

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 17th January, 2023														
Time:	2.00 pm														
Venue:	Chamber - Kilworthy Park														
Full Members:	<p style="text-align: center;">Chairman Cllr Ewings Vice Chairman Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Blackman</td> <td style="width: 33%;">Cllr Pearce</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Renders</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Moody</td> <td>Cllr Turnbull</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Blackman	Cllr Pearce	Cllr Coulson	Cllr Renders	Cllr Daniel	Cllr Sellis	Cllr Heyworth	Cllr Southcott	Cllr Kemp	Cllr Spettigue	Cllr Moody	Cllr Turnbull	Cllr Moyse	
Cllr Blackman	Cllr Pearce														
Cllr Coulson	Cllr Renders														
Cllr Daniel	Cllr Sellis														
Cllr Heyworth	Cllr Southcott														
Cllr Kemp	Cllr Spettigue														
Cllr Moody	Cllr Turnbull														
Cllr Moyse															
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.														
Committee administrator:	Democratic.Services@swdevon.gov.uk														

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 6**
Committee Meeting held on 15 November 2022
- 3. Declarations of Interest**
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 4. Items Requiring Urgent Attention**
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency
- 5. Public Forum** **7 - 8**
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Council Delivery against Corporate Theme: Environment** **9 - 16**
- 7. North Devon Biospheres to include water shortages, water pollution prevention and climate change**
Verbal presentation
- 8. Draft Budget 2023/24** **17 - 56**
- 9. Performance Management Report** **57 - 84**
- 10. Task and Finish Group Updates**
Member Induction Program Review – Verbal Update
- 11. Draft O&S Annual Work Programme 2022/23, inc. prep for next meeting** **85 - 86**
- 12. Member Learning and Development Opportunities Arising from the Meeting**

Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **15** day of **NOVEMBER 2022** at **2:00 pm**.

Present: Cllr M Ewings – Chairman (for minutes *O&S 31 – 36)
Cllr P Kimber – Deputy Chairman

Cllr C Daniel	Cllr N Heyworth
Cllr C Kemp	Cllr D Moyse
Cllr T Pearce	Cllr T Southcott
Cllr J Moody	Cllr J Spettigue
Cllr A Coulson (for minutes *O&S 31- 36)	

Director of Customer Service and Delivery
Director of Place and Enterprise
Assistant Director of Strategy and
Organisational Development
Head of Finance
Customer Service Improvement Manager
Community Digital Specialist
Specialist - Leisure
Democratic Services Manager
Senior Case Manager – Democratic Services

Also in Attendance: Cllrs P Crozier, C Edmonds, T Leech (via Teams), C Mott (via Teams), A Blackman (via Teams), J Yelland (via Teams) and B Ratcliffe (via Teams).

***O&S 31/22 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs Sellis, Jory and Wood.

***O&S 32/22 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 4 October 2022 were confirmed as a true and correct record, subject to the following amendments:

- Cllr Blackman was present as the meeting.
- Cllr Turnbull was not present at the meeting.

Members requested an update on the outstanding actions from the minutes and officers reported:

- The My Place Survey information has been requested and will be forwarded when complete;
- The ring back service was under constant review;
- There is a dedicated line for Members and this number to be circulated to all Members;

- The Committee to explore with the Community Safety Partnership in February on how best to engage the police at Links Meetings.

***O&S 33/22 DECLARATIONS OF INTEREST**

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

***O&S 34/22 PUBLIC FORUM**

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

***O&S 35/22 FUSION UPDATE – including maintenance schedule (*O&S 59)**

The Lead Member for Leisure, Health and Wellbeing reported that the leisure sector continues to experience difficult times. The leisure contract sets out specific performance indicators which Fusion will deliver through its plans and targets. The Lead Member gave thanks to Peter King, who was soon leaving Fusion for his work with the Council.

Peter King provided a presentation and highlighted:

- They were working on key campaigns such as encouraging people to test and try in December and January for free;
- Engagement with the local community to develop programmes that fit the community;
- Looking at ways to increase participation;
- The introduction of short term memberships to cover visitors over the summer period;
- Pricing to be reviewed and any increases will not be introduced until April 2023.

In response to questions raised by Members, it was reported that:

- There was no obvious reason why Parklands membership was low, however they were looking at how to make the programmes at Parklands more attractive;
- Strategic review of pricing structure, promotions and taster sessions would hopefully see them through financially;
- Maintenance review of the guttering at Meadowlands to ensure that the gutters are cleared;
- Hand gel stations would remain in all the leisure centres;
- Higher energy costs continued to be a huge issue for leisure centres and they were looking at ways to mitigate this, such as energy saving schemes, sourcing additional funding and lobbying Sport England;
- They were sourcing alternative companies to provide solar panels on the roofs of the sports complexes and hopefully this work would commence in April 2023.

The Chairman gave thanks to Peter King and wished him well in his future endeavours.

It was then **RESOLVED** that the Overview and Scrutiny Committee note the contents and progress of Fusion's Quarterly Report – Q2 for 2022.

***O&S 36/22 ACTIVE TRAVEL**

The Community Digital Specialist highlighted that:

- The promotion of active travel, cycling, horse riding and walking to be funded through the UK Shared Prosperity Fund and Rural England Prosperity Fund;
- Projects to be supported by UKSPF and REPF include: active travel officer and commissioning a Local Cycling and Walking Infrastructure Plan (LCWIP).
- A suite of further indicative projects have been identified such as e-bike trials, training, quiet lane trials, behaviour change campaigns which will be confirmed following the strategy plan.
- £120k is also committed to provide match funding for the Levelling Up bid for the West Devon Transport Hub.
- Submitting an investment plan for a further pot of money £800k from REPF for capital projects. A proportion of this has been allocated for active travel projects;
- Importance and scope of LCWIP, providing evidence to secure future funding, and will involve extensive engagement with community and stakeholder groups.
- DCC looking at a county wide LCWIP, that will focus on leisure trails;
- Next steps to secure the SPF money.

In response to questions raised by Members, it was reported that:

- The quiet lanes scheme is a challenging area which requires a lot of consultation and research;
- The plan will identify areas around schools but we need to focus on the development sites and cycle routes for particular communities;
- Members raised that there is a strong argument for a cycle lane adjacent to the A386. Director of Place and Enterprise reported that there is an approved route in the consultation which is slightly more aligned to the carriageway, Members felt the consultation was more biased towards leisure users rather than commuters;
- They have been in discussion with 4 different consultants and will then go out to competitive tender;
- They were looking at the routes first and infrastructure along those routes would follow;
- Dartmoor National Park have submitted a heritage lottery bid to get cars off the moors and we will be working with them.

It was reported that WD members will be included in the consultation and presentation slides to be circulated to Members.

It was then **RESOLVED** that the Committee note the Active Travel Update.

***O&S 37/22 COUNCIL DELIVERY AGAINST CORPORATE THEME: RESOURCE SERVICES**

The Lead Member for Maximising Resources introduced a report that reviewed latest progress against the Maximising Council Resources Theme as follows:

- Action R1.1 – Amber. Delay of new planning systems and work ongoing with Northgate Assure to be resolved in next two weeks.
- Action R1.2 – On track.
- Action R1.3 – On track.
- Action R1.4 – On track.
- Action R1.5 – On track.
- Action R1.6 – Amber. On track to produce a balance budget for 23-24.
- Action R1.7 – On track.
- Action R1.8 – On track.
- Action R1.9 – On track.
- Action R1.10 – On track.

In response to questions raised by Members, it was reported that:

- They were not aware of any complaints with regard to the opening of the reception area, however activity has been logged and assessed with a report going to hub in December;
- They were looking to generate income at Kilworthy Park and sourcing additional tenants;
- The old website will be phased out and new website phased in over a period of time until October 2023;
- They have scoped out a case management solution for the legal team and will be in place by the end of January 2023;
- They were looking to undertake review on car park uptake, however on-line shopping has had an impact;
- Employees were going back into the workplace and teams were finding the right the balance and meeting at least once a month.

It was then **RESOLVED** that the Committee note the progress in delivering against the Plan for West Devon 'Council Resources' Thematic Delivery Plan.

***O&S 38/22 KPI YEAR END PERFORMANCE REPORT**

The Customer Service Improvement Manager reported that a new suite of KPIs were being developed and will be reported back to the committee in January 2023.

It was then **RESOLVED** that the Committee:

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

***O&S 39/22 MEMBER INDUCTION PROGRAMME REVIEW**

The Democratic Services Manager reported that following the Task and Finish on 18 October 2022, useful suggestions were put forward to help new members and an updated plan to bring back in the New Year.

Members raised the following to be included as part of the review:

- The importance of face-to-face meetings;
- Understanding of the planning process;
- Awareness of how to communicate with residents;
- Understanding of new corporate plans, and remote meetings;
- Prospective Councillor Day to include what the role entails and highlight the amount of time spent during the induction process;
- Ensure that DM&L training is circulated early on in the induction process and training to include TPOs and heritage sites.

It was then **RESOLVED** that the Committee note the Member Induction Programme Review.

***O&S 40/22 TASK AND FINISH GROUP UPDATES (IF ANY)**

The Vice-Chairman reported that the Member Induction Programme Review Task and Finish took place on 18 October 2022. A further meeting to be set up after SLT have reviewed the amended Member Induction Programme.

***O&S 41/22 DRAFT O&S ANNUAL WORK PROGRAMME 2022/23**

The draft proposal for the work programme was reviewed. The following amendments to the work programme were agreed as follows:

- Contact Centre Review deferred to January and Members will receive a report on Customer Access Strategy and Contact Centre Review;
- Draft Budget 2023/24 added to January work programme.
- NFU Involvement in the Devon Carbon Plan to be added to the work programme in the New Year.

***O&S 42/22 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

Building Control Regulations was raised by Members as a learning and development opportunity.

(The meeting terminated at 16:02)

Chairman

PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

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

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

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

This page is intentionally left blank



Growing our Natural Environment

Thematic Progress Update

17 January 2023



Lead Member Introduction

Our Plan for West Devon was adopted in September 2021 and I am pleased that since then we have made real and positive progress against our ambitions for the natural environment.



Cllr Lucy Wood
Lead Member for growing our natural environment

Of course, there is always more we can and must do to ensure that our natural environment is able to adapt for the future and within this update we set out some of the steps we've taken since our last update to Scrutiny in January 2022.

This is by all means not all that we are doing and I continue to provide regular updates to Overview and Scrutiny and Hub on progress against our detailed Climate and Biodiversity Action Plan.

There are a number of achievements during this period including:-

- ✓ Successful consortium bid to the LGA for support in developing a plan for encouraging greater uptake of retrofitting measures. A trial design has been proceeding at pace with a trial in the field expected in early 2023.
- ✓ Secured £9,000 through the Public Sector Low Carbon Skills Fund to produce a heat decarbonisation plan for our leisure centers.
- ✓ Received a review of our fleet following a commission to the Energy Saving Trust, this was done for free.
- ✓ Submitted a £75,000 bid under the Innovate UK Net Zero Pioneer Places programme for an engagement and capability study, potential to lead to an £8 fund if successful.

Activities on Track 7	Activities off track 3	Activities not yet due to start 0
---------------------------------	----------------------------------	---

Over the coming pages, we set out more in-depth updated for each action within our Natural Environment theme.

Cllr Lucy Wood

Cllr Lucy Wood

Lead Hub Member for Natural Environment



Action NE1.1 Phased conversion of our environmental management fleet to a greener fleet

Key Highlights

The action consists of a number of different strands of work – logistics, HR, procurement- and will be delivered as a project. Whilst we were unable to fill a short-term role to carry out some of fleet planning work, we commissioned the help of the Energy Saving Trust to undertake a review of our fleet and various options available. There is also now sufficient capacity in the organisation to move this work along, we are now in the process of forecasting a vehicle replacement schedule along with costs forecasts and developing a plan to come electrical supply constraints

There will be costly grid reinforcement that need to occur to charge the fleet. We currently have seconded our electrician to a new role to lead this work alongside a new member of staff in the assets team to layout the scale of the issue.

Key Risks / Issues

The lack of existing EV charging infrastructure, limited range of some EVs and the large area covered by some roles/vehicles represents a challenge in terms of ensuring that service delivery remains efficient with an EV fleet.

Looking ahead to the next 6 months

- Forecasting vehicle replacement schedule and understanding budget pressure associated with fleet charging infrastructure in more details

Overall Rating

Amber – while some of the project is on track to deliver, such as the fleet plan, the grid upgrades, associated charging infrastructure and full fleet to EV is currently at risk of not occurring in full by 2024

Action NE1.2 Increasing availability of electric charging points across the borough

- 5 more EV installations in Public Car Parks

Key Highlights

Key Risks / Issues

We are facing challenges relating to wayleaves at the Tavistock car parks which could affect the ability to install and commission whilst adhering to the funding deadline.

Looking ahead to the next 6 months

A review of the sites will be required and will take place

Overall Rating

Amber – slightly off track

Action NE1.3 – Carry out a feasibility study of renewable energy schemes on our Council land

Key Highlights

Agreed to provide funding to support the installation of solar panels on Leisure Centres within the Borough which forecasts saving 135kge of CO2 per year across Meadowlands and Parklands Leisure Centres



At O&S in November it was noted that 'Fusion were sourcing alternative companies to provide solar panels on the roofs and hopefully this work would commence in April 2023.' Latest update is that both companies have completed their site surveys and will be submitting their final proposals and costings to Fusion by January

Funding has been secured through the Public Sector Low Carbon Skills fund to pay for heat decarbonisation plans for the leisure centres to compliment the solar installation

Key Risks / Issues

Supply chain issues for ordering and delivery of the panels.

Looking ahead to the next 6 months

- Complete heat decarbonisation plans (March 2023)
- Work with fusion to finalise Solar proposals

Overall Rating **GREEN – ON TRACK**

Action NE1.4 - Promote recycling and reduction of waste (at source) to our residents

Key Highlights

We have continued to promote recycling across the Borough running campaigns at key points of the year such as Halloween and in the run up to Christmas, Easter and we will also be supporting Devon County Council's campaigns, 'love food – hate waste' campaigns.

Waste recycling rates have remained consistent throughout the year in West Devon. In October, Recycling Advisors visited areas that have lower recycling rates to talk through the challenges and encourage more recycling. The target for the year is 57% with Q1 being 54.9% and Q2 being 54.8%

Key Risks / Issues

- We are slightly below target but will continue to encourage residents to increase recycling through engagement and roadshows in the Spring and events.

Looking ahead to the next 6 months

- We will carry out more communications to residents through January and February using the information from the Waste Composition Analysis which was carried out in West Devon in October that provided a breakdown of the different materials found in the refuse.
- Communication and engagement to continue with the key messages and to improve recycling and understanding/ education

Overall Rating **GREEN – On Track**

Action NE1.5 – A 10% increase in biodiversity on Council land

Key Highlights

- 28 trees planted at Bishopsmead greenspace in Tavistock
- Funding secured for 26 large standard trees at Monksmead and 15 large standard trees at Bishopsmead to be planted in winter 22/23.



<ul style="list-style-type: none"> - Grounds Maintenance operatives relaxed cutting frequency at some sites during summer 2022, reportedly without local complaint, this providing shelter, breeding and food sources. 	
Key Risks / Issues	
<ul style="list-style-type: none"> - Equipment availability – deriving maximum biodiversity value from relaxed cutting regimes requires collection of grass. WDBC do not have and unlikely to have the equipment to facilitate this. May look to hire equipment from SHDC once they purchase suitable equipment. - At most Council sites, a significant change in management is unlikely, or there may be local opposition. Need to consider on a site by site basis. 	
Looking ahead to the next 6 months	
Start to review Council land to look for easy wins in terms of relaxing cutting regime.	
Overall Rating	Amber – slightly off track

Action NE1.6 Support delivery of a mix of woodland, on street habitat corridors and hedgerows through the Plymouth and South Devon Community Forest	
Key Highlights	
<ul style="list-style-type: none"> - C.55ha of planting undertaken in Year 1 (21/22) within the Community Forest area. - Allocated over £1.1m by Defra to support woodland creation in the Community Forest. - Grant scheme now open and welcoming applications, with recent events for landowners. 	
Key Risks / Issues	
<ul style="list-style-type: none"> - Engaging with landowners and delivering the scale of woodland proposed - Ensuring appropriate engagement with young people 	
Looking ahead to the next 6 months	
<ul style="list-style-type: none"> - Delivery of 22/23 programme of planting - Ongoing engagement with landowners and working up deliverable projects - Engagement with children and young people to consult upon, and contribute to vision of the programme - WDBC have submitted grant applications for two natural regeneration sites, and continue to work with the Plymouth and South Devon Community Forest team to refine these bids into suitable projects to deliver under the scheme. 	
Overall Rating	Green – On Track

Action NE1.7 Support Nature recovery through larger wildlife habitats, wildlife corridors and nature preservation schemes	
Key Highlights	
<ul style="list-style-type: none"> - The Tamar Valley AONB has been offering support to farmers and landowners regarding Countryside Stewardship options and applications, through the Tamar Landscape Partnerships New Approaches project. - Three 3 year Tamar Farming in Protected Landscapes 3yr funded scheme is now fully allocated, supporting nearly 40 projects on farms in the Tamar Valley, including schemes for woodland creation and management, meadow creation and hedgerow management, enhancing orchards. - The Tamar Valley AONB are working on development of a Nature Enhancement and Recovery Plan. - We are at the early stages of working with Higher-Tier Authorities on considering what a Devon Local Nature Recovery Strategy may look like in response to the Environment Act. 	
Key Risks / Issues	



Looking ahead to the next 6 months

- Continue to work with Higher-Tier Authorities on Devon Local Nature Recovery Strategy as guidance is forthcoming from Defra
- A Devon Tree Strategy is in the early stages of being worked up by partners across Devon.

Overall Rating **Green – On Track****Action NE1.8 Map our ecosystems, species, waterways and other natural capital to better inform future land use****Key Highlights**

- First iteration of Devon Nature Recovery Network map was made available in 2022, including nature areas, and habitat suitability mapping.

Key Risks / Issues

- Alignment of the NRN map with the emerging Local Habitats Map requirements in the context of Local Nature Recovery Strategies, in advance of forthcoming Defra guidance.

Looking ahead to the next 6 months

- The application of tools to enable habitat prioritisation and connectivity modelling are being investigated by Devon Wildlife Trust supported by the NRN steering group.
- Devon Wildlife Trust are undertaking further work on river and coastal habitat suitability mapping.

Overall Rating **Green – On Track****Action NE1.9 – Work with partners to promote tree planting within the Borough****Key Highlights**

- Funding has been secured by the Council from the Forestry Commission (Urban Tree Challenge Fund) to support planting of over 70 new large trees at three green spaces in Tavistock; Bishopsmead, Monksmead (Borough Council owned) and the Meadows (Town Council owned).
- Further to a bid to the Forestry Commission (England Woodland Creation Offer), bids have been made to the Plymouth and South Devon Community Forest with an ongoing dialogue to refine these bids into deliverable natural regeneration projects and two Borough Council owned sites.

Key Risks / Issues

Cost of deer fencing is expensive, therefore the need for ongoing dialogue to reach a preferred approach to the natural regeneration projects.

Looking ahead to the next 6 months

- Promote any available tree planting schemes via communication channels
- Secure grants to support the natural regeneration sites.
- Deliver the Urban Tree Challenge Fund planting in Jan/Feb 2023.

Overall Rating **Green – On Track****Action NE1.10 – Work with landowners and partners including Tamar Valley AONB, Dartmoor National Trust, English Heritage, Westcountry Rivers and the Biosphere****Key Highlights**

See NE1.7

Key Risks / Issues**Looking ahead to the next 6 months**

Overall Rating

Green – On Track



This page is intentionally left blank

Agenda Item 8

Report to: **Overview and Scrutiny Committee**

Date: **17 January 2023**

Title: **Draft Revenue and Capital Budget Proposals for 2023/24**

Portfolio Area: **Cllr N Jory – Budget Setting Process**

Wards Affected: **All**

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

Author: **Lisa Buckle** Role: **Corporate Director for Strategic Finance**

Contact: Email: lisa.buckle@swdevon.gov.uk

RECOMMENDATION:

That the views of the Overview and Scrutiny Committee are sought on the content of the Draft Revenue and Capital Budget Proposals for 2023/24.

Views are sought in particular on:-

- i) An increase in Council Tax for 2023/24 of £7.37 (a 2.99% increase) (This would equate to a Band D council tax of £254.00 for 2023/24, which is an increase of 14 pence per week or £7.37 per year);
- ii) The financial pressures shown in Appendix A of £1,928,800;
- iii) The net contributions to/(from) Earmarked Reserves of £(45,567) as shown in Appendix A, including the proposed use of £150,000 from the Business Rates Retention Earmarked Reserve as set out in 3.17 of the report;
- iv) The use of £150,000 of New Homes Bonus funding in 2023/24 to fund the Revenue Base Budget as set out in 3.23 of the report,
- v) The savings of £1,110,500 as shown in Appendix A;
- vi) Increasing the garden waste subscription charge to £49 per year from April 2023, as set out in Appendix F.

- vii) The proposed Capital Programme Proposals for 2023/24 of £910,000 and the proposed financing of the Capital Programme as set out in Appendix D (being £700,000 from the Better Care Fund funding from Devon County Council, £160,000 from NHB funding and £50,000 revenue funding from the Vehicles and Plant Earmarked Reserve).
- viii) That Unearmarked Reserves should continue to have a minimum level of £900,000 (as set in the Medium Term Financial Strategy in September 2022), but an operating level of a minimum of £1.25million.

1. Executive summary

- 1.1 The Council's Medium Term Financial Strategy (MTFS) is based on a financial forecast over a rolling three year timeframe to 2025/26. The Council adopted a three year timeframe for its MTFS in 2021, as this dovetailed to the timescales of the Corporate Strategy, 'A Plan for West Devon'. This timeframe has been emulated with the 2022 MTFS as it gives a good balance between long term financial planning and having realistic assumptions to be able to work with. This is in light of the current volatility within local government financial planning, due to the lack of certainty from continued one-year financial settlements. The previous one year financial settlements announced by the Government have aimed to address short-term pressures rather than focus on long term sustainability.
- 1.2 The Council, along with other local authorities, has faced unprecedented reductions in Government funding. Between 2009/10 and 2020/21, the Council's Core Government funding has reduced by £3 million. The Council now receives minimal Revenue Support Grant (main Government Grant) of £89,000.
- 1.3 The Council has continued to work in partnership with South Hams District Council which has allowed West Devon to achieve annual savings of £2.2 million and more importantly protect all statutory front line services. Between both Councils the annual shared services savings being achieved are over £6 million per annum. However, the Councils continue to face considerable financial challenges as a result of uncertainty in the wider economy and constraints on public sector spending.
- 1.4 It is important to note that the Medium Term Financial Strategy (MTFS) sets out the budget strategy for the Council for the next three years, with regular reviews (at least annually) and updates when items are further known or are announced by the Government.

- 1.5 This is the starting point for developing a meaningful three year strategy that sets out the strategic intention for all of the different strands of funding available to the Council. The Council will then be able to rely on this to inform future decisions. The management of risk and promoting financial resilience is a key principle of our budget strategy and this has helped facilitate our response. Key to the authority's financial resilience are our reserves, which are at a prudent level.
- 1.6 The Fair Funding Review, business rates baseline reset, and other funding reforms now look set to be pushed back to 2025/26.
- 1.7 The key assumptions within the Medium Term Financial Strategy are as below. Each of these is described in more detail in Section 3.
- The business rates baseline reset will be deferred until 2025/26 at the earliest (with no negative Revenue Support Grant in 2023/24)
 - There will be a phasing in of negative Revenue Support Grant as part of the business rates baseline reset (predicted to be in 2025/26 at the earliest) with a transition period over three years, to avoid Local Authorities losing/gaining too much in one go. The modelling assumes negative RSG of £227,500 in 2025/26. Some of the negative RSG could be offset by growth.
 - A Council Tax increase of 2.99% has been modelled for 2023/24 in Appendix B.
 - One more year of NHB has been announced for 2023/24
 - A business rates pooling gain of £200,000 has been modelled for 2023/24
 - A council tax surplus of £377,000 for 23/24 has been assumed, with a council tax collection rate of 98.25% for 23/24 (97.8% was achieved in 2021/22)
 - A 3% pay increase has been modelled from 2023/24 onwards (3% equates to £150,000) – see 3.28
- 1.8 The report sets out proposals for the Council to achieve a balanced budget for 2023/24, as shown in Appendix B. The Council is currently forecasting a £234,009 budget gap by the following year, 2024/25. The cumulative aggregated Budget Gap by 2025/26 is £0.7million, if no action has been taken in each individual year to close the budget gap annually.

Budget Gaps	2023/24 £	2024/25 £	2025/26 £	Total Aggregated Budget Gap £
'New' Budget Gap each year	Nil	234,009	245,582	479,591
*Cumulative Budget Gap	Nil	234,009	479,591	713,600

* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

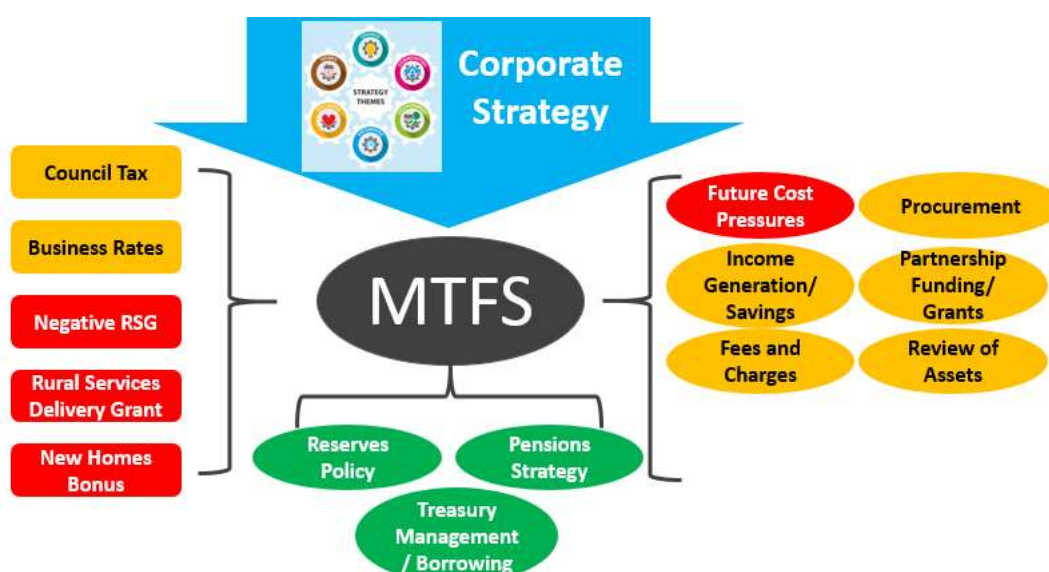
- 1.9 Below shows the summary of proposed changes to the Budget report for 2023/24, following the announcement of the Draft Local Government Finance Settlement. Proposals for a balanced budget are shown below:

	£
<i>Budget gap for 23/24 reported in the Hub Committee report of 13th December 2022</i>	137,296
Additional cost pressures identified	
Waste collection, recycling and cleansing contract – additional properties	50,000
Summary of changes arising out of the announcement of the Local Government Finance Settlement (net of £88,853 which increases the budget gap)	
Funding from Funding Guarantee (3% increase in Core Spending Power) – a new Grant for 23/24	(111,008)
Grants rolled into the Funding Guarantee amount	88,262
Reduction of New Services Grant from £156,000 to £64,015	91,985
Withdrawal of Lower Tier Services Grant from £74,000 to Nil	74,000
Modelling of a council tax increase of 2.99% (an increase of £7.37 on a Band D council tax, compared to an increase of £5)	(49,386)
Homelessness Prevention Grant has been increased from £175,000 to £180,000	(5,000)
Reduction in cost pressures	
Triennial Pension revaluation – cost pressure has reduced from £75,000 to £50,000 following the results of the revaluation – see 3.24	(25,000)
National Insurance and National Living Wage – cost pressure has reduced from £100,000 to £40,000	(60,000)
Extra income/ financing of the Revenue Budget identified	
Increase in the Taxbase for 23/24 from 20,837.75 to 21,225.87	(98,582)
Garden waste income – Members’ views are sought on increasing the annual subscription charge to £49 per annum – see Appendix F	(60,000)
Recommend taking £32,567 from the Strategic Change Earmarked Reserve in order to produce a balanced budget	(32,567)
<i>Revised Budget gap for 2023/24 as set out in this report (as at January 2023)</i>	Nil – (A balanced budget position is presented)

2 COMPONENTS OF THE MEDIUM TERM FINANCIAL STRATEGY

2.1 The Diagram below sets out all of the component parts which constitute the make-up of a Medium Term Financial Strategy. Items in Green denote those elements where the Council has a large degree of control over the setting of policies and strategies. Items in Amber denote those components of the MTFs where the Council has a degree of control. Red items signal components where the Council has hardly any control over funding allocations which are decided by the Government and future cost pressures which can largely be outside of the Council's control or influence.

2022/23 Net Budget £7.77 million



2.2 The key assumptions within the MTFs are set out in Section 3.

OVERALL POSITION – BUDGET GAP

2.3 Financial modelling has been undertaken for the next five years to predict the Council's financial situation for the short and medium term.

2.4 **Appendix A** to the Medium Term Financial Strategy sets out the Budget Pressures forecast for the next five years and the additional savings and income forecast. **Appendix B** illustrates the overall financial forecast for the forthcoming five years. The Council's Net Budget is £7.77 million in 2022/23.

2.5 A Summary forecast is shown below of the potential budget situation if all of the budget pressures and the savings and income generation in Appendix A were approved. It also shows the situation if the Council Tax is increased by 2.99% per annum (shown in Appendix B).

- 2.6 The report sets out proposals for the Council to achieve a balanced budget for 2023/24, as shown in Appendix B. The Council is currently forecasting a £234,009 budget gap by the following year, 2024/25. The cumulative aggregated Budget Gap by 2025/26 is £0.7million, if no action has been taken in each individual year to close the budget gap annually.

Budget Gaps	2023/24 £	2024/25 £	2025/26 £	Total Aggregated Budget Gap £
'New' Budget Gap each year	Nil	234,009	245,582	479,591
*Cumulative Budget Gap	Nil	234,009	479,591	713,600

* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

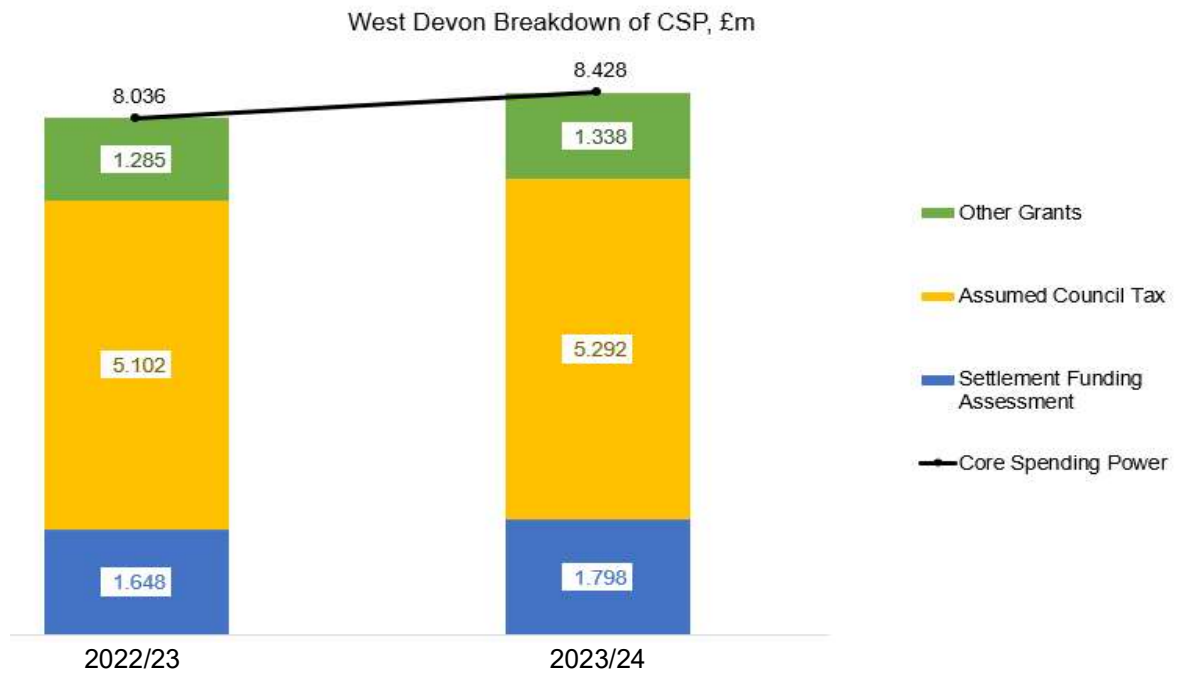
- 2.7 The Council will continue to assess various options for closing the budget gap for 2024/25 onwards, and in the longer term, to achieve long term financial sustainability and further reports will be presented to Members.

3 ASSUMPTIONS FOR FINANCIAL MODELLING PURPOSES

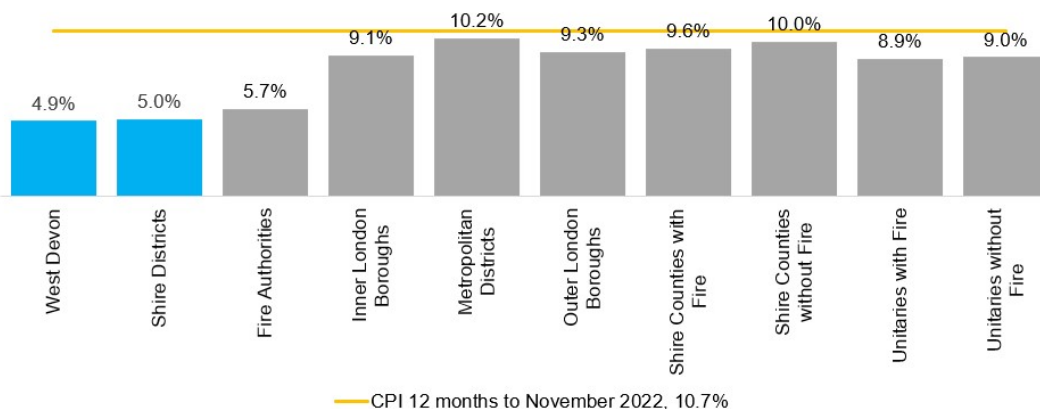
- 3.1 On 19th December, the Government published for statutory consultation, the provisional local government finance settlement for 2023/24. This followed a policy statement published on 12 December, covering 2023/24 and 2024/25, which are the remaining years of the Spending Review 2021 period. This in turn was just after the Autumn Statement on 17 November, which set the overall level of available resources.
- 3.2 The provisional settlement is once again a holding position, designed for stability and certainty for planning purposes for 2023/24. The broad approach is based on a uniform roll-over of the core elements of the settlement. Finance reform has been deferred to at least 2025/26 and possibly later.
- 3.3 Detailed numbers are only available for 2023/24 in the Finance Settlement and there remains significant uncertainties for 2024/25, particularly for District Councils. These include the future of the New Homes Bonus Scheme, which is now simply a one-year retrospective payment. There will be a future Government consultation on the New Homes Bonus scheme.

3.4 The 'Core Spending Power' is a headline figure used by MHCLG to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax, as below. The Council now receives no main Government grant (Revenue Support Grant).

3.5 **Core Spending Power for West Devon (which is a measure of how much extra funding a Council has received for next year) increased by 4.9% for 2023/24.** Core Spending Power is the term the Government use to say how much money Councils have to run their services.



The table below shows the change in Core Spending Power by Authority Type. Shire Districts on average received an increase in Core Spending Power of 5%. This compares to 10.2% for Metropolitan Districts.



Council Tax

- 3.6 The Council Tax Referendum limits for District Councils for 2023/24 is the higher of 2.99% or £5. A Band D council tax for the Borough Council of £254.00 for 2023/24 is modelled in Appendix B (an increase of £7.37 per year from the current Band D council tax of £246.63. This is an increase of 14 pence per week, which equates to a 2.99% increase).

The Council's share of the council tax for 2023/24, will be set at the Council meeting on 21st February 2023. (A 1% increase in council tax generates £52,000 of extra council tax income).

Council Tax legislation sets out that Council Tax is partly a form of general taxation on a property and partly a tax on the people living in a property. Council Tax funds essential services in an area and the cost of public services is spread across all tax payers in the same way, regardless of which services they use or receive. Council Tax is a form of general taxation rather than a service charge.

- 3.7 The table below shows how an average Band D council bill is made up for West Devon Borough Council for 2022/23, compared to 2021/22. Of an average Band D Council Tax within the Borough of £2,230.64, an amount of £246.63 is the element of a council tax bill set by West Devon Borough Council. Therefore 11pence of every £1 paid (11%) in council tax is received by West Devon Borough Council to pay for our services. The rest of the council tax bill is set by Devon County Council, the Fire, the Police and Town and Parish Councils to fund the services they provide.

In 2022/23, the council tax for an average Band D property in West Devon increased by £64.06 per annum, an annual increase of 2.96% as shown below.

Precepting Authority	Band D 2021/22	Band D 2022/23	£ Increase	% Increase
West Devon Borough Council	£241.63	£246.63	£5.00	2.07%

Devon County Council Precept	£1,342.44	£1,372.59	£30.15	
Adult Social Care Precept *	£168.84	£183.87	£15.03	2.99%
Devon & Cornwall Police & Crime Commissioner	£236.56	£246.56	£10.00	4.23%
Devon & Somerset Fire & Rescue	£90.00	£91.79	£1.79	1.99%
Average Parishes/Towns	£87.11	£89.20	£2.09	2.40%
TOTAL	£2,166.58	£2,230.64	£64.06	2.96%

- 3.8 The Borough Council is responsible for collecting all the Council Tax debt of approximately £46m as West Devon BC is the Billing Authority. After keeping 11% of the council tax collected to run the Council's services, the rest is paid over to Devon County Council, the Police, the Fire and Town and Parish Councils. The collection rate for Council Tax for West Devon was 97.8% for 2021/22. This was 1.9% higher than the national average of 95.9%.
- 3.9 A council tax collection rate of 97% has been assumed for 2022/23 in the TaxBase calculation.
- 3.10 It has been assumed that the number of properties within the Borough will increase by 300 per annum from 2024/25 onwards.
- 3.11 No council tax referendum principles will apply to Town and Parish Councils for 2023/24 onwards.

Business Rates and Negative Revenue Support Grant (RSG)

- 3.12 It has been assumed that the Business Rates Reset will be delayed to 2025/26 at the earliest.
- 3.13 Pushing these major changes back to 2025/26 means that they can be aligned with the next spending review period (the current spending review runs to 2024/25). 2025/26 now looks like it is shaping up to be a very significant financial year for local government, incorporating a new spending review, the 2021 Census and funding reforms.
- 3.14 This means the Council wouldn't have to forego some of its business rates income (£227,500) by paying some of it back to Government in the form of 'negative government grant' in 2023/24 or 2024/25. Negative RSG is effectively the Council's further predicted funding cuts. The modelling assumes negative RSG of £227,500 in 2025/26. Some of the negative RSG could be offset by growth.

- 3.15 Estimates have been made of the business rates baseline funding levels for 2023/24 onwards and the relative deductions for negative RSG. For example in 2023/24, the £1.761m is the amount the Council is projected to retain from its business rates income collected of around £12.2 million (this equates to around 14p in every £1 collected of business rates).
- 3.16 The 2021/22 collection rate for West Devon for business rates was 93.67%. This was slightly below the national average of 95.5% for 2021/22.
- 3.17 It is modelled to take £150,000 funding from the business rates retention reserve in all three years 23/24 to 25/26. This would reduce the business rates retention reserve by £450,000 over the next 3 years to smooth the impact of the business rates baseline reset and the future loss of pooling gains.

Business Rates Income	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)
			Possible Baseline Reset
Business Rates Income	1.761	1.857	1.960
Less: Negative Revenue Support Grant (RSG)			(0.228)
Anticipated Pooling Gain	0.200	-	-
Funding proposed to be taken from the Business Rates Retention Reserve to smooth the volatility in business rates income	0.150	0.150	0.150
Total Business Rates Income	2.111	2.007	1.882

- 3.18 **Business Rates Revaluation** – There will be a business rates revaluation from 1 April 2023, based on the rental market at 1 April 2021. The purpose of a business rates revaluation is to update rateable values and therefore, business rates bills, to reflect changes. Transitional arrangements will be in place to support businesses to adjust to their new bills.

Devon Business Rates Pool

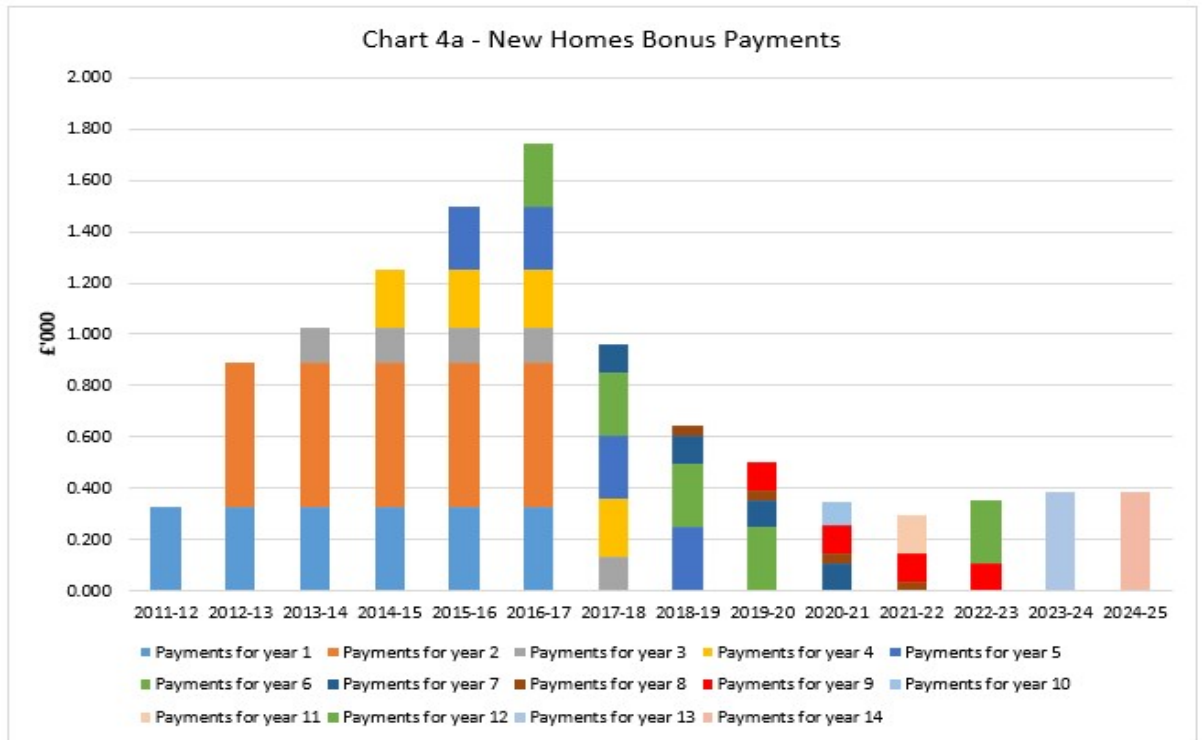
- 3.19 Council in December 2022 approved that West Devon Borough Council will continue to be part of a Devonwide Business Rates Pool for 2023/24. A business rates pooling gain of £200,000 has been modelled for 2023/24.

Rural Services Delivery Grant

- 3.20 Rural Services Delivery Grant will continue for 2023/24 at previous levels (£85m nationally – WDBC share of £487,296).

New Homes Bonus (NHB)

- 3.21 NHB has been 'rolled over' for another year, with no legacy payments being paid. The Council's provisional allocation is **£384,230 for 2023-24**. There is due to be a consultation on the future of the NHB scheme. A decision on whether NHB will continue into 2024-25 will be made before next year's finance settlement.
- 3.22 There is a net property increase of 342 properties. When the baseline (0.4%) is deducted of 101 properties (0.4% of 25,329 overall Band D equivalent properties), this means that NHB would be payable at 80% of £1,965 (national average Band D council Tax) x 241 additional Band D properties over the baseline. So for the first 101 extra properties, WDBC receives no NHB. ($241 \times £1965.71 \times 80\% = £378,000$). An extra payment for affordable housing is added on top of the £378,000 to increase the allocation to £384,230.
- 3.23 The budget report assumes that £150,000 of NHB funding is used in 2023/24 to fund the revenue base budget and £160,000 is used to fund the Capital Programme.



3.24 Triennial Pension Revaluation - Every three years, there is a valuation of the Pension Fund (administered by Devon County Council) to assess the Fund's liability to meet future benefit payments, and whether there are enough assets to meet those liabilities. The valuation as at 31 March 2022 has been undertaken by Barnett Waddingham, a firm of actuaries. They have assessed that as at 31 March 2022, the Devon Pension Fund had discounted liabilities of £5.405 billion, with assets of £5.316 billion to meet the liabilities. This means the Fund has 98% of the assets it needs to meet the accrued pension liabilities. This percentage is known as the funding level, which is now 98%.

The result is an improvement from the last Valuation in 2019 when the Fund had a 91% funding level. The improvement is largely a result of investment returns, deficit contributions paid in by employers and revised demographic assumptions. The increased funding level is good news, demonstrating good progress towards a 100% funding level.

The results for the West Devon proportion of the Devon Pension Fund are shown below. The funding level of the WDBC Pension Fund is now **89.9%**.

Pension Actuarial Valuation result for West Devon BC

The funding level and the movement in the Council's pension position following the Triennial Pension Revaluation are shown below:

	As at 31st March 2019 (£'000)	As at 31st March 2022 (£'000)
Assets	27,258	30,241
Liabilities	32,334	33,621
(Deficit)	(5,076)	(3,380)
Funding Level	84.3%	89.9%

The table below shows the primary rate (shown in a percentage) and the secondary rate (cash amount).

Employer Contribution Rate	From 1.04.2023	From 1.04.2024	From 1.04.2025
Primary Rate (% of Pay) – this is an increase of 3% per annum on the current primary rate of 14.8%	17.8%	17.8%	17.8%
Secondary Rate (cash amount per annum) based on 14 year deficit recovery period (Budgeted in 22/23: £344,000)	£244,000	£254,000	£264,000

- 3.25 The Pension Deficit has reduced from £5.076m (84.3% funded) at 31.3.2019 to £3.380m (89.9% funded) at 31.3.2022. The secondary rate, the amount paid to meet the pension deficit, will reduce from £344,000 per annum (the amount budgeted in the base budget) to around £244,000 per annum – an annual saving of £100,000 in 23/24. This is on the basis of the pension deficit recovery period of 14 years.

The overall cost pressure is therefore £50,000, being the net of the £150,000 cost pressure in the primary rate and the £100,000 saving in the secondary rate.

Other assumptions within the Medium Term Financial Strategy (MTFS)

- 3.26 The last pay award offer for 2022/23 has recently been agreed. The pay award is an increase of £1,925 on all NJC pay points 1 and above with effect from 1 April 2022 and an extra day of annual leave entitlement

with effect from 1 April 2023. All employees on a NJC pay spine receive a minimum 4.04% pay increase, with a minimum of £10.50 hourly rate of pay. (The estimate of the National Living Wage, set at two-thirds of medium earnings for those aged 21 and over in 2024 is £10.95). For example for Level 8, this would equate to a pay increase of around 9%.

- 3.27 The amount agreed for 2022/23 (as set out above) is higher than the amount that was previously provided for of a 2% provision.
- 3.28 The budget report includes a total provision for the 2022/23 pay award of £360,000 in 23/24. This is an extra £210,000 for the 22/23 pay award (this is the amount on top of the 2% provided for in the 22/23 budget), plus a provision of a 3% (equating to £150,000) pay award for 23/24 and thereafter.
- 3.29 The Medium Term Financial Strategy is not an expression of Council Policy on pay awards, but a means of ensuring an appropriate provision is made as part of the overall financial planning of the Council.
- 3.30 The Consumer Price Index (CPI) has reached 10.7% (November 2022 CPI), which is a 40 year high. A significant part can be attributed directly to gas/electricity price inflation.
- 3.31 An extra £150,000 cost pressure for inflation on goods and services has been included within the cost pressures in Appendix A. This is around a 150% increase in some areas of utilities.
- 3.32 Interest rates are increasing and the Bank Base rate is currently 3.5%. It is predicted that the Council's treasury management income will increase to £400,000 in 2023/24 and an extra £375,000 has been built into the MTFs for 2023/24 (the existing base budget is £25,000).

A Plan for West Devon – The Council's 20 year vision

- 3.33 'A Plan for West Devon' sets out the Council's 20 year vision for West Devon and its communities and how we will work towards it over the next three years. It forms the strategy for both the Council as an organisation and West Devon as a Place. The six areas of focus are supported by detailed annual delivery plans.

<https://westdevon.gov.uk/plan-for-west-devon>

Achieving our Vision

Our longer term vision will be delivered by concentrating on the following areas. These areas of focus will be supported by detailed annual delivery plans.



Strengthening our communities

An area that our communities can be proud of



Enhancing community wellbeing

Every resident is able to live a healthy and active life



Improving homes

Every resident has access to a quality and safe home



Stimulating a thriving economy

A Borough that attracts high quality employment opportunities and space for business to grow



Growing our natural environment

An environment where people and nature thrive together



Adapting our built environment

Planning for the future, celebrating the past

Climate Change

- 3.34 The Council's annual delivery plan on 'Growing our natural environment' sets out the Council's action plan for addressing climate change and the carbon/biodiversity impact.

OTHER BUDGET ITEMS

- 3.35 The Council will be reviewing core service delivery through on-going service reviews and will bring reports back to Members at the appropriate point, linking back to the corporate strategy.

- 3.36 The Levelling Up and Regeneration Bill is making its way through Parliament. The Government is aiming for Royal Assent in Spring 2023. There is a proposal within the bill to allow Billing Authorities the discretion to charge second home owners a council tax premium of 100% (so a second home dwelling would pay double the council tax charge). The Bill requires Billing Authorities to have a minimum period of 12 months between making its first determination and the financial year in which it takes effect. Billing Authorities might be able to charge the premium to second home owners in 2024-25, but the timing will be very tight if Authorities only get the powers in Spring 2023. A Member decision would need to be taken on this as part of the future budget setting

process. Modelling shows that extra council tax income of £145,000 could be generated.

Waste and Recycling service

- 3.37 An update on the waste and recycling service was considered by the Hub Committee on 12 July 2022 and Council on 19 July 2022. A further report was considered by the Hub Committee on 1 November 2022 (Minute HC 58/22).

4. Treasury Management and Borrowing Strategy

- 4.1 The Council has previously taken external treasury management advice on the Council's overall borrowing levels and debt levels. The Council set an Upper Limit on External Borrowing (for all Council services) as part of the Medium Term Financial Strategy of £50 million in 2019 and it is not proposed to change this limit at present.
- 4.2 In 2021/22 the long term borrowing of the Council decreased from £28,342,000 (20/21) to £27,726,000. Short term borrowing increased from £603,000 to £615,000 due to the maturity profile of borrowing.

5 FEES AND CHARGES

- 5.1 A reduction in car parking income of £150,000 has been built into the 2023/24 Budget. The budgeted income is £1,147,000 and the projected loss of car parking income represents 13%. Even though tariffs were increased by 4% in March 2021, Covid continues to have an impact on income. Town centre car parks have not made a full recovery as expected.
- 5.2 At the Hub Committee meeting on 2nd February 2021, Members approved the following: 'delegated authority be given to the relevant Head of Practice, in consultation with the relevant lead Portfolio Holder, to adjust Fees and Charges within their service area by inflation at suitable periodic intervals, with reports being presented to the Hub Committee as appropriate'. This delegation is in place to enable service managers to increase fees and charges by inflation where these are not material changes or increases. The Head of Finance will co-ordinate this process for inflationary increases.
- 5.3 Members' views are sought on increasing the garden waste subscription charge to £49 per annum from April 2023. This is set out in detail in Appendix F of the report. This will be further considered at the Hub Committee meeting on 31st January, with the final decision being taken by Council on 21st February. This report is seeking Members' views in advance of a formal recommendation.

6 FINANCIAL SUSTAINABILITY AND TIMESCALES

- 6.1 The Council will continue to assess various options for closing the budget gap for 2024/25 onwards, and in the longer term, to achieve long term financial sustainability and further options will be presented to Members in further budget reports. This will consider ways to reduce the Council's operating costs and generating further income and savings.
- 6.2 Making the best use of our resources and setting a balanced budget annually is within the 'Delivering Quality Services' Draft Delivery Plan of the Council's long term strategic vision, 'A Plan for West Devon'.

7 Earmarked and Unearmarked Reserves Policy

- 7.1 Unearmarked Reserves have increased by £196,000 in 2021/22 and total £1.490 million at 31 March 2022.
- 7.2 Earmarked Reserves have increased by £248,000 in 2021/22 and total £9.189 million at 31 March 2022. A full list of Reserves is shown in Appendix C. The proposed contributions to/from Earmarked Reserves are shown in Appendix A.
- 7.3 Earmarked Reserves includes £1.631m held in the Business Rates s31 Compensation Grant Reserve. This is due to a technical accounting adjustment where Councils were compensated for the business rates holidays that were announced by the Government for the retail, hospitality and leisure sectors in 2020/21 and 2021/22 (this funding is in the S31 Compensation Grant Reserve). This temporary increase in reserves will reverse back out again in the 2022/23 Accounts, to fund the deficit on the Collection Fund. Therefore this is not money which is available for the Council to spend and it is important that this is not misinterpreted in the Accounts, as this is a national issue.
- 7.4 Reserve levels will be kept under constant review and will be reviewed throughout the budget setting process to consider commitments against Earmarked Reserves, their unallocated balance and the contributions to/from Earmarked Reserves for 2023/24 and future years also. This can then be considered alongside details of the Local Government Finance Settlement.
- 7.5 At Council on 15th February 2022, Members set a minimum balance for Unearmarked Reserves of £900,000, with an operating level of a minimum of £1.25million. This was based on a risk assessment basis and a sensitivity analysis. Therefore the current level of £1.490m is still above these levels previously set.
- 7.6 Legislation does not prescribe how much the minimum level of reserves should be. The Section 151 Officer is tasked with recommending the

minimum level of reserves required as part of the budget setting process having regard to elements of risk in the Council's finances (this was recommended at £900,000 being the minimum level in February 2022, with an operating level of £1.25million). Section 25 of the Local Government Act 2003 requires the Section 151 officer to report on the adequacy of the Council's financial resources on an annual basis.

- 7.7 The provision of an appropriate level of balances is a fundamental part of prudent financial management, enabling the Council to build up funds to meet known and potential financial commitments.
- 7.8 As highlighted above there is a high degree of uncertainty about future levels of funding for local government. However, the Section 151 Officer is keeping a close watch on developments and planning for this longer-term uncertainty. For example, the Council has a Financial Stability earmarked reserve to help secure financial stability for the longer term. This will include addressing any future financial pressures from changes in local government funding levels. The balance on the Financial Stability earmarked reserve at 31 March 2022 is £0.454m. It is also projected to increase to £0.62m in 2022/23.

8 CAPITAL PROGRAMME AND PRUDENTIAL BORROWING

- 8.1 The Capital Programme is set by the Council and may be funded by sale proceeds from the disposal of assets (capital receipts), external grants and contributions, directly from revenue or from borrowing.
- 8.2 Capital projects are scored on the following criteria:
- 1 - Health and Safety compliance
 - 2 - Essential to keep operational assets open
 - 3 - Fit with the Council's Delivery Plans for 'A Plan for West Devon'
 - 4 - To rationalise service delivery or service improvement
 - 5 - To generate income, capital value or to reduce revenue costs
- 8.3 It is important that future bids for capital are aligned with the review of the thematic delivery plans and aims within 'A Plan for West Devon'.
- 8.4 The capital bids are set out in Appendix D alongside ways the Capital Programme could be financed. The Capital Bids currently total £910,000.
- 8.5 **Regeneration and Investment Strategy** – The Council has approved a Regeneration and Investment Strategy (Minute Reference CM72, Council 5th April 2022). To date, Investment Properties have a value of £19.12 million in aggregate as at 31.3.2022.
- 8.6 Purchases made within the strategy are capital expenditure. An income projection of £300,000 from the net ancillary income from investments in Investment property has been included within the 2022/23 Base Budget

and it is predicted that this will increase by £50,000 for 2023/24 in line with rental reviews.

- 8.7 The Council's Asset Base is £45.7 million at 31 March 2022. The Council will continually review and challenge its asset base in order to deliver the optimum value for money from the Council's Assets.

9 NEXT STEPS AND PROPOSED WAY FORWARD

- 9.1 The MTFs is the starting point for developing a meaningful three year strategy that sets out the strategic intention for different strands of funding available to the Council (Hub Committee 13th September 2022).
- 9.2 The Council's budget is essentially fixed in cash terms and its ability to raise income is limited as there are national controls in place around council tax and business rates.
- 9.3 The Council will continue to assess various options for closing the budget gap for 2024/25 onwards, and in the longer term, to achieve long term financial sustainability and further reports will be presented to Members.
- 9.4 Making the best use of our resources and setting a balanced budget annually is within the 'Delivering Quality Services' Delivery Plan of the Council's long term strategic vision, 'A Plan for West Devon'.
- 9.5 Officers will continue to work with the Hub Committee and the results of this will be incorporated into future Budget reports. This will consider ways to reduce the Council's operating costs and generating further income and savings.
- 9.6 An all Member Budget Workshop took place on Tuesday 8th November 2022.
- 9.7 The table below shows the budget timetable for the 2023/24 Budget process.

13 th September 2022	Hub Committee – To consider the three year MTFs (Medium Term Financial Strategy) for 2023/24 to 2025/26
13 th December 2022	Hub Committee – To consider draft proposals for the Revenue and Capital Budget for 2023/24.

17th January 2023	Overview & Scrutiny Committee - To consider draft proposals for the Revenue and Capital Budget for 2023/24.
31 st January 2023	Hub Committee – To recommend Final Budget Proposals to Council for 2023/24
16th February 2023 (9am)	Date which Council Procedure Rule 16 applies
21st February 2023	Full Council – To approve Final Budget Proposals for 2023/24 and set the WDBC share of the Council Tax
22 February 2023	Council Tax Resolution Panel – to agree the Council Tax Resolution for 2023/24 (This is WDBC share plus all other precepting authorities share).

Note 1- Council Procedure Rule 16 states that ‘Where a member intends to move a motion or amendment in relation to the Budget, the text of that motion or amendment must be put in writing and submitted to the Head of Paid Service by 9am on the third working day before the meeting, in order that officers may have sufficient time to consider and advise the Council of the financial implications of any such motion or amendment’. As per the timetable above, this would need to be submitted by 9am on Thursday 16th February 2023.

10. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		The Hub Committee is responsible for recommending to Council the budgetary framework. It is the role of the Overview and Scrutiny Committee

		<p>to scrutinise the Budget proposals being proposed by the Council on an annual basis. In accordance with the Financial Procedure Rules, Council must decide the general level of Reserves and the use of Earmarked Reserves.</p> <p>The preparation of the Budget report is evidence of whether the Council has considered and taken into account all relevant information and proper advice when determining its financial arrangements in accordance with statutory requirements, and in particular, that it will set a lawful budget.</p>
Financial implications to include reference to value for money		<p>The report sets out proposals for the Council to achieve a balanced budget for 2023/24, as shown in Appendix B. The Council is currently forecasting a £234,009 budget gap by the following year, 2024/25. The cumulative aggregated Budget Gap by 2025/26 is £0.7million, if no action has been taken in each individual year to close the budget gap annually.</p> <p>As part of Grant Thornton’s external audit of the Statement of Accounts for 2021/2022, they will assess the arrangements the Council has in place for:-</p> <ul style="list-style-type: none"> • Improving economy, efficiency and effectiveness • Financial Sustainability • Governance <p>The outcome of Grant Thornton’s work in this area will be reported to Members at the Audit Committee meeting in March 2023.</p>
Risk		Each of the budget options taken forward by Members will consider the risks of the option.
Supporting Corporate Strategy		The majority of activities set out in the Council’s delivery plans can be delivered through refocusing and reprioritisation of existing resources however, in order to realise the ambition set out in the strategy, some of the activities will require additional resources.
Climate Change - Carbon /		A report was presented to Council on 8 th December 2020 ‘Climate Change and Biodiversity Strategy and Action Plan update’.

Biodiversity Impact		In March 2021, Council approved to set up an Earmarked Reserve for £200,000 for the Recovery Plan and Corporate Strategy. Further detail is set out in the Council's 'A Plan for West Devon' strategic vision.
Comprehensive Impact Assessment Implications		
Consultation and Engagement Strategy		External consultation and engagement has not been undertaken with regard to this report.
Equality and Diversity		Equality Impact Assessments are completed for the budget proposals.
Safeguarding		None directly arising from this report.
Community Safety, Crime and Disorder		None directly arising from this report.
Health, Safety and Wellbeing		None directly arising from this report.
Other implications		None directly arising from this report.

Supporting Information

Appendices:

Appendix A – Budget pressures and savings

Appendix B – Modelling of the Budget Position

Appendix C - Schedule of Reserves

Appendix D - Capital bids for 2023/24

Appendix E - Glossary of Terms in Local Government Finance

Appendix F – Garden Waste subscription charge from April 2023

WEST DEVON BOROUGH COUNCIL

BUDGET PRESSURES

	BASE 2022/23 £	Yr 1 2023/24 £	Yr 2 2024/25 £	Yr 3 2025/26 £
Waste collection, recycling and cleansing contract inflation (estimate) - assume 7.5% 2023/24 onwards (23/24 also includes some extra inflation provision from 22/23)	80,000	345,000	225,000	225,000
Waste collection, recycling and cleansing contract - Council 19 July 2022	0	400,000	0	0
Waste collection, recycling and cleansing - additional properties		50,000	60,000	70,000
Triennial Pension revaluation (increase in Pension Employer primary rate contributions)	0	50,000	0	0
Inflation on goods and services	70,000	150,000	150,000	150,000
Increase in salaries - increments and pay and grading	50,000	175,000	75,000	75,000
Salaries - 22/23 award of £1,925 per Scale point has been modelled (an extra £210,000 on top of the 2% provided for) plus provision for pay award at 3% (£150,000) from 2023/24 onwards, total pay including on-costs of £5m	90,000	360,000	150,000	150,000
Reduction in car parking income	0	150,000	0	0
Increase in external audit fees	0	60,000	0	0
Housing Delivery Team - Hub Committee 7th June 2022	0	29,800	0	0
Head of Revenues and Benefits - Hub Committee 12th April 2022	0	30,000	0	0
The Planning Improvement Plan, Hub Committee 7 June 2022, noted that the cost of the restructure, £33K per annum, will be funded for the first three years from the additional planning income held in the planning earmarked reserve.	71,000	33,000	0	0
A Plan for West Devon - Council 28.9.21 - £122,000 cost pressure for 22/23 and £168,000 for 2023/24	122,000	46,000	(168,000)	0
Reduction in Housing Benefit administration subsidy	10,000	10,000	10,000	0
National Insurance and National Living Wage (social care levy of 1.25% and NLW increases)	60,000	40,000	40,000	40,000
IT Support contracts	30,000	0	0	0
Rough sleeper outreach worker (WDBC share of the cost is 40%), to be funded from Government Homelessness grant	16,000			
Reduction in treasury management income	80,000	0	0	0
Community composting groups	10,000	0	0	0
TOTAL IDENTIFIED BUDGET PRESSURES	689,000	1,928,800	542,000	710,000

WEST DEVON BOROUGH COUNCIL

Contribution to Earmarked Reserves
(This line shows the annual contributions into the Reserve)

	BASE 2022/23 £	Yr 1 2023/24 £	Yr 2 2024/25 £	Yr 3 2025/26 £
Contribution to IT Development Reserve (£50K per annum)	50,000	50,000	50,000	50,000
Contribution to Planning Reserve (£25K per annum)	25,000	25,000	25,000	25,000
Contribution to Elections Reserve (20K per annum)	20,000	20,000	20,000	20,000
Contribution from the Planning Reserve for the cost of the restructure within the planning service - Hub Committee 7 June 2022 - to be funded for the first three years from the additional planning income held in the planning earmarked reserve		(33,000)	(33,000)	(33,000)
Contribution from Business Rates Retention Reserve to smooth the volatility in business rates income from the baseline reset	(75,000)	(150,000)	(150,000)	(150,000)
Contribution from Strategic Change Earmarked Reserve	0	(32,567)	0	0
Contribution from the Flexible Homeless Government Grant for three housing posts (wdbc share of costs) and the rough sleeper outreach post	(48,500)	0	0	0
Contribution to Vehicles Replacement Reserve (£50K per annum) - Minute CM42	50,000	50,000	50,000	50,000
Contribution to Joint Local Plan Earmarked Reserve	25,000	25,000	25,000	25,000
Contribution to Financial Stability Earmarked Reserve in 2022-23) (one-off)	162,850	0	0	0
Total Contribution to/ (from) Earmarked Reserves	209,350	(45,567)	(13,000)	(13,000)

SAVINGS AND INCOME GENERATION IDENTIFIED

	BASE 2022/23 £	Yr 1 2023/24 £	Yr 2 2024/25 £	Yr 3 2025/26 £
Income from Investment properties (£300,000 is in the Base Budget for 2022/23) - periodic upwards rental reviews on investment properties	0	50,000	25,000	0
Management fee income from external contracts such as leisure - Council 15 February 2022	0	45,500	200,000	234,500
IT FIT Project - software savings	70,000	10,000	0	0
Establishment savings (salary savings) gained from IT and digital communications	20,000	50,000	0	0
Extra recycling income - this income has already been achieved in 2021-22	60,000	190,000	0	0
Extra trade waste income	0	30,000	0	0
Extra treasury management income to reflect increases in the Bank Base rate	0	375,000	0	0
Extra garden waste income		60,000		
Savings on staff and Member travel and expenses	0	30,000	0	0
Housing Benefit overpayments	0	40,000	0	0
Reducing homelessness costs through Springhill provision	0	0	0	100,000
Extra planning income (to fund four planning specialists and two legal specialists) - Planning Improvement plan - Hub Committee 2 November 2021	71,000	0	0	0
Income from three weekly trials (Hub Committee 15th September 2020)	(50,000)	0	0	0
Additional Employments estates income	50,000	50,000	0	0
Funding from Homelessness prevention government grant (this funds housing posts - funding to be reflected within the base budget)	0	180,000	0	0
Discretion to charge up to an extra 100% extra council tax on Second Homes (timescale is that legislation maybe introduced for 24-25 but it also could be delayed to 25-26) A Member decision would need to be taken on this as part of the future budget setting process. The figure shown is for modelling purposes only.			145,000	0
TOTAL SAVINGS AND INCOME GENERATION	221,000	1,110,500	370,000	334,500

Modelling assumptions: Assumes Council Tax is increased by 2.99% annually	BASE	Yr 1	Yr 2	Yr 3
Modelling for the financial years 2023/24 onwards	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Base budget brought forward	7,301,695	7,769,695	8,587,995	8,525,986
Budget pressures (as per Appendix A)	689,000	1,928,800	542,000	710,000
Savings already identified (as per Appendix A)	(221,000)	(1,110,500)	(370,000)	(334,500)
Projected Net Expenditure:	7,769,695	8,587,995	8,759,995	8,901,486
Funded By:-				
Council Tax income - Modelling a 2.99% increase in council tax each year (Taxbase 23/24 = 21,225.87 Band D Equivalent properties)	5,102,220	5,391,371	5,630,952	5,880,108
Collection Fund Surplus	152,000	377,000	200,000	200,000
Localised Business Rates (estimate of business rates resources received in the year)	1,700,000	1,761,000	1,857,000	1,960,000
Business Rates Tariff/Top Up Adjustment amount (Negative Revenue Support Grant change to baseline need assumed to start in 2025/26)	0	0	0	(227,500)
Revenue Support Grant	0	89,000	93,000	93,000
Business Rates Pooling Gain	200,000	200,000	0	0
Funding from Rural Services Delivery Grant	487,296	487,296	487,296	487,296
Funding from Funding Guarantee (3% increase in Core Spending Power) - this is a new grant for 23/24 onwards. Assume discontinued when the Fair Funding Review is implemented in 25-26.	0	111,008	183,000	0
Less grants rolled into the Funding Guarantee amount	0	(88,262)	(88,262)	0
Transitional funding - assume the introduction of the business rates baseline reset and the Fair Funding Review will translate into some transitional funding being available to Councils		0	0	100,000
Funding from New Homes Bonus (or a replacement scheme)	150,000	150,000	150,000	150,000
Funding from Lower Tier Services Grant	73,923	0	0	0
Funding from New Services Grant	113,606	64,015	0	0
Less: Contribution to Earmarked Reserves	(209,350)	45,567	13,000	13,000
Total Projected Funding Sources	7,769,695	8,587,995	8,525,986	8,655,904
Budget gap per year (Projected Expenditure line 4 - Projected Funding line 19)	0	0	234,009	245,582
Actual Predicted Cumulative Budget Gap	0	0	234,009	479,591
Aggregated Budget Gap (if no action is taken in each individual year to close the budget gap annually)	0	0	234,009	713,600

Modelling Assumptions: (Assumes an increase in Band D Equivalent properties of 300 per annum)				
Council Tax (Band D) (an increase of 2.99% per annum has been modelled)	246.63	254.00	261.59	269.41
Council TaxBase	20,687.75	21,225.87	21,525.87	21,825.87

This page is intentionally left blank

RESERVES - PROJECTED BALANCES					APPENDIX C
	Opening Balance 01.04.2022 £000's	Additions to Reserve 2022/23 £000's	Predicted Spend 2022/23 £000's	Closing Balance 31.03.2023 £000's	Comments
EARMARKED RESERVES					
Specific Reserves - General Fund					
Affordable Housing (Revenue)	0	172		172	This is a new reserve set up as part of the 2022/23 Budget setting process and has been created from a one off contribution from the New Homes Bonus funding in 2022/23 (£172,084).
2016/17 Budget Surplus Contingency	86		(51)	35	This is the Budget Surplus from 2016/17 which was put into an Earmarked Reserve. Commitments relate to Capital Programme funding.
Broadband Community Support	50			50	As per the report to the Hub Committee on 1st December 2020, Council approved the creation of a Broadband Community Support Earmarked Reserve, to be financed by transferring £50k from the existing Business Rates Retention Earmarked Reserve in 2020/21.
Car Parking Maintenance	534		(158)	376	The commitments in 2022/23 include Brook Street Car Park.
COVID Losses Earmarked Reserve	254			254	This reserve was set up in 2020/21 to protect against future COVID losses.
Economic Grant Initiatives	26		(4)	22	
Elections	34	20		54	
Environmental Health Initiatives	20			20	
Financial Stability	454	163		617	This reserve was created in 2018/19 from the Business Rates Pilot funding. This funding was set aside to assist to smooth out future years' funding variations or reductions, in particular any changes from the Fair Funding Review. A one off contribution of £162,850 was approved as part of the 2022/23 budget (Council Feb 2022).
Flood Works	15			15	
Grounds Maintenance	78		(10)	68	This reserve holds the Grounds Maintenance in year surpluses to be reinvested back into the service.
Homelessness Prevention	244		(139)	105	This reserve has been created following underspends on Homelessness Prevention Costs. The main commitment in 2022/23 relates to the Housing restructure costs (£101k) - Hub 7/6/22
ICT Development	25	50	(13)	62	Predicted spend in 2022/23 relates to the Future IT project
Innovation Fund (Invest to Earn)	378		(255)	123	This reserve originated from New Homes Bonus funding. Commitments in 2022/23 mainly relate to Capital Programme funding including the upgrading of Havedown Depot.
Joint Local Plan	0	25		25	
Leisure Services	48		(36)	12	Commitments relate to Capital Programme funding.
Maintenance Fund (Estates)	361		(3)	358	
Management, Maintenance & Risk Management	418	117		535	This is a relatively new reserve set up to manage the ongoing maintenance costs of the Council's Investment Property Portfolio. The contributions to the reserve equate to 10% of the rental income on an annual basis.
Neighbourhood Planning Grants	47			47	
New Homes Bonus (NHB)	506	352	(535)	323	The NHB allocation for 22/23 is £352,084. Projected spend in 2022/23 relates to £150k contribution to the base revenue budget, £30k contribution to the Capital Programme and £172,084 contribution to the Affordable Housing Earmarked Reserve. In addition there are commitments from previous years for the Capital Programme budget.
Outdoor Sports & Recreation Grants	16			16	
Planning Policy and Major Developments	146	25	(33)	138	This reserve is for all planning matters and is also required to meet appeal costs. The predicted spend for 2022/23 relates to the Planning restructure. The cost of the first three years of this restructure is to be met from additional planning income in the Planning earmarked reserve (Hub 7/6/22)
Recovery Plan and Corporate Strategy	182		(172)	10	In March 2021 the Hub Committee recommended to Council to transfer £200k of the 2020/21 projected surplus into a new Recovery Plan and Corporate Strategy Earmarked Reserve. Projected spend in 2022/23 relates to 'A Plan for West Devon' commitments.
Revenue Grants	1,417		(69)	1,348	This reserve comprises of government grants received for specific initiatives or new burdens and are held in the reserve for accounting purposes. £80,000 of this reserve has been earmarked to fund the Council's share (40%) of a 2 year fixed term senior role to drive customer service and operational efficiency (Hub 13/9/22 - Medium Term Financial Strategy). An estimated £20k has been included for 2022/23 - six months of this 2 year senior role. The other commitment for 2022/23 of £49k relates to the funding of three housing posts which were made permanent in the 2020/21 budget process and are funded from the Flexible Homelessness Support Grant
Support Services Trading Opportunities	20			20	This reserve was created from external work carried out in other Councils e.g. HR work with Councils also embarking on a Transformation Programme.
Strategic Change (T18)	67		(10)	57	
Tree Maintenance	17			17	A new reserve set up in 2021/22 to hold in year surpluses generated to reinvest back into the Tree maintenance service in future years
Vehicle Replacement	328	50	(229)	149	This is a new reserve set up to fund the Council's vehicle replacement programme (Council 4 Dec 2018). £50K a year is contributed to this reserve.
Waste & Cleansing Options Review	658		(450)	208	Detail is set out in the Hub Committee report of 12 July 2022. This is for capital work at Havedown depot and an additional vehicle.
Other Reserves below £15,000 (combined)	42		(16)	26	
Sub Total excluding the Business Rates Reserves	6,471	974	(2,183)	5,262	
Business Rates Retention	1,087		(256)	831	This relates to a timing issue on the accounting adjustments required for the localisation of business rates. This reserve also deals with any volatility in Business Rate income. In 2022/23 £75,000 has been earmarked to smooth the volatility in business rates. In addition there are capital programme funding commitments.
S.31 Compensation Grant (Business Rates)	1,631	253	(1,477)	407	This is a new reserve set up to hold the business rates S31 grants received in 2020/21 and 2021/22 to offset the business rate reliefs given to businesses during lockdown. Under current Collection Fund accounting rules, the S31 grants received will not be discharged against the Collection Fund deficit until the following year, 2022/23. This reserve is not money which is available for the Council to spend and it is important that this is not misinterpreted in the Accounts, as this is a national issue.
TOTAL EARMARKED RESERVES	9,189	1,227	(3,916)	6,500	
TOTAL UNEARMARKED RESERVES	1,490		(70)	1,420	Note: This Unearmarked Reserve has a minimum balance of £900,000 and an operating level of a minimum of £1.25million (set by Members as part of the Budget Process). The projected deficit for 2022/23 of £70k (as set out in the report) would be funded from this Unearmarked Reserve, in accordance with normal accounting practice.
TOTAL REVENUE RESERVES (EARMARKED AND UNEARMARKED RESERVES)	10,679	1,227	(3,986)	7,920	

This page is intentionally left blank

Capital Bids for 2023/24					
Priority Criteria					
Statutory Obligations	1	Compliance, H&S, DDA			
	2	Essential to keep Operational Assets open			
Strategic Plan	3	Fit with the Council's Delivery Plans for 'A Plan for West Devon'			
Good Asset Management	4	Rationalise service delivery or service improvement			
	5	Generate income, capital value or reduce revenue costs			
Service	Site	Project	Lead officer	Capital Bids for 2023/24 £'000	Priority code
Placemaking		Community Project Grants (annual bid)	RS	30	1,3,4
Commercial Services		Waste Fleet Replacement - annual contribution (already approved as per the Council minute from December 2018)	SM	50	1,2,3,4
Assets		Communal areas and meeting areas at Kilworthy Park (£50,000) and EV installations (charging point at KP, £15,000). To ensure Kilworthy Park is fit for purpose, meeting the needs of the organisation and in order to continue to provide good quality rental accommodation to our tenants.	LW	65	1,2,3,4,5
Assets		Undertaking decarbonisation studies of our principle assets and operational buildings so as to understand measures that can be implemented to reduce carbon emissions (Scope 2) from our buildings. The surveys will set out the measures needed, the costs of implementation and the ongoing operating and maintenance costs. This would enable us to apply for future Government capital grants to enable the works.	LW	30	1,2,3,4,5
Assets		Yelverton to Clearbrook cycle trail	GB	10	3,4
IT		IT automation software - to be utilised by multiple service areas to automate tasks.	JD	25	3,4,5

Private Sector Renewals (inc Disabled Facility Grants) - funded by Government Grant funding from the Better Care Fund. This funding is passported from Devon County Council to West Devon BC to administer the scheme.	22/23 allocation was £697,230 – assume 23/24 allocation will be of a similar value.	IL	700	1, 3
Totals			910	

TO BE FINANCED BY:-				
New Homes Bonus funding (£156,000 from the 2023/24 allocation and £4,000 from the NHB Earmarked Reserve)	160			
Revenue contribution from the Vehicles and Plant Earmarked Reserve (see Appendix A)	50			
Better Care funding (Government grant scheme) for private sector renewals and disabled facility grants. This funding is passported from Devon County Council to West Devon BC to administer the scheme.	700			
Total financing for the Capital Programme			910	

Glossary of terms – Local Government Budgeting

Balances - the cash which the authority uses in the normal course of its business to aid cash management and meet contingencies not otherwise provided for. These are also known as Reserves.

Base Budget - the budget from the previous year is taken forward to create the initial budget for the next year before inflation and other adjustments such as budget pressures and savings are added/deducted.

Billing Authorities - the tier of local authority who are responsible for the billing and collection of 'Council Tax' and 'Business Rates' in its local area. In two-tier areas this is the District Council. West Devon Borough Council is a Billing Authority.

Budget - The Council's aims and policies set out in financial terms, against which performance is measured. Both capital and revenue budgets are prepared each financial year.

Budget Gap - where the estimated expenditure is higher than the estimated income in a budget, there is said to be a 'budget gap'. A **Cumulative Budget Gap** assumes annual new budget gaps have not been addressed and is used purely for modelling the overall budget position.

Business Rates – National Non-Domestic Rates ('NNDR') – the tax raised on non-domestic properties, based each year on a 'Business Rates Multiplier' applied to an assessment of the value of the property. This is the means by which local businesses contribute to the cost of local services. The level of business rates is set by the Government. Business rates are collected by District Councils (such as WDBC) and a proportion is paid over to Central Government, with the remainder retained locally and shared between the District Councils and the County Council. WDBC is also part of a Business Rates pool so business rates are pooled with all Devon Councils.

Business Rates Baseline Funding Level – the amount of 'Business Rates' income the Government believes a local authority needs to deliver local services. This is the Council's share of the 'Business Rates' income.

Business Rates Reset – this is the mechanism used by Government to redistribute the 'Business Rates' growth retained by some councils back into the Business Rates system. This could have a significant impact on the business rates retained by the District Council. The Business Rates Reset has been delayed for successive years and the current budget modelling has assumed that it will be delayed until at least 2025/26.

Business Rates Retention - the system under which the Council is able to keep a proportion of the 'Business Rates' raised in any year in excess of a baseline measure.

Business Rates Tariff - a local authority must pay a levy (tariff) if its individual 'Business Rates Baseline' is greater than its baseline funding level. Conversely a local authority will receive a **Business Rates Top-Up** if its baseline funding level is greater than its 'Business Rates Baseline'. District Councils such as WDBC are normally 'Tariff Authorities' and County Councils such as DCC are 'Top-Up' Authorities.

Business Rates Multiplier - the annual amount established by central government used in the calculation of the 'Business Rates' bill. This amount is multiplied by the businesses rateable value to derive the size of the 'Business Rates' bill for the year.

Business Rates Pool - an agreement between neighbouring councils to add together to combine their 'Business Rates' activities in a pool. This is designed to maximise the ability for councils to retain 'Business Rates' locally. West Devon Borough Council is part of the Devon Business Rates Pool. WDBC continues to be part of the Devonwide Business Rates Pool for 2023/24. A 'Business Rates' pooling gain of £200,000 has been modelled for 2023/24.

Capital Expenditure - expenditure either on the acquisition of a fixed asset (e.g. land, buildings, vehicles), or expenditure which adds to and not merely maintains the value of an existing fixed asset.

Capital Financing - the Council's arrangement for meeting the cost of 'Capital Expenditure' covering grants, 'Capital Receipts' and charges to revenue over the period that will benefit from the expenditure. Capital Financing includes borrowing to fund the Capital Programme, made up of principal repayments and interest (similar to a mortgage). Borrowing can only be used to fund capital expenditure, borrowing cannot fund revenue expenditure.

Capital Programme – this provides details on the planned expenditure on capital projects over a period of years, and the resources available to fund those schemes.

Capital Receipts - the proceeds of sale from the disposal of assets such as land and buildings. They can be used to finance new capital expenditure, but not revenue.

Capping - Government power to limit an authority's budget requirement and hence the 'Council Tax' that it sets. This terminology has been superseded by council tax referendum criteria.

CIPFA - The Chartered Institute of Public Finance and Accountancy - the accountancy body primarily concerned with public services that issues guidance on accounts preparation for local authorities.

Collection Fund - a separate, statutory, account maintained by 'Billing Authorities' such as WDBC into which 'Council Tax' receipts are paid, and from which 'Precepting Authorities' are paid. A Collection Fund is also maintained for the collection and re-distribution of 'Business Rates'.

Core Spending Power – this is the term the Government use to say how much money Councils have to run their services. It's a headline figure used by the Government to represent the key revenue resources available to local authorities, including an estimate of actual and potential 'Council Tax'.

Council Tax - a local tax on domestic properties set by local authorities and based on the value of the property within eight bands, A to H. The 'Council Tax' value of each band is expressed as a proportion of band D.

Council Tax Base - the number of properties in a local authority area from which it is estimated 'Council Tax' will be collected, expressed as the number of equivalent band D properties using pre-set ratios. The tax base can increased by building new homes as well as by increasing the 'Council Tax' Band D amount itself.

Council Tax/Collection Fund Surplus or Deficit - a surplus/deficit arising from either more or less 'Council Tax' being collected than expected by District Councils. This would be as a consequence of variations in collection rate or variations to the estimated increase in the number of properties. The annual surplus/deficit is distributed on an annual basis to 'Precepting Authorities'.

Council Tax Requirement - the amount of funding required to be raised from 'Council Tax' to meet the expenditure plans of the authority after taking into account all other funding sources such as business rates income.

Earmarked Reserves – these are amounts of money which have been set aside for a specific purpose to meet future spending plans or contingencies.

Fees and Charges - income raised by charging users of services directly for services used e.g. car parking income, planning income.

General Fund the council's main revenue account which includes day to day income and expenditure on the provision of services.

General Fund Balance – also known as '**Unearmarked Reserves**' - the surplus or deficit on the 'General Fund' at a particular date arising from all transactions up to that date, showing the ability of the Council to fund future revenue expenditure (surplus) or the requirement to make savings or raise additional income (deficit). At Council in February 2022, Members have set a minimum balance for Unearmarked Reserves of £900,000, based on a risk assessment basis and a sensitivity analysis.

Gross Expenditure - the total cost of providing services before the deduction of government grants or other income.

Local Government Finance Settlement - the annual announcement by Government of the amount of grant funding to be provided for the forthcoming year. The provisional settlement is usually announced in mid-December, with a final settlement confirmed in mid to late January.

Lower Tier Authorities - Shire District Councils in a two-tier area, who act as 'Billing Authorities' such as West Devon Borough Council.

Medium Term Financial Strategy (MTFS) - this sets out the budget strategy for the Council for the next three years. The Council has chosen a three year timeframe for its MTFS, as this dovetails to the timescales of the Corporate Strategy, 'A Plan for West Devon'. The Council will then be able to rely on this to inform future decisions.

Negative RSG – Negative Revenue Support Grant – This is effectively negative government grant, the Council's further predicted funding cuts. The Council would have to make a payment to Government of some of its business rates income, hence the term 'negative'. The latest budget modelling assumes negative RSG of £227,500 in 2025/26. Some of the negative RSG could be offset by growth.

Net Expenditure - the cost of providing a service after the deduction of specific government grants and other sources of income but excluding the use of reserves.

NNDR – National Non-Domestic Rates – see **Business Rates**

New Homes Bonus - The New Homes Bonus (NHB) scheme was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. The aim of the NHB was to provide a financial incentive to reward and encourage local authorities to help facilitate housing growth. The Council receives 80% of the average national council tax (£1,965) for each property growth over the baseline, this equates to £1,572 per property. The Council's provisional allocation for 2023-24 is £384,230. There was a net property increase of 342 properties in the last financial year.

Precept – the levy made by 'Precepting Authorities' including the County Council on 'Billing Authorities' (West Devon Borough Council), requiring it to collect the required income from Council Tax payers on their behalf.

Precepting Authorities – these bodies do not collect 'Council Tax' directly but instruct 'Billing Authorities' such as WDBC to do it on their behalf. For West Devon Borough the Major Precepting Authorities for 'Council Tax' are Devon County Council, Devon & Cornwall Police & Crime Commissioner and Devon & Somerset Fire Authority. The Local Precepting Authorities are Town and Parish Councils.

Prudential Code - this is a code of practice agreed between Government and CIPFA that regulates local council capital spending and financing. The Code allows local authorities to set their own borrowing limits based upon affordability, sustainability and prudence.

PWLB - Public Works Loans Board - a statutory body operating within the United Kingdom Debt Management Office, which is an Executive Agency of HM Treasury. Its function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Reserves - amounts of money put aside to meet certain categories of expenditure. Reserves can be 'Earmarked' and 'Unearmarked'.

Revenue Expenditure - comprises the day to day costs associated with running the Council's services and financing the Council's outstanding debt. The costs such as staff salaries, contract expenditure and general running expenses (heat, light and utilities) are financed from income.

Revenue Support Grant (RSG) - the main grant paid to councils by the Government. Between 2009/10 and 2020/21, the Council's Core Government funding has reduced by £3 million. The Council now receives minimal Revenue Support Grant (main Government Grant) of £89,000.

Rural Services Delivery Grant - This is Government grant introduced to recognise the additional cost of delivering services in rural areas. Rural Services Delivery Grant will continue for 2023/24 onwards at previous levels (£85m nationally – West Devon Borough Council share of £487,296)

Settlement Funding Assessment (SFA) - this is essentially the 'Business Rates Baseline' and is the amount of money the Council retains from its share of the 'Business Rates' income.

Section 151 Officer (S151 Officer) – the responsible financial officer. Every council, by law will designate an individual officer as having legal responsibility over providing effective financial management and advice across the Council. The post holder must be a qualified member of one of the main accountancy bodies in the UK. This is currently Lisa Buckle.

Unearmarked Reserves – see **General Fund Balance**

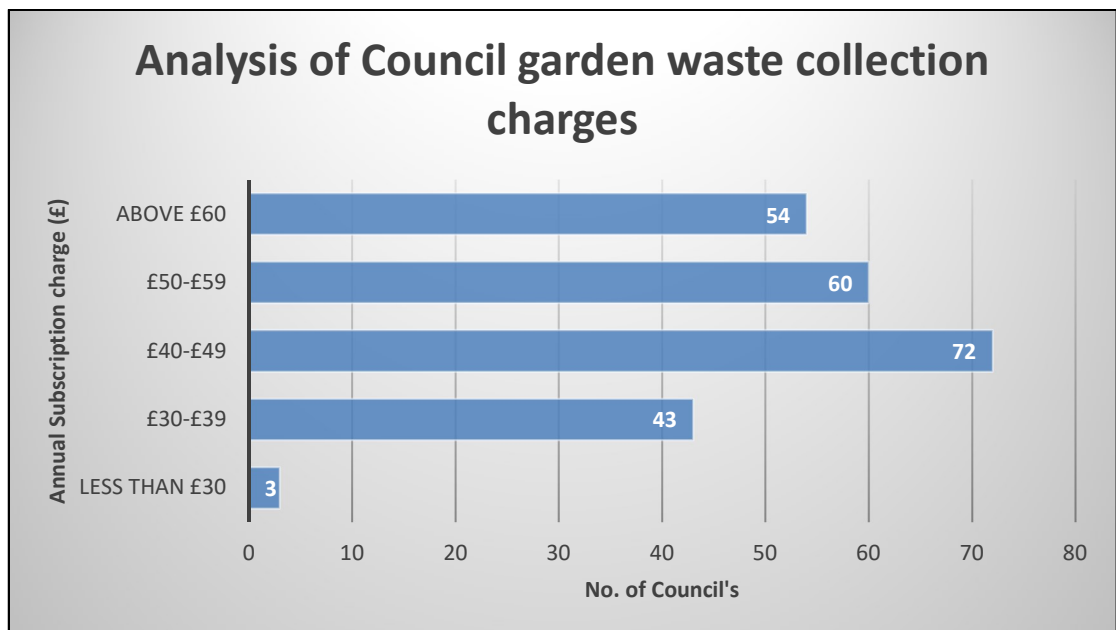
Upper Tier Authorities – in two-tier areas, this is the County Council (This is Devon County Council in the WDBC area).

This page is intentionally left blank

APPENDIX F

Garden Waste subscription annual charge from 1.4.2023

- 1.1 A chargeable garden waste service was first introduced in 2017 at an annual cost of £40 per annum. The fee has not been increased for over 5 years and has remained at £40 per annum since 2017.
- 1.2 Over the past 5 to 6 years there have been significant increasing inflationary costs such as fuel and wages costs.
- 1.3 Benchmarking has been carried out of the current garden waste subscription charges for the current year, 2022/23.
- 1.4 The table below shows the analysis of the annual charges Councils apply across the country for a garden waste collection service (annual subscription cost). For example, 60 Councils currently charge between £50 and £59 for the collection of garden waste, as shown below.



Source www.local.gov.uk (where Councils have provided this information). It should be noted that these are the current year (2022-2023) charges and do not reflect the increasing inflationary costs such as fuel and wages.

1.5 The table below shows the current year (2022/2023) subscription costs and the take up of services in Devon.

Council	Service offered	Cost	% take up
East Devon	11 month Fortnightly (Not over Christmas)	£48 per bin	25-30%
Exeter	11 month Fortnightly (Not over Christmas)	Up to £51.50	61%
Mid Devon	12 month Fortnightly	Up to £50	32%
North Devon	Fortnightly (Feb to Nov) Monthly (Dec & Jan)	£45 per bin	55%
Teignbridge	11 month Fortnightly (Not over Christmas)	£50 per bin	37%
Torridge	11 month Fortnightly (Not over Christmas)	£45 per bin	34%
West Devon	11 month Fortnightly (Not over Christmas)	£40 for 4 sacks	24%

1.6 Garden waste is a non-statutory discretionary service and a chargeable garden waste collection service enables residents to choose how they dispose of their garden waste:

Option	Environmental impact	Cost to Resident
Home composting	None	None
Disposal at a recycling centre	Some	Travel costs to recycling centre
Collection by West Devon Borough Council	High	Approximately £2 per collection (based on a biweekly collection)
Collection by independent contractor	High	£10 - £20 per collection

- 1.7 **Members' views are sought on increasing the garden waste subscription charge to £49 per annum from April 2023.** This will be further considered at the Hub Committee meeting on 31st January, with the final decision being taken by Council on 21st February. This report is seeking Members' views in advance of a formal recommendation.
- 1.8 This would reflect the fact that the charge has not been increased for over five years and would take account of the increasing inflationary costs of fuel and wages since that time.
- 1.9 It is estimated that the costs of the garden waste service would be in the region of £325,000 for the 2023-24 year. An annual subscription charge of £49 would mean the service would be projected to break even and the projected income would cover the costs of delivering the service. The current income in 2022-23 is around £266,000 based on a £40 charge.
- 1.10 An annual charge of £49 per annum would be a cost of approximately £2 per collection, based on a biweekly collection over 11 months. This is significantly less than the cost of collection by an independent contractor and also less than the cost of taking garden waste to the local collection centre for many residents, when mileage and travel costs are taken into consideration.
- 1.11 The benefits of a chargeable garden waste collection service include:
- Reduces the overall environmental impact
 - Reduced cost to the Council of providing a non-statutory discretionary service
 - Residents have a choice - only those that want the service pay for it. i.e. reduced cross subsidisation by council tax payers
 - With limited availability of HGV drivers, it enables the Council to prioritise statutory services (residual, recycling, street cleaning services)
 - Manage resources effectively – we only collect only where needed

This page is intentionally left blank

Report to: **Overview and Scrutiny Committee**

Date: **17th January 2023**

Title: **Six-month Operational Performance Review**

Portfolio Area: **Councillor Chris Edmonds**
Lead Member for Resources and Performance

Wards Affected: **All**

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

Date next steps can be taken:

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

Contact: Drew.Powell@swdevon.gov.uk

Recommendations:

That the Committee notes:

- 1. the new suite of Key Performance Indicators (KPIs), present performance and proposals for improvement where detailed, and**
- 2. that further KPIs, presently under development, will be provided at the next six-monthly update.**

Executive summary

- 1.1 In the past, Overview and Scrutiny Committee have considered the performance of the Councils key services against an agreed suite of Key Performance Indicators (KPIs) on a six-monthly basis.
- 1.2 Performance monitoring and corporate key performance indicators now form part of the corporate strategy – 'A Plan for West Devon' - reporting cycle which includes updates to the Hub Committee on a quarterly basis.
- 1.3 As part of continuing enhancements to our performance management framework, we have increased the number KPIs that we will bring to this Committee.

- 1.4 The new suite of KPIs covers a broad range of our services. We propose to add to the suite as we develop additional, new performance measures for services such as Human Resources and Environmental Health.
- 1.5 It should be noted that the KPIs have been developed, wherever possible, to provide information at a high, operational level for Members which offers a broad view of performance rather than lower-level detail on processes and volumes. It is proposed that the range and suitability of the KPIs is reviewed annually.
- 1.6 The performance report (Appendix A) forms a key part of our performance management approach which also includes regular performance updates to both the Senior Leadership Team (SLT) and Hub Lead Members.

2. Background

- 2.1 Performance data was last reported to this Committee on 15th November 2022 and included performance information for the 2021/22 Financial Year.
- 2.2 At the same meeting, we set out a proposed new approach to performance reporting, giving Members greater access to operational performance information, clearer narratives and performance history for each measure (where available).
- 2.3 The Hub Committee, working with lead officers, have taken a number of steps to enhance performance reporting since adoption of 'A plan for West Devon'. This has included the formation of an Integrated Performance Management report providing a quarterly comprehensive update on organisational performance and risk, refreshing our approach to risk management reporting to the Audit and Governance Committee and now, increasing the range of operational performance measures considered by Overview and Scrutiny.
- 2.4 Furthermore, SLT have ensured that each service has a clear service plan with regular, scheduled updates to SLT meetings setting out performance and risk for each service area.
- 2.5 It is proposed that the performance measures included within Appendix A now form the basis for six monthly reports to Overview and Scrutiny, providing a rounded view of Council performance.
- 2.6 Members will note that these KPIs generally cover Q1 and Q2 of 2022/23. Whilst Q3 finished on 31 December it was not possible on this occasion to update the data in time for publication of this report. It is proposed that future reports will be brought to the committee shortly after the end of a quarter to ensure that members are reviewing up to date data wherever possible.

3. Proposed Way Forward

- 3.1 Appendix A to this report sets out the performance of key service areas / council functions for the first six months, Q1 and Q2, of 2022/23. It also includes an explanation of trends and, where performance is off target, a summary of the mitigating actions.
- 3.2 Further KPIs will be developed over time.
- 3.3 It is recommended that Overview and Scrutiny consider the performance as set out in Appendix A and endorse the new approach to performance reporting to the committee.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview and Scrutiny Committee is responsible for both an overview of performance and scrutinising how the Council is performing as an organisation. This is a key function of effective organisational governance.
Financial implications to include reference to value for money	Y	There are no direct financial implications as part of this report however demonstrating Council performance sets out a clear demonstration of value for money of our services.
Risk	Y	The provision of performance data and an overall effective performance management framework reduces the risk of Council services not being delivered effectively.
Supporting Corporate Strategy	Y	A key part of 'A Plan for West Devon' is ensuring effective and responsive services to our customers. Reporting on operational performance and being scrutinised by this committee provides an overview of how we're doing against this commitment.
Consultation & Engagement Strategy	N	
Climate Change - Carbon / Biodiversity Impact	N	
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	

Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

Appendix A – Six-month Performance report



West Devon
Borough Council

Key Service Performance

Page 61

Six monthly update: April – Sept 2022
Overview & Scrutiny



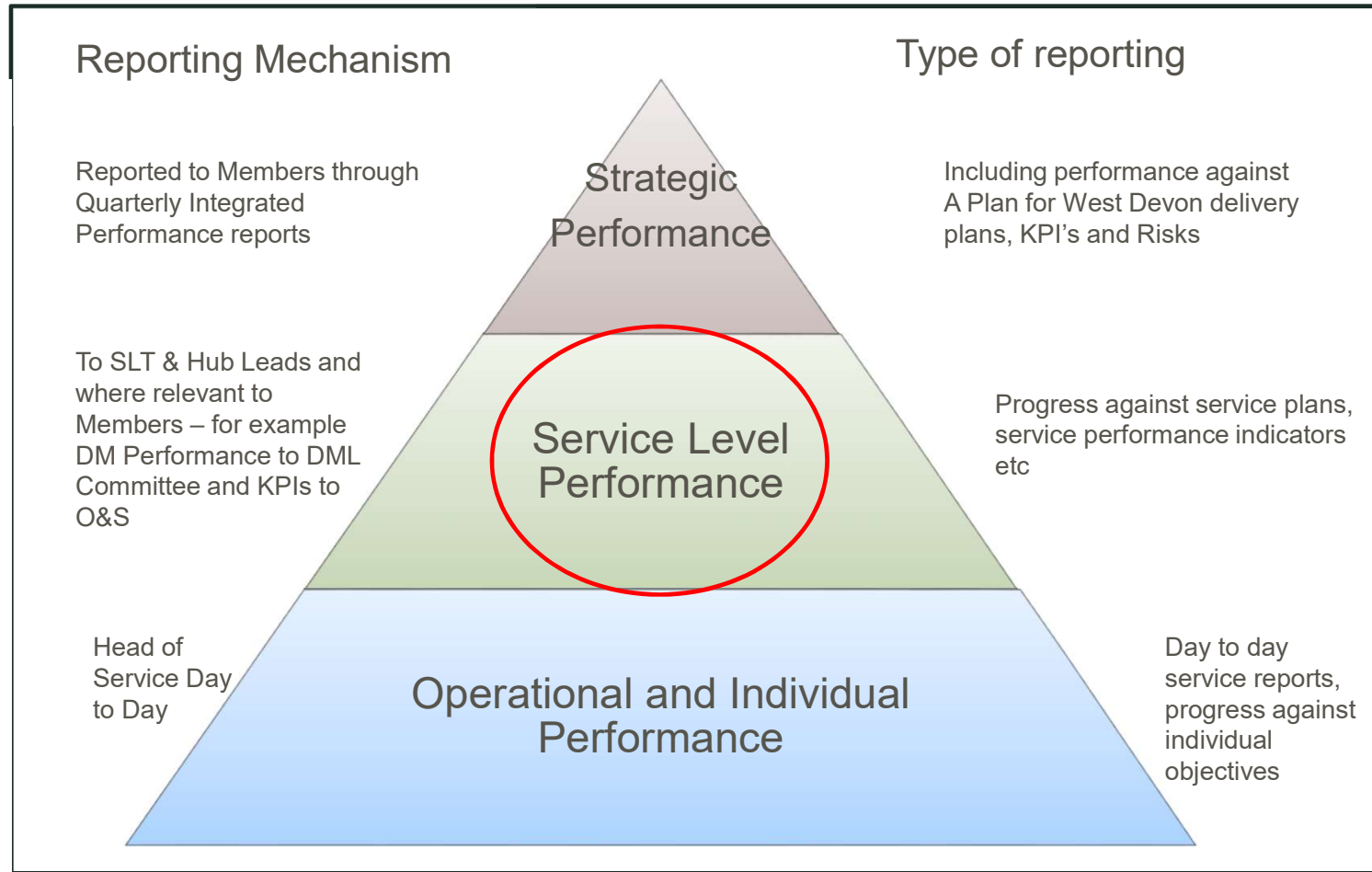
*A Plan for
West Devon*

Introduction






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

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







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






Performance on a Page

Measure	On Target?
% of FOI requests handled within timescales	
Ombudsman Cases Received and Upheld	
% of major applications determined within 13 weeks, or with an agreed EOT	
% of non major applications determined within 8 weeks or with an agreed EOT	
Enforcement cases open at end of quarter	
Average temporary accommodation use per month	N/A

Measure	On Target?
%age of cases where homelessness was prevented	
Housing Delivery Target	
Private Sector Housing – energy efficiency grants	
Employment Estate Occupancy Rates	
Temporary Events Notices issued in timescale	
Average number of days to process new housing benefit claims	

Measure	On Target?
Average number of days to process change in circumstances to housing benefit claims	
Council tax collection	
In-year collection rate for non-domestic rates	
Number of missed bins per 100k	
Household recycling rates	
Contact centre calls answered in 5 mins	

Measure	On Target?
Revs & Bens calls answered in 8 mins	
Total calls	
Online Uptake	

Page 63



% of FOI requests handled within timescales

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	Q1 & Q2		
90% as set by the ICO	Higher than target	90%	69.10%	314 received, 217 responded to on time, 104 responded to late	
<p>Page 64</p> <p>Explanation of performance this period</p>	<p>It is important that the Council is seen to be open and transparent. Providing timely responses to FOI requests contributes to this.</p> <p>We are currently below target, but have shown slight improvement in comparison to 2021/22. Heads of Service are being updated each month on their services performance, so that adequate resource can be given to responding.</p> <p>A network of Information Governance Champions has been formed, which will meet quarterly. This is so that any issues regarding FOI can be raised centrally and assistance can be given to the officers who respond to requests.</p>				



Ombudsman Cases Investigated and Upheld

National Benchmark (and source)	Good Looks Like	2021/22		How its calculated	Performance History (Total complaints received vs complaints upheld)																					
		Target	This period																							
<51% Ombudsman comparator for similar Councils	Lower than target	<51%	100%	This is an annual measure and is a simple percentage of complaints received by the Ombudsman being upheld	<table border="1"> <caption>Complaints Considered v Complaints Upheld - WDBC</caption> <thead> <tr> <th>Year</th> <th>Complaints Considered</th> <th>Complaints Upheld</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>5</td> <td>1</td> </tr> <tr> <td>2017/2018</td> <td>12</td> <td>0</td> </tr> <tr> <td>2018/19</td> <td>10</td> <td>2</td> </tr> <tr> <td>2019/20</td> <td>4</td> <td>1</td> </tr> <tr> <td>2020/21</td> <td>8</td> <td>0</td> </tr> <tr> <td>2021/22</td> <td>14</td> <td>1</td> </tr> </tbody> </table>	Year	Complaints Considered	Complaints Upheld	2016/17	5	1	2017/2018	12	0	2018/19	10	2	2019/20	4	1	2020/21	8	0	2021/22	14	1
Year	Complaints Considered	Complaints Upheld																								
2016/17	5	1																								
2017/2018	12	0																								
2018/19	10	2																								
2019/20	4	1																								
2020/21	8	0																								
2021/22	14	1																								
Explanation of performance this period	<p>The performance reported is for the 2021/22 year as the Ombudsman report on an annual basis. In total during the period 21/22, 1 investigation was undertaken which was upheld and so while on the face of it performance is not on target, it is a good result with only 1 complaint being investigated and upheld. The complaint in question related to a planning application. A higher number of complaints were received by the Ombudsman (14) but 13 of these were closed without investigation being required – typically due to the customer not already following the Councils complaints process or because it is a matter outside of the control of the Ombudsman – for example appealing a planning decision.</p>																									



% of major applications determined within 13 weeks, or with an agreed EOT

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																		
		Target	Q1 & Q2																				
This is a National Target (60%)	Above target	70%	100%	Divide the number of applications determined in line with agreed extension of time by total number determined over the measurement period.	<p>WD-NI 157a Processing of planning applications: Major applications % d...</p> <p>Legend: Quarterly Values (blue bars), Quarterly Target (black line with dots)</p> <table border="1"> <caption>Quarterly Values for Major Applications %</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>~65%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> </tr> <tr> <td>Q1 2021/22</td> <td>~50%</td> </tr> <tr> <td>Q2 2021/22</td> <td>~80%</td> </tr> <tr> <td>Q3 2021/22</td> <td>~65%</td> </tr> <tr> <td>Q4 2021/22</td> <td>~80%</td> </tr> <tr> <td>Q1 2022/23</td> <td>100%</td> </tr> <tr> <td>Q2 2022/23</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2020/21	~65%	Q4 2020/21	100%	Q1 2021/22	~50%	Q2 2021/22	~80%	Q3 2021/22	~65%	Q4 2021/22	~80%	Q1 2022/23	100%	Q2 2022/23	100%
Quarter	Value (%)																						
Q3 2020/21	~65%																						
Q4 2020/21	100%																						
Q1 2021/22	~50%																						
Q2 2021/22	~80%																						
Q3 2021/22	~65%																						
Q4 2021/22	~80%																						
Q1 2022/23	100%																						
Q2 2022/23	100%																						
Explanation of performance this period	This is good performance in determining major applications above the national target. The performance needs to be monitored with a view to reduce the number of extensions of time. The adoption of the planning charter will help in this regard.																						

Page 66



% of non major applications determined within 8 weeks or with an agreed EOT

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																					
		Target	Q1 & Q2																							
This is a National Target (70%)	N/A	80%	92%	212 non-major applications have been determined with 195 either within 8 weeks or with an agreed extension of time.	<p>WD-P2 Non-Major apps on target</p> <table border="1"> <caption>Quarterly Values vs Quarterly Target</caption> <thead> <tr> <th>Quarter</th> <th>Quarterly Values (%)</th> <th>Quarterly Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>~80</td> <td>71.25</td> </tr> <tr> <td>Q2 2021/22</td> <td>~80</td> <td>71.25</td> </tr> <tr> <td>Q3 2021/22</td> <td>~75</td> <td>71.25</td> </tr> <tr> <td>Q4 2021/22</td> <td>~90</td> <td>71.25</td> </tr> <tr> <td>Q1 2022/23</td> <td>~90</td> <td>71.25</td> </tr> <tr> <td>Q2 2022/23</td> <td>~75</td> <td>71.25</td> </tr> </tbody> </table>	Quarter	Quarterly Values (%)	Quarterly Target (%)	Q1 2021/22	~80	71.25	Q2 2021/22	~80	71.25	Q3 2021/22	~75	71.25	Q4 2021/22	~90	71.25	Q1 2022/23	~90	71.25	Q2 2022/23	~75	71.25
Quarter	Quarterly Values (%)	Quarterly Target (%)																								
Q1 2021/22	~80	71.25																								
Q2 2021/22	~80	71.25																								
Q3 2021/22	~75	71.25																								
Q4 2021/22	~90	71.25																								
Q1 2022/23	~90	71.25																								
Q2 2022/23	~75	71.25																								
Explanation of performance this period	The performance is good and significantly above national target. The performance needs to be monitored with a view to reduce the number of extensions of time. The adoption of the planning charter will help in this regard.																									

Page 67



Enforcement cases open at end of quarter

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																
		Target	Q2																		
N/A	Lower than target	120	158	The total number of open Enforcement Cases for West Devon on 30 th September 2022.	<div data-bbox="1254 638 1993 1212"> <table border="1"> <caption>WD-E5 Enforcement Cases Outstanding</caption> <thead> <tr> <th>Quarter</th> <th>Enforcement Cases Outstanding</th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>230</td> </tr> <tr> <td>Q1 2021/22</td> <td>240</td> </tr> <tr> <td>Q2 2021/22</td> <td>190</td> </tr> <tr> <td>Q3 2021/22</td> <td>145</td> </tr> <tr> <td>Q4 2021/22</td> <td>160</td> </tr> <tr> <td>Q1 2022/23</td> <td>185</td> </tr> <tr> <td>Q2 2022/23</td> <td>155</td> </tr> </tbody> </table> </div>	Quarter	Enforcement Cases Outstanding	Q4 2020/21	230	Q1 2021/22	240	Q2 2021/22	190	Q3 2021/22	145	Q4 2021/22	160	Q1 2022/23	185	Q2 2022/23	155
Quarter	Enforcement Cases Outstanding																				
Q4 2020/21	230																				
Q1 2021/22	240																				
Q2 2021/22	190																				
Q3 2021/22	145																				
Q4 2021/22	160																				
Q1 2022/23	185																				
Q2 2022/23	155																				
Explanation of performance this period	<p>Performance has gone down slightly which reflects the development of the new team and increase in cases received.</p> <p>The target of 120 is based on what is considered a realistic total based on demand over time.</p>																				

Page 68



Average temporary accommodation use per month

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																																							
		Target	Q1 & Q2																																									
N/A	Reducing trend	For trend purposes only	11.52	Average number of families in temporary accommodation over the period at any one time	<table border="1"> <caption>Level of temporary accommodation use (Avg over the month)</caption> <thead> <tr> <th>Month</th> <th>2021/22</th> <th>2022/23</th> </tr> </thead> <tbody> <tr><td>April</td><td>12</td><td>13</td></tr> <tr><td>May</td><td>12</td><td>12</td></tr> <tr><td>June</td><td>8</td><td>10</td></tr> <tr><td>July</td><td>9</td><td>15</td></tr> <tr><td>August</td><td>5</td><td>10</td></tr> <tr><td>September</td><td>7</td><td>10</td></tr> <tr><td>October</td><td>7</td><td>11</td></tr> <tr><td>November</td><td>8</td><td>9</td></tr> <tr><td>December</td><td>9</td><td>9</td></tr> <tr><td>January</td><td>11</td><td>11</td></tr> <tr><td>February</td><td>12</td><td>12</td></tr> <tr><td>March</td><td>15</td><td>15</td></tr> </tbody> </table>	Month	2021/22	2022/23	April	12	13	May	12	12	June	8	10	July	9	15	August	5	10	September	7	10	October	7	11	November	8	9	December	9	9	January	11	11	February	12	12	March	15	15
Month	2021/22	2022/23																																										
April	12	13																																										
May	12	12																																										
June	8	10																																										
July	9	15																																										
August	5	10																																										
September	7	10																																										
October	7	11																																										
November	8	9																																										
December	9	9																																										
January	11	11																																										
February	12	12																																										
March	15	15																																										
Explanation of performance this period	<p>Numbers in temporary accommodation have remained reasonably static, however the length of time in temp is increasing due to the time it is taking to source housing. This is resulting in a corresponding increase in costs.</p> <p>Numbers in temp are responsive to need and there is no target or benchmarking to ensure officers are not tempted to gate keep or make unreasonable decisions.</p>																																											

Page 69



%age of cases where homelessness was prevented

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History														
		Target	Q1 & Q2																
2021-22 Average positive outcomes for the South West: 42% Homeless prevention (As per line on graph)	Exceed SW average	60%	62.5%	Of the total number of households assessed as eligible for a prevention or relief of homelessness duty from us 62.5% of were successfully housed. Other outcomes making up the 37.5% include, moving into main duty, withdrawing their application, contact being lost and those being found to be intentionally homeless.	<p>West Devon Prevention of Homelessness Success</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>90%</td> <td>64%</td> <td>54%</td> <td>64%</td> <td>60%</td> <td>65%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Q1	Q2	2021/22	90%	64%	54%	64%	60%	65%
Year	Q1	Q2	Q3	Q4		Q1	Q2												
2021/22	90%	64%	54%	64%	60%	65%													
Explanation of performance this period	Homelessness was prevented for 46 Households in Q1 & Q2. We are achieving good levels of positive outcomes on our cases, however the time it is taking to source accommodation is resulting in us needing to keep cases open for much longer. The reliance on social housing is far higher than in previous years as the rise in private rental costs is making the private sector very difficult to access.																		

Page 70



Housing Delivery Target

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	Annual		
N/A	Above target	385 net additional dwellings per annum (TTV)	650	The annual housing survey counts all new dwellings and demolitions to get a net figure	
<p>Page 71</p> <p>Explanation of performance this period</p> <p>Since 2014 there have been 4,469 net additional dwellings delivered in the Thriving Towns and Villages Policy Area (TTV). In 2021/22 there were 650 net additional dwellings delivered. At the 2022 monitoring point the TTVPA is in a surplus position of 1,389 dwellings against the annualised monitoring target of 385dpa.</p> <p>The 2022 Housing Position Statement setting out the five year housing land supply assessment for the period 1 April 2022 to 31 March 2027 was published on the 19 December 2022.</p>					



Private Sector Housing - energy efficiency grants

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	This Period		
N/A	Delivery of National Government Grant schemes to the maximum benefit of our residents	100%	63.3%	Number of installations against target.	N/A
Explanation of performance this period	<p>The Green Homes Grant has been delivered throughout 2022 with installations being completed in Sept 2022. 38 Installations were completed at a capital cost of £495,753.74</p> <p>The target was 60 homes with an available budget of £600,0000</p>				

Page 72



Employment Estate Occupancy Rates

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	This Period		
N/A	Higher than target	90%	95.16%	Number of Occupied Commercial Assets Against Total Number	
Page 73					
Explanation of performance this period	<p>Estates Occupancy has seen a consistent upward trend over the last 12-18 months. This can be attributed to a number of factors including further prioritisation of the revenue generating asset portfolio supported by targeted resource management, increased utilisation of work-flow (Concerto primarily) systems to support timely action of lease events eg. rent reviews & renewals plus working with Property Services to ensure a well-managed, attractive offer of business units.</p>				



Temporary Events Notices issued in timescale

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	This Period		
Statutory Requirement	On target	100%	99%	Percentage of applications completed compared to number received	N/A
Explanation of performance this period	TENS have a statutory requirement to issue in one working day from the receipt of the application. These are prioritised against all other licence applications due to the statutory requirement for TENS and that if the Council does not process them correctly the event will receive tacit consent.				

Page 74



Average number of days to process new housing benefit claims

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	Q1 & Q2		
<p>National performance figures are published quarterly. Whilst there isn't an equivalent target, during the average national performance was 28 days.</p>	Below target	17 days	14 days	It is the average time taken to process a new housing benefit claim. This is calculated as the average (mean) processing time in calendar days, rounded to the nearest day.	
<p>Explanation of performance this period</p> <p>The team continue to continue to perform well against target which is set at 17 days for each quarter of the financial year. The average number of days taken to assess new claims for housing benefit was 19 days in Q1, improving to 14 days in Q2.</p> <p>Focusing on assessing new housing benefit claims means we provide timely support to some of the most vulnerable residents in the Borough.</p> <p>Year-end data are calculated using a quarterly average over each annual period.</p>					



Average number of days to process change in circumstances to housing benefit claims

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																					
		Target	This Period																							
<p>National performance figures are published quarterly. The average number of days taken to process a change in circumstances to an existing housing benefit claim during was 10 calendar days.</p>	Below target	6 days	4 days	<p>It is how long it takes to process as change of circumstances to an existing housing benefit claim.</p> <p>It is the average time taken, calculated as the average (mean) processing time in calendar days, rounded to the nearest day.</p>	<p>WD-BV78b Processing Speed (Change of circumstances) avg days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarterly Values (avg days)</th> <th>Quarterly Target (avg days)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>3.5</td> <td>6.0</td> </tr> <tr> <td>Q2 2021/22</td> <td>4.5</td> <td>6.0</td> </tr> <tr> <td>Q3 2021/22</td> <td>5.2</td> <td>6.0</td> </tr> <tr> <td>Q4 2021/22</td> <td>2.8</td> <td>6.0</td> </tr> <tr> <td>Q1 2022/23</td> <td>3.4</td> <td>6.0</td> </tr> <tr> <td>Q2 2022/23</td> <td>4.4</td> <td>6.0</td> </tr> </tbody> </table>	Quarter	Quarterly Values (avg days)	Quarterly Target (avg days)	Q1 2021/22	3.5	6.0	Q2 2021/22	4.5	6.0	Q3 2021/22	5.2	6.0	Q4 2021/22	2.8	6.0	Q1 2022/23	3.4	6.0	Q2 2022/23	4.4	6.0
Quarter	Quarterly Values (avg days)	Quarterly Target (avg days)																								
Q1 2021/22	3.5	6.0																								
Q2 2021/22	4.5	6.0																								
Q3 2021/22	5.2	6.0																								
Q4 2021/22	2.8	6.0																								
Q1 2022/23	3.4	6.0																								
Q2 2022/23	4.4	6.0																								
<p>Explanation of performance this period</p>	<p>The team continue to perform lower than target which is set at 6 days for each quarter of the financial year. In the first two quarters of the year, it took on average 4.4 days to assess change of circumstances for housing benefit claims.</p> <p>Focusing on assessing change in circumstances means we provide timely support to some of the most vulnerable residents in the Borough.</p>																									



Council Tax Collection

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																																							
		Target	Q1 & Q2																																									
DLUHC require a Quarterly Return of Council Taxes and Non-Domestic Rates (QRC4) to be submitted annually which is published as a statistical release. Returns are also submitted quarters 1-3, but the content is not published.	On target	50%	55.74%	The in-year collection rate is the amount of council tax due for the financial year that is received by 31 March shown as a percentage of the net collectable debit in respect of that year's council tax. i.e it is how much council tax is collected as a percentage of the amount we would have collected if everyone liable had paid what they were supposed to.	<p>Collection of Council Tax</p> <table border="1"> <caption>Estimated data from 'Collection of Council Tax' chart</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>10</td><td>10</td></tr> <tr><td>May</td><td>20</td><td>20</td></tr> <tr><td>June</td><td>30</td><td>30</td></tr> <tr><td>July</td><td>40</td><td>40</td></tr> <tr><td>August</td><td>50</td><td>50</td></tr> <tr><td>September</td><td>60</td><td>60</td></tr> <tr><td>October</td><td>70</td><td>70</td></tr> <tr><td>November</td><td>80</td><td>80</td></tr> <tr><td>December</td><td>90</td><td>90</td></tr> <tr><td>January</td><td>95</td><td>95</td></tr> <tr><td>February</td><td>95</td><td>95</td></tr> <tr><td>March</td><td>95</td><td>95</td></tr> </tbody> </table>	Month	2021/22 (%)	2022/23 (%)	April	10	10	May	20	20	June	30	30	July	40	40	August	50	50	September	60	60	October	70	70	November	80	80	December	90	90	January	95	95	February	95	95	March	95	95
Month	2021/22 (%)	2022/23 (%)																																										
April	10	10																																										
May	20	20																																										
June	30	30																																										
July	40	40																																										
August	50	50																																										
September	60	60																																										
October	70	70																																										
November	80	80																																										
December	90	90																																										
January	95	95																																										
February	95	95																																										
March	95	95																																										
Explanation of performance this period	In 2021/22, top quartile performance ranged from 97.8% to 99.5%. Our collection rate for 2021/22 was 97.8%. This was 1.9% higher than the national average of 95.9%.																																											

page 77

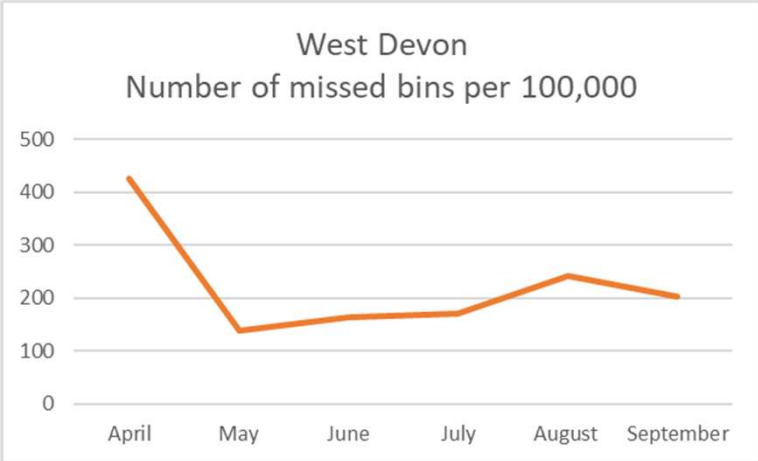


In-year collection rate for non-domestic rates

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																																							
		Target	Q1 & Q2																																									
<p>DLUHC require a Quarterly Return of Council Taxes and Non-Domestic Rates (QRC4) to be submitted annually which published as statistical release. Returns are also submitted in quarters 1-3, but the content is not published.</p>	On target	50%	64.58%	<p>The in-year collection rate is the amount of non-domestic rates due for the financial year that is received by 31 March shown as a percentage of the net collectable debit in respect of that year's non-domestic rates. I.e it is how much non-domestic rates is collected as a percentage of the amount we would have collected if everyone liable had paid what they were supposed to.</p>	<table border="1"> <caption>Collection of Non-Domestic Rates</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>10.00</td><td>18.00</td></tr> <tr><td>May</td><td>25.00</td><td>25.00</td></tr> <tr><td>June</td><td>35.00</td><td>35.00</td></tr> <tr><td>July</td><td>40.00</td><td>45.00</td></tr> <tr><td>August</td><td>45.00</td><td>55.00</td></tr> <tr><td>September</td><td>50.00</td><td>65.00</td></tr> <tr><td>October</td><td>60.00</td><td>70.00</td></tr> <tr><td>November</td><td>65.00</td><td>78.00</td></tr> <tr><td>December</td><td>75.00</td><td>80.00</td></tr> <tr><td>January</td><td>80.00</td><td>85.00</td></tr> <tr><td>February</td><td>85.00</td><td>88.00</td></tr> <tr><td>March</td><td>94.00</td><td>93.00</td></tr> </tbody> </table>	Month	2021/22 (%)	2022/23 (%)	April	10.00	18.00	May	25.00	25.00	June	35.00	35.00	July	40.00	45.00	August	45.00	55.00	September	50.00	65.00	October	60.00	70.00	November	65.00	78.00	December	75.00	80.00	January	80.00	85.00	February	85.00	88.00	March	94.00	93.00
Month	2021/22 (%)	2022/23 (%)																																										
April	10.00	18.00																																										
May	25.00	25.00																																										
June	35.00	35.00																																										
July	40.00	45.00																																										
August	45.00	55.00																																										
September	50.00	65.00																																										
October	60.00	70.00																																										
November	65.00	78.00																																										
December	75.00	80.00																																										
January	80.00	85.00																																										
February	85.00	88.00																																										
March	94.00	93.00																																										
Explanation of performance this period	In 2021/22, top quartile performance ranged from 98.1% to 99.8%. Our collection rate for 2021/22 was 93.67%. This was slightly below the national average of 95.5%.																																											



Number of missed bins per 100k

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History														
		Target	Q1 & Q2																
80 per 100,000	Below target	80	143	Number of missed bins per 100,000 properties	<p>West Devon Number of missed bins per 100,000</p>  <table border="1"> <caption>West Devon - Number of missed bins per 100,000</caption> <thead> <tr> <th>Month</th> <th>Number of missed bins per 100,000</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>430</td> </tr> <tr> <td>May</td> <td>140</td> </tr> <tr> <td>June</td> <td>160</td> </tr> <tr> <td>July</td> <td>170</td> </tr> <tr> <td>August</td> <td>240</td> </tr> <tr> <td>September</td> <td>200</td> </tr> </tbody> </table>	Month	Number of missed bins per 100,000	April	430	May	140	June	160	July	170	August	240	September	200
Month	Number of missed bins per 100,000																		
April	430																		
May	140																		
June	160																		
July	170																		
August	240																		
September	200																		
Page 79	Explanation of performance this period	There was a high level of sickness and agency being used in April, which meant that the knowledge on rounds was limited causing more misses. This levelled off but increased slightly in August and September through holiday/sickness																	



Household Recycling Rates

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																											
		Target	Q1 & Q2																													
Legal requirement for Local Authorities	Above target	57%	54.8%	Data supplied by WD to DCC for verification against disposal points.	<p>West Devon - Recycling Rate</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Household (Recycling Rate)</th> <th>LACW (Recycling Rate)</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>52.2</td> <td>52.2</td> </tr> <tr> <td>May</td> <td>56.0</td> <td>56.0</td> </tr> <tr> <td>June</td> <td>55.8</td> <td>55.8</td> </tr> <tr> <td>Qtr 1</td> <td>54.8</td> <td>54.8</td> </tr> <tr> <td>July</td> <td>51.8</td> <td>51.8</td> </tr> <tr> <td>Aug</td> <td>54.5</td> <td>54.5</td> </tr> <tr> <td>Sept</td> <td>57.5</td> <td>57.2</td> </tr> <tr> <td>Qtr 2</td> <td>54.8</td> <td>54.8</td> </tr> </tbody> </table>	Month	Household (Recycling Rate)	LACW (Recycling Rate)	April	52.2	52.2	May	56.0	56.0	June	55.8	55.8	Qtr 1	54.8	54.8	July	51.8	51.8	Aug	54.5	54.5	Sept	57.5	57.2	Qtr 2	54.8	54.8
Month	Household (Recycling Rate)	LACW (Recycling Rate)																														
April	52.2	52.2																														
May	56.0	56.0																														
June	55.8	55.8																														
Qtr 1	54.8	54.8																														
July	51.8	51.8																														
Aug	54.5	54.5																														
Sept	57.5	57.2																														
Qtr 2	54.8	54.8																														
Explanation of performance this period	The recycling rates have been consistent this year in West Devon as there has been no service changes and Recycling advisors visited in October to speak to areas that present less recycling and talk through these challenges.																															

Page 80



Contact centre calls answered in 5 mins

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																																							
		Target	Q1 & Q2																																									
N/A	60-80%	80%	85.3%	Total calls (Non Rev & Bens) with wait time over 5 mins divided by total calls	<p>CST3a % calls answered within 5 mins (Contact Centre)</p> <table border="1"> <caption>Estimated data from the line chart</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>68</td><td>88</td></tr> <tr><td>May</td><td>67</td><td>78</td></tr> <tr><td>June</td><td>71</td><td>82</td></tr> <tr><td>July</td><td>81</td><td>88</td></tr> <tr><td>August</td><td>76</td><td>89</td></tr> <tr><td>September</td><td>76</td><td>91</td></tr> <tr><td>October</td><td>82</td><td></td></tr> <tr><td>November</td><td>87</td><td></td></tr> <tr><td>December</td><td>92</td><td></td></tr> <tr><td>January</td><td>91</td><td></td></tr> <tr><td>February</td><td>94</td><td></td></tr> <tr><td>March</td><td>87</td><td></td></tr> </tbody> </table>	Month	2021/22 (%)	2022/23 (%)	April	68	88	May	67	78	June	71	82	July	81	88	August	76	89	September	76	91	October	82		November	87		December	92		January	91		February	94		March	87	
Month	2021/22 (%)	2022/23 (%)																																										
April	68	88																																										
May	67	78																																										
June	71	82																																										
July	81	88																																										
August	76	89																																										
September	76	91																																										
October	82																																											
November	87																																											
December	92																																											
January	91																																											
February	94																																											
March	87																																											
Explanation of performance this period	<p>Since the summer, a number of structural changes been put in place to address some of the longer wait times. Continued work to reduce calls and reduce call length should embed this level of performance. Understandable and achievable objectives are being put in place to continue the improvement and further changes to increase productivity and downtime performance will improve workload in other parts of the council. New software and tools are being implemented currently and will start to show in the performance figures from late Q4 onwards.</p>																																											

Page 81



Revs & Bens calls answered in 8 mins

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History																																							
		Target	Q1 & Q2																																									
N/A	Above target	80%	55%	Rev&Bens calls answered in less than 5 mins/Total Rev&Bens calls	<p>CST3c % calls answered within 8 mins (RevBens)</p> <table border="1"> <caption>Estimated data from the line chart</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>48</td><td>48</td></tr> <tr><td>May</td><td>51</td><td>51</td></tr> <tr><td>June</td><td>45</td><td>45</td></tr> <tr><td>July</td><td>49</td><td>49</td></tr> <tr><td>August</td><td>68</td><td>68</td></tr> <tr><td>September</td><td>47</td><td>66</td></tr> <tr><td>October</td><td>47</td><td>47</td></tr> <tr><td>November</td><td>47</td><td>47</td></tr> <tr><td>December</td><td>66</td><td>66</td></tr> <tr><td>January</td><td>53</td><td>53</td></tr> <tr><td>February</td><td>58</td><td>58</td></tr> <tr><td>March</td><td>49</td><td>49</td></tr> </tbody> </table>	Month	2021/22 (%)	2022/23 (%)	April	48	48	May	51	51	June	45	45	July	49	49	August	68	68	September	47	66	October	47	47	November	47	47	December	66	66	January	53	53	February	58	58	March	49	49
Month	2021/22 (%)	2022/23 (%)																																										
April	48	48																																										
May	51	51																																										
June	45	45																																										
July	49	49																																										
August	68	68																																										
September	47	66																																										
October	47	47																																										
November	47	47																																										
December	66	66																																										
January	53	53																																										
February	58	58																																										
March	49	49																																										
Page 82																																												
Explanation of performance this period	<p>A number of changes (and some additional support from Revenues) has had a major impact on the call answer time for Revenues and Benefits. This matches the call answer time statistic for the rest of the Contact Centre but these service areas have longer call and wrap times. It is proposed to change this measure to calls answered in 8 mins (roughly equal to the average call and wrap time for this area) to more reasonably compare performance in the two parts of the Contact Centre.</p>																																											



Total calls

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	Q1 & Q2		
N/A	Decreasing over time Less than the same time period last year	2021/22 Q1 & 2: 80,913 calls	63,531 calls	Total calls to CST	
Page 83	Explanation of performance this period	<p>Call volumes continue their long-term downward trajectory. This is despite significant additional work being applied to the council in terms of new grants, cost of living pressures and Ukrainian refugee schemes. Two big pieces of work (Revenues and EH & Licensing projects) planned for early 2023 will make further inroads into this measure. Additional work is being done to encourage channel shift in the call queue so total calls vs calls answered will be an interesting comparison as we go through next year.</p>			



Online Uptake. Processes started online vs through the Contact centre

National Benchmark (and source)	Good Looks Like	2022/23		How its calculated	Performance History
		Target	Q1 & Q2		
N/A	80%	80%	78%	Percentage of processes started online by customer vs by Contact centre	
Page 84					
Explanation of performance this period	<p>This measure show a very high usage of online processes (where they are available) and has been higher in the past couple of years due to the business and residents grants that have increase online uptake. Further improvements and changes to channel shift should show a slow increase in online uptake over the next year.</p>				



WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE

INITIAL DRAFT ANNUAL WORK PROGRAMME PROPOSALS – 2022/23

Date of Meeting	Report	Lead Officer
14 February 2023	Task and Finish Group Updates <i>(if any)</i> Community Safety Partnership Council Delivery against Corporate Theme: Community Wellbeing and Economy NFU involvement in Devon Carbon Plan	Alex Stevens, NFU
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
21 March 2023	Task and Finish Group Updates <i>(if any)</i> Council Delivery against Corporate Theme: Homes	
Page 85	O&S Annual Report: 2021/22	Amelia Boulter
	Customer Access Strategy and Contact Centre Review	Steve Mullineaux and Jim Davis
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
<i>To be considered for scheduling:</i>		

This page is intentionally left blank