs

- 3.1 In the Annual Letter, the Ombudsman provides a breakdown of investigations that he has upheld in order to show the number of cases where the Ombudsman's recommendations have remedied the fault, and to also show where the Council had already offered a satisfactory remedy during its own investigation of the complaint.
- 3.2 Where the Ombudsman finds that the Council has acted with fault, and that fault has caused injustice to the complainant, he will make recommendations to the Council to put things right. This can include:
 - a. Asking the Council to make an apology (if it has not already done so)
 - b. Reinstating a service
 - c. Making a decision on something under the correct grounds
 - d. Reviewing existing policy
 - e. Providing information
- 3.3 If an injustice cannot be remedied through remedial action, the Ombudsman may recommend a financial payment.
- 3.4 The following table shows the number of complaints received and decided by the Ombudsman for the last five years. The difference in numbers received and the number of complaints decided is

due to those being returned to complainants by the Ombudsman or investigations being incomplete at the end of the year.

Year	Number of complaints received	Number of complaints upheld
2019/20	17	2
2018/19	17	4
2017/18	16	3
2016/17	22	5
2015/16	15	2

- 3.5 While it is unlikely that the Council will find itself in a position where no complaints are referred to the Ombudsman, It is encouraging to see that the number of complaints upheld by the Ombudsman has reduced from the previous year.
- 3.6 Of the seventeen complaints received by the Ombudsman during this period, two were not considered as the Council had not been provided with an opportunity to consider them first. A further eight were closed after initial enquiries by the Ombudsman. Three complaints were investigated by the Ombudsman. Four are still being considered by the Ombudsman and will be included in next year's report.
- 3.7 A summary of the complaints received is set out in Appendix B to this report.
- 3.8 To put the numbers of complaints considered by the Ombudsman in to context, the following table sets out the total number of complaints received by the Council in the same period 1 April 2019 to 31 March 2020

	Number of complaints received
Stage 1 Complaints (Considered by service)	285
Stage 2 Complaints (considered by a Head of Service where the customer considers that Stage 1 has not addressed their concerns)	44
Ombudsman Complaints (Where the complainant considers that our Stage 2 investigation has not addressed their concerns)	17

- 3.9 Of the 285 complaints received at Stage 1, 122 of them related to Waste and Recycling, 42 related to Development Management and 16 Council Tax. The rest were split across other Council departments. Forty-four complainants considered that our initial investigation had not sufficiently addressed their concerns and therefore asked for them to be reconsidered under Stage 2 of our complaints process.
- 3.10 Compared to similar authorities, the number of complaints about South Hams District Council upheld by the LGCSO is above average. The Ombudsman upheld 67% of complaints about South Hams compared to an average of 45% for similar authorities.

- 3.11 It is important to note that this means that a single complaint took the Council above average. If one less were to have been upheld, we would have fallen significantly below average. We have requested that the Ombudsman consider how this information if reported in the future considering Councils such as South Hams have such a small number of complaints investigated.
- 3.12 The Ombudsman did find that the Council failed to satisfactorily remedy one upheld complaint prior to their consideration of the matter.
- 3.13 The first upheld complaint was in respect of a planning administrative error whereby the Officer did not fully complete the check boxes within the Planning Application Officer report. This did not impact the decision to approve the planning application and the Council had already apologised for the administrative error. The Ombudsman did not consider that further action was required by the Council.
- 3.14 The second upheld complaint was in relation to the Council's Corporate Debt Recovery policy not having a detailed enough explanation of when a customer can be considered Vulnerable. This resulted in the debt owed by a customer being passed to enforcement agents when this was not an appropriate route for debt recovery. The Ombudsman found that the Council should review its Debt Recovery Policy (scheduled for Council in December 2020). It also found that the Council should recall the debt from enforcement agents.
- 3.15 The Ombudsman found that the Council should review its Debt Recovery Policy (scheduled for Council in December 2020). It also found that the Council should recall the debt from enforcement agents.
- 3.16 The Council has agreed to the recommended remedies for both complaints.
- 3.17 Efficient management of all complaints is important for the Council in order to ensure lessons are learnt and service improvements can be implemented. During the 2019/20 year, the following steps were taken to improve the customer experience and hopefully reduce the number of complaints received.
- 3.17.1 Implemented a screening of all complaints received within 1 working day
Rather than pushing all complaints through the formal process (which allows 30 days), we now carry out a screen of complaints and attempt to make telephone contact with the complainant in order to resolve their concerns without progressing through the formal process. This has meant that 40% of the complaints received were resolved in seven days or less.
- 3.17.2 Ensured we focus resource on improving the customer experience
The Council have appointed a Customer Improvement Manager to ensure we consider all aspects of customer satisfaction and that we learn from complaints

received. The Customer Improvement Manager provides regular Customer Satisfaction updates to the Overview and Scrutiny Committee (the last being February 2020). The Council has also recently refocused one of its Case Managers to ensure that our Website is accessible and easy to use.

- 3.18 In the coming months we will be reviewing our complaints process with a view to further increasing the number of complaints that are resolved under seven days and also reducing the number of complaints that are escalated to Stage 2 of the complaints process. In a significant majority of cases, our Stage 2 complaints find that the Stage 1 complaint was correctly undertaken and so this is unnecessary reworking.
- 3.19 We will also consider which staff undertake complaint handling. Currently the management of complaints at both Stage 1 and Stage 2 is dispersed across the organisation. It may be the case that centralising some of the complaint handling is a more efficient way of processing and resolving complaints.

4. Proposed Way Forward

- 4.1 Committee is recommended to note the content of the Local Government Ombudsman Annual Review Letter as set out in Appendix A to this report.
- 4.2 Note the high level actions to improve the customer experience as set out in 3.17
- 4.3 Members are also requested to note the proposed future actions as set out in 3.18 and 3.19

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Local Government & Social Care Ombudsman is governed by the Local Government Act 1974 and is responsible for considering complaints against local authorities which the complainant considers have not been resolved locally by the Council.</p> <p>The Overview and Scrutiny Committee Panel is responsible for having an overview of complaints handling and for an overview of Ombudsman complaints, and the Ombudsman Annual Review letter is an important part of that process.</p> <p>The decisions in respect of each case are provided to the relevant service in order that any recommendations made by the Ombudsman are acted upon and lessons learnt can be implemented.</p>
Financial implications to		There are resource implications in officer time spent dealing with complaints in both the initial

include reference to value for money		<p>stages under our own policy as well as the resources in supporting an Ombudsman complaint. The Council does not have a dedicated Complaints Officer and it is therefore not possible to quantify this time.</p> <p>Good complaints management which we learn from mistakes is important in ensuring that the Council is efficient and provides value for money in the future by not making the same mistakes again.</p> <p>Where it is necessary to settle a complaint by the payment of compensation (or the Council has already offered a settlement) payment is made out of the current year's revenue budget for the service in question.</p>
Risk		<p>It is important that the Council is aware of the number and type of complaints made to the Ombudsman together with the outcomes and lessons learnt.</p> <p>Whilst it is not possible to eliminate complaints, it is possible to manage complaints efficiently and learn from the outcomes of these complaints to mitigate the risk of recurrence and deliver service improvement.</p>
Supporting Corporate Strategy		Efficient and Effective Council
Climate Change - Carbon / Biodiversity Impact		There are no direct impacts
Comprehensive Impact Assessment Implications		
Equality and Diversity		<p>This has been considered in the Complaints policy and within the individual complaints where relevant.</p> <p>No complaints have been received regarding Equality and Diversity.</p>
Safeguarding		None
Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		None
Other implications		None

Supporting Information

Appendices:

Appendix A – Ombudsman Annual Letter

Appendix B – Ombudsman Annual Summary of Complaints

Background Papers: None

This page is intentionally left blank

22 July 2020

By email

Mr Bates
Chief Executive
South Hams District Council

Dear Mr Bates

Annual Review letter 2020

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2020. Given the exceptional pressures under which local authorities have been working over recent months, I thought carefully about whether it was still appropriate to send you this annual update. However, now, more than ever, I believe that it is essential that the public experience of local services is at the heart of our thinking. So, I hope that this feedback, which provides unique insight into the lived experience of your Council's services, will be useful as you continue to deal with the current situation and plan for the future.

Complaint statistics

This year, we continue to place our focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have made several changes over recent years to improve the data we capture and report. We focus our statistics on these three key areas:

Complaints upheld - We uphold complaints when we find some form of fault in an authority's actions, including where the authority accepted fault before we investigated. A focus on how often things go wrong, rather than simple volumes of complaints provides a clearer indicator of performance.

Compliance with recommendations - We recommend ways for authorities to put things right when faults have caused injustice. Our recommendations try to put people back in the position they were before the fault and we monitor authorities to ensure they comply with our recommendations. Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedies provided by the authority - We want to encourage the early resolution of complaints and to credit authorities that have a positive and open approach to

resolving complaints. We recognise cases where an authority has taken steps to put things right before the complaint came to us. The authority upheld the complaint and we agreed with how it offered to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

This data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 29 July 2020, and our Review of Local Government Complaints. For further information on how to interpret our statistics, please visit our [website](#).

Resources to help you get it right

There are a range of resources available that can support you to place the learning from complaints, about your authority and others, at the heart of your system of corporate governance. [Your council's performance](#) launched last year and puts our data and information about councils in one place. Again, the emphasis is on learning, not numbers. You can find the decisions we have made, public reports we have issued, and the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

I would encourage you to share the tool with colleagues and elected members; the information can provide valuable insights into service areas, early warning signs of problems and is a key source of information for governance, audit, risk and scrutiny functions.

Earlier this year, we held our link officer seminars in London, Bristol, Leeds and Birmingham. Attended by 178 delegates from 143 local authorities, we focused on maximising the impact of complaints, making sure the right person is involved with complaints at the right time, and how to overcome common challenges.

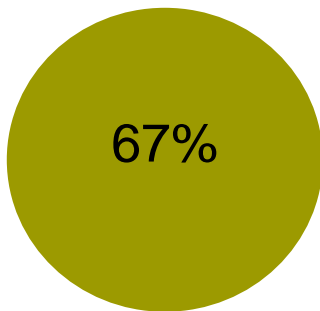
We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. During the year, we delivered 118 courses, training more than 1,400 people. This is 47 more courses than we delivered last year and included more training to adult social care providers than ever before. To find out more visit www.lgo.org.uk/training.

Yours sincerely,



Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld



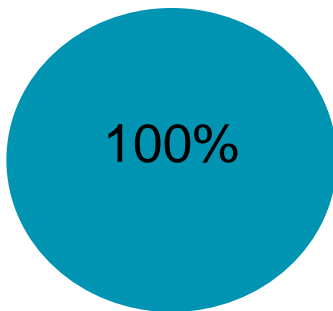
67% of complaints we investigated were upheld.

This compares to an average of **45%** in similar authorities.

2
upheld decisions

Statistics are based on a total of 3 detailed investigations for the period between 1 April 2019 to 31 March 2020

Compliance with Ombudsman recommendations



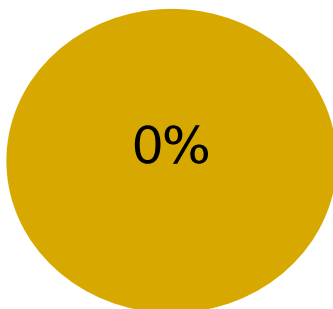
In **100%** of cases we were satisfied the authority had successfully implemented our recommendations.

This compares to an average of **99%** in similar authorities.

Statistics are based on a total of 1 compliance outcome for the period between 1 April 2019 to 31 March 2020

- Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedies provided by the authority



In **0%** of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **20%** in similar authorities.

0
satisfactory remedy decisions

Statistics are based on a total of 3 detailed investigations for the period between 1 April 2019 to 31 March 2020

This page is intentionally left blank

Reference	Authority	Category	Received
18009146	South Hams District Council	Environmental Services & Public Protection & Regulation	23 Jul 2019
19000020	South Hams District Council	Planning & Development	09 Mar 2020
19000049	South Hams District Council	Planning & Development	01 Apr 2019
19000840	South Hams District Council	Planning & Development	15 Apr 2019
19003099	South Hams District Council	Benefits & Tax	28 May 2019
19005701	South Hams District Council	Planning & Development	05 Jul 2019
19005785	South Hams District Council	Benefits & Tax	08 Jul 2019
19007298	South Hams District Council	Planning & Development	01 Aug 2019
19009011	South Hams District Council	Environmental Services & Public Protection & Regulation	09 Dec 2019
19010119	South Hams District Council	Planning & Development	17 Sep 2019
19013680	South Hams District Council	Planning & Development	27 Mar 2020
19015831	South Hams District Council	Corporate & Other Services	16 Dec 2019
19016825	South Hams District Council	Planning & Development	09 Jan 2020
19016835	South Hams District Council	Planning & Development	09 Jan 2020
19017720	South Hams District Council	Planning & Development	23 Jan 2020
19019780	South Hams District Council	Planning & Development	27 Feb 2020
19020231	South Hams District Council	Planning & Development	03 Mar 2020

This page is intentionally left blank

Reference	Authority	Category	Decided	Decision	Decision Reason	Remedy	Service improvement recommendations
19009146	South Hams District Council	Environmental Services & Public Protection & Regulation	23/01/20	Not Upheld	no mal		
19018687	South Hams District Council	Planning & Development	11/04/19	Closed after initial enquiries	268(2) not made in 12 months		
19000449	South Hams District Council	Planning & Development	01/04/19	Referred back for local resolution	Premature Decision - advice given		
19000840	South Hams District Council	Planning & Development	20/05/19	Closed after initial enquiries	Not warranted by alleged mal/service failure		
19003099	South Hams District Council	Benefits & Tax	05/07/19	Referred back for local resolution	Premature Decision - referred to Binj		
19000701	South Hams District Council	Planning & Development	07/01/20	Upheld	mal no m		
19005785	South Hams District Council	Benefits & Tax	06/01/20	Upheld	mal & m	Procedure or policy change/review/Other Remedy	The Council has agreed to review its Corporate Debt policy to include a definition of 'vulnerable' and 'vulnerability' and for decisions about this to be documented at the time they are made
19007298	South Hams District Council	Planning & Development	26/09/19	Closed after initial enquiries	Not warranted by alleged injustice		
19010119	South Hams District Council	Planning & Development	13/11/19	Closed after initial enquiries	No worthwhile outcome achievable by investigation		
19015831	South Hams District Council	Corporate & Other Services	05/02/20	Closed after initial enquiries	S27 not by member of the public		
19016425	South Hams District Council	Planning & Development	26/02/20	Closed after initial enquiries	Not warranted by alleged injustice		
19016835	South Hams District Council	Planning & Development	05/03/20	Closed after initial enquiries	Not warranted by alleged injustice		
19019780	South Hams District Council	Planning & Development	27/02/20	Incomplete/invalid	Insufficient information to proceed and PA advised		

This page is intentionally left blank

Reference	Authority	Category	Decided	Remedy	Remedy Target Date	Remedy Achieved Date	Satisfaction with Compliance
18016484	South Hams District Council	Environmental Services & Public Protection & Regulation	19-Mar-19	Procedure or policy change/review	20-Jun-19	18-Jun-19	Remedy complete and satisfied

This page is intentionally left blank

OVERVIEW AND SCRUTINY PANEL

DRAFT ANNUAL WORK PROGRAMME – 2020/21

Date of Meeting	Report	Lead Officer
19 November 2020 (am)	Executive Forward Plan	Janice Young
	Task and Finish Group Updates (if any)	
	Community Safety Partnership: Annual Report	Louisa Daley
	Safeguarding: Annual Report	Louisa Daley
	Waste Contract Monitoring Report	Jane Savage
	Fees and Charges 2021/22	Lisa Buckle
19 November 2020 (pm) <i>(joint meeting with DM Committee)</i>	Draft Recovery and Renewal Plan Update	Drew Powell
14 January 2021 (am) <i>(joint meeting with DM Committee)</i>	Draft Budget 2021/22	Lisa Buckle
14 January 2021 (pm)	Executive Forward Plan	Janice Young
	Task and Finish Group Updates (if any)	
25 February 2021	Executive Forward Plan	Janice Young
	Task and Finish Group Updates (if any)	
	Leisure Contract – Fusion Annual Report	Jon Parkinson
1 April 2021	Executive Forward Plan	Janice Young
	Task and Finish Group Updates (if any)	

Items to be considered for scheduling:

- Food Safety Annual Service Plan (Ian Luscombe);
- Electric Charging Points: Update on Lobbying and Project Costs (Chris Brook); and
- Sustainable Community Locality Fund – Expenditure and Process (Neil Hawke).