



West Devon
Borough Council

A Plan for West Devon – Progress Update

Quarter 2 2022/23 (July – Sept 2022)



*A Plan for
West Devon*

A Plan for West Devon – Progress Update

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West Devon Borough Council



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Introduction

We continue to make really positive progress in delivering on our commitments set out in A Plan for West Devon. I am pleased that the number of actions ‘on track’ has further increased in this period.



It has been fantastic that over the summer we have been able to engage with our residents and key partners in a number of ways, through attending local community events such as Okehampton and Chagford shows through to relaunching our meetings with Towns and Parishes through new and refreshed Team West Devon meetings.

Also over the summer we know that many of our residents will have spent time enjoying new community facilities such as the newly resurfaced Tavistock Tennis club courts which were completed with a contribution from the Council (through Section 106 funding).

As we write this report, we are really focusing on what we as a Council can do to support our residents meet the challenges of the Cost of Living Crisis. Our role is clearly limited in terms of direct action but we can and must work closely with partner agencies to ensure a joined up approach. An action plan will be considered alongside this report at our meeting on 1st November 2022

Cllr Neil Jory

Cllr Neil Jory
Leader West Devon Borough Council

During this reporting period we've :-



Seen the making of Milton Abbot, Chillaton and Kelly neighbourhood plan.

Welcomed a total of 154 Ukrainian guests to the Borough and increased the team to support them.



Seen residents enjoy the newly resurfaced Tavistock Tennis club courts – after out contribution of £18,000.

Worked with partners to develop an initial Cost of Living Response plan



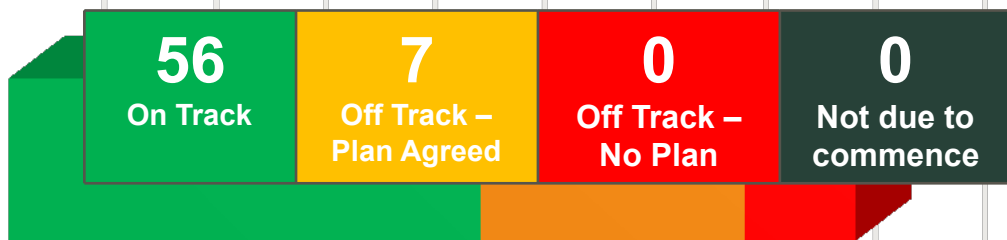
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Section 1 – Performance on a page

Corporate Strategy Actions



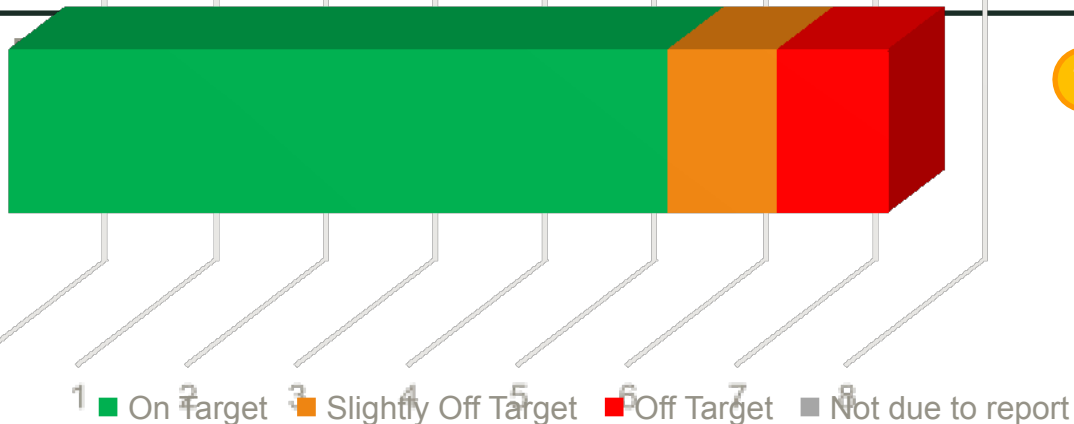
There are a total of 63 actions to be delivered within the 2022/23 delivery plan. Good progress has been made with the majority on track to deliver as planned. There has been an increase in the number of action on track since the last quarter.

Spend against approved strategy programme 2022.23



Agreed Strategy Budget 2022/23	£404,500
Spend to Date	£95,732
Forecast to year end	£375, 500
Forecast Variance	£29,000 under

Overall we are on track with delivering our priorities within the agreed budget for the year. There is an underspend primarily due to delays in on-boarding new employees and maximising government grants instead of using Council reserves.



Risk Management Profile – Average Risk Score across Strategic Risks



Average Strategic Risk Score <u>last</u> Period	Average Strategic Risk Score <u>this</u> period
14	16.5

The average risk score for our strategic risk register has increased due to the addition of two significant risks that have crystallised since the last quarters report.



Section 2 – Performance against the Council’s Priorities

Delivering on our Plan for West Devon







This section of the report sets out the performance under each of the Council’s theme areas. The themes underpin our overall ambition for West Devon.

Each year for the next three years, we have set out a number of specific deliverables in our Thematic Delivery Plan.

The table to the right sets out how many of those are currently on track, how many are slightly off track and how many are at risk of not being delivered as planned.

Since the Q1 report, there has been an increase in the number of action that are on track, and therefore a decrease in the number of actions off track. This shows a positive overall movement.

More detail on each of the delivery plans is set out in the coming pages.

Overall Performance Against Actions				
Status		Total Actions Within Category	% of overall actions	Compared to previous Quarter
	This action is on track with good progress being made. There are no significant risks which require action and we are on track to deliver as planned	56	89%	
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	7	11%	
	There is a significant risk that we cannot deliver this activity as planned. Regular monitoring and support from Lead Member and Senior Leadership Team is required	0		
	This activity is not yet due to start in the current year	0		
	Totals	63	100%	





At the time of preparing this report we have continued to make good progress across the actions within our delivering plan including:-

- Recommending our meetings with Parish Councils under the Team West Devon banner.
- Working with our key partners to request that they update their funding applications so that we can consider if we can continue funding for the next two years
- All of the £23,297 community facilities funding from the former Tavistock Hockey Club has been allocated to projects, with three of the four projects complete – path improvements at Tavistock Community Sensory Garden, court resurfacing at Tavistock Tennis Club and new information boards for the Robey Trust. The remaining project for Tavistock Golf Club was delayed but is now in progress. All of the £11,880 community facilities funding has been allocated to projects and all four projects are now complete – replacement and additional outside seating at Okement Centre, storage shelves and lockers at Okehampton Community Garden, replacement zip wire at Simmons Park and rejuvenation of all-weather pitch at Okehampton College.



Cllr Paul Vachon
Lead Member for strengthening communities



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Empowering our communities to enhance their area	4	3	1 (SC1.4)		
Supporting the voluntary sector in responding to community needs	1	1			

Key Risks / Issues

- SC1.4 Launching a new community events fund has been carried forward from last year but the aim will be to launch the scheme in Autumn focusing on events coming up in the following year

Focus for next Quarter

- Consider updated funding applications from key partners at Hub Committee -1st November 2022
- Seek feedback on Town and Parish (Team West Devon) meetings and arrange Superlinks meeting for December 2022.
- Develop the events grant scheme for consideration by the Advisory Group









The cost of living continues to be a significant concern to the borough council, and of course our residents. During this quarter I have been appointed as the lead member for responding to this and am working closely with officers and partners to develop an action plan. Many of the actions within the wellbeing plan require us to work closely with partners such as Public Health, Citizens Advice, Devon County Council and others. It is pleasing that during this period we have continued to build effective working relationships across these groups with some of the key activities delivered in the past quarter being:-

- Developed an outline Cost of Living framework with partners and agreed a rural poverty pilot
- Produced a Cost of Living Support Leaflet and newspaper campaign to reach out to residents
- Agreed to support the delivery of Mental Health Assemblies – initially delivered in Northlew Cof E Primary School and Boasley Cross Primary School



Cllr Tony Leech
Lead Member for enhancing community wellbeing



Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver on time	 Not yet due to commence
Reducing Health Inequalities & rural poverty	2	1	1 (CW1.1)		
Leisure provision that meets residents needs	2	2			
Mental Health and Wellbeing	3	3			

Key Risks / Issues

- CW1.1 – Development of a Rural Poverty Pilot has been delayed slightly – but for good reason. The longer planning period has meant that a range of partner organisations have been able to shape the pilot. An update on this will be considered by Hub at this meeting. As a side note, it is recommended from this point onwards to refer to it as a Health and Wellbeing Pilot.

Focus for next Quarter

- Adopt a Cost of Living Action Plan
- Promote (via a leaflet and online Support Hub) the support available to residents as the Cost of Living continues to impact
- Continue delivery of Health and Wellbeing pilot in a geographically defined location



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Positive progress continues in responding to the housing crisis within the Borough and during this quarter we have:-

- Progressing plans to enhance the support available for the Homes for Ukraine scheme – including increasing working with other Devon Councils on an enhanced support scheme for Ukrainian Hosts and Guests to enable longer term housing options.
- Continued work to secure a contractor to deliver our plans for 11 self contained units at SpringHill (see IH1.6 in risk section below)
- Recruited a Housing needs officer who has started with us and is working on a series of parish profiles to better inform future housing need
- Housing Development Officer recruited and will lead on Council owned sites and development projects (such as Wonnacotts road)



Cllr Barry Ratcliffe
Lead Member
for improving
homes



Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver on time	 Not yet due to commence
Housing for Place	3	3			
Housing for People	3	2	1 (IH1.6)		

Key Risks / Issues

IH1.6 – The current challenges within the construction industry have to date led to difficulty in identifying a successful procurement route. See Section 5 of this report for more information

Focus for next Quarter

- Further work on progressing the Councils aspirations for a housing development at Wonnacotts Roads)





Work has continued on supporting our economic recovery from the pandemic and planning for the future. During this period we have:-

- Submitted our bids to Levelling Up round 2 and Shared Prosperity Fund and while awaiting a decision have begun to arrange meetings with key stakeholders so that we can progress plans as soon as the outcome is known.
- Shared updates with Town and Parish Councils on the opportunities available through Shared Prosperity and Levelling UP as part of our Team West Devon briefings
- Progress with plans for the feasibility for a BID for Okehampton. Feasibility report is set to be considered by the Town Council on 17th October to consider whether this should be progressed.



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Promote Destination West Devon	5	5			
Helping West Devon Towns and Businesses thrive	5	5			
Respond to opportunities to enhance the economy	2	2			

Key Risks / Issues

- There is a risk that we are not successful with our bids to the Shared Prosperity Fund and Levelling Up round 2 although we are confident that we have submitted a high quality submission and remain optimistic.

Focus for next Quarter

- We are still awaiting the outcome of our bids for Levelling Up and Shared Prosperity but hopeful that we'll be notified in the next few weeks.
- Discussion with Okehampton Town Council re formation of a BID – scheduled for 17th October



Good progress is being made on delivery of the specific actions within the year one delivery plan for Natural Environment (in addition to all of the actions within our specific Climate and Biodiversity Action Plan). During this period we have:-

- Worked with other Councils and organisations to prepare the Devon Carbon Plan (a roadmap for how Devon will reach net-zero emissions by 2050 at the latest)
- Commenced development of an Electric Vehicle Charging Strategy for the Borough
- Working to secure funding to support the installation of solar panels on Leisure Centres within the Borough which forecasts saving 135kge of CO2 per year



Cllr Lucy Wood
Lead Member for growing our natural environment



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Working towards net zero	4	3	1 (NE1.1)		
Making the best use of our incredible natural environment	6	6			

Key Risks / Issues

NE1.1 - Work progresses on the EV fleet replacement but a lack of existing EV charging infrastructure, limited range of some EV's and the large area covered by some vehicles represents a challenge in terms of ensuring that service delivery remains efficient with an EV fleet. We have now engaged with a contractor to support us with delivery of this activity

Focus for next Quarter

- Promote and relaunch the Climate Community Forum – with a particular focus on the Devon Carbon Plan
- Hold a meeting of the Natural Environment Advisory Group to consider the Devon Carbon Plan and progress that through Council





This quarter we've continued positive progress against delivering our plans for the built environment including:-

- Approving the making of Milton Abbot, Chillaton and Kelly Neighbourhood Plan
- Appointing a new Head of Placemaking to take forward the plans under this theme


Launching a #MyPlace consultation with communities as part of the Joint Local Plan – to understand priorities for our residents in the years ahead



Cllr Caroline Mott

Lead Member for adapting our built environment



Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver on time	 Not yet due to commence
Celebrating our heritage and ensuring its protected	4	4			
Planning infrastructure for the future	4	4			

Key Risks / Issues

Focus for next Quarter

- We are hopeful that we will receive notification of a successful bid to the UK Shared Prosperity Fund and Levelling Up funds which will enable us to progress plans for enhanced local transport connectivity, particularly in Okehampton. Should this be received, work will commence at pace in the next quarter.









Over the past couple of years, how our customers access our services has changed (much of which was forced by Covid-19 restrictions closing our receptions). During the last quarter we have:-

- Continued to refine our Customer Access Strategy – which will be considered by Hub Committee in the next few months.
- Promoted a relaunch of our Community Cluster groups – an opportunity for the Council and the voluntary sector to get together to understand what is happening in our communities
- Attended community events such as Okehampton Show and Chagford shows – increasing visibility and profile of the Council in our communities and enabling residents to access our services in different ways
- Launched a #MyPlace engagement platform to seek view of residents on opportunities and challenges in their local place



Cllr Ric Cheadle
Lead Member for delivering inclusive and accessible services



Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver on time	 Not yet due to commence
Being a listening and accessible Council	5	4	1 (IA1.1, IA1.4, IA1.5)		

Key Risks / Issues

Action IA1.1 – Customer Charter work has been delayed but a plan is in place to implement this in the Autumn
 Action IA1.4 – We have not commenced delivery of the Residents Satisfaction survey as initially planned however, with the JLP team, we have commenced a wider satisfaction and view gathering exercise through the #My Place survey.
 Action IA1.5 – Slight delays in gathering Member views in respect of the Induction Programme however this is now included in the O&S work programme

Focus for next Quarter

- Consider the outcome of the customer contact review and recommendations from that.
- Adoption of Customer Charter









Work has continued on delivering our ambitions for enabling our residents to do as much as possible online and to ensure that all of our staff are supported to deliver the best possible service to our residents. During this quarter we have:-

- Carried out a staff survey with all staff asked to provide their views on their roles and the Council as an employer
- Filled some of our key job vacancies including Head of Revenues and Benefits, Assistant Director for Planning (shared with SH) and a specific Head of Development Management for West Devon – ensuring a focused service for West Devon residents
- Represented the Council at a Devon Local Supplier Development session- promoting opportunities for suppliers to work with Councils



Cllr Chris Edmonds
Lead Member for maximising our resources



Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver on time	 Not yet due to commence
Value for money of existing services	3	2	1 (R1.1)		
Finance fit for the future	7	6	1 (R1.6)		

Key Risks / Issues

- Action R1.1 - There have been delays to the go-live of our new planning portal and back office system. We continue to work with the supplier to resolve the issues with the technology
- Action R1.6 - We had anticipated that the Government would give Local Government a 2 year finance settlement however this has not been the case and so uncertainty remains about funding beyond next financial year.

Focus for next Quarter

- Continue with progress on the Future IT programme
- Hold a 'meet the buyer event' in July for potential suppliers to meet procurement officers from all Devon Councils and enable them to understand how they may be able to work with us in the future



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Section 3 – Programme Spend

Ensuring that we make the best use of the funding available to us

Alongside the adoption of our Plan for West Devon, we have developed a Thematic Delivery Plan which includes resourcing requirements over and above our business as usual services. This section sets out the financial performance against the agreed Strategy budgets.

Theme	Agreed Budget 2022/23	Spend to Date	Forecast spend to year end	Notes
Communities	£15,000	£0.00	£12,000	Community Grant Scheme to be launched January
Community Wellbeing	£37,500	£0.00	£27,500	Slight delays in the rural poverty pilot means that this funding may be underspent at year end. We have commissioned an organisation to deliver some Mental Health and Wellbeing training sessions to schools in the area which, if positive feedback received, we may extend.
Homes	£30,000	£5,000	£30,000	
Economy	£197,000	£55,732	£197,000	Actual includes cost of Visit West Devon website
Natural Environment	£39,000	£605	£39,000	
Built Environment	£46,000	£5,000	£30,000	Conservation Area Appraisal Officer now in post
Inclusive Services	£5,000	£0.00	£5,000	Delays to carrying out resident satisfaction survey but this funding will be utilised within Communications to ensure we can continue engagement
Resources	£35,000	£0.00	£30,000	Recruitment for Website Support Officer now underway



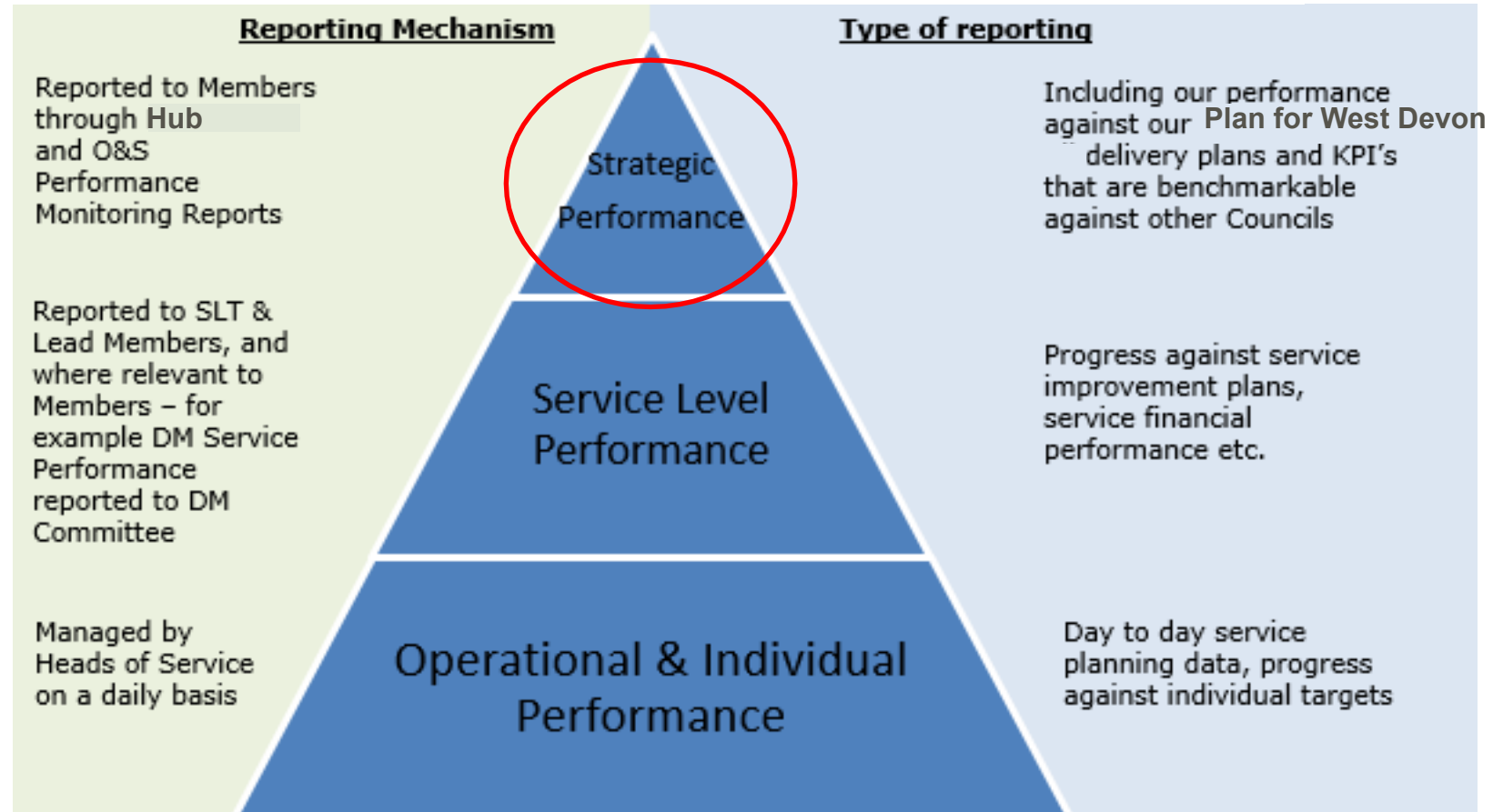
Section 4 – Key Service Performance

Ensuring that our services meet the needs of our residents and businesses

This section of the report will set out how we are performing in some of our key service areas. These measures are deemed to be important in supporting our delivery of key activities within A Plan for West Devon.

These KPI's are deemed to be at the 'Strategic Level' of our performance management framework.

The next two pages set out the high level overview of performance against the KPIs







KPI Performance

KPI Description	Good Looks Like	2022/23		Performance compared to last quarter	How its calculated	Narrative
		Target	This Period			
Percentage of customers completing a process and reporting a positive satisfaction with the process	Higher than target	>80%	78.2%	😊 Last period 75.5%	Every web form submitted asks users to complete feedback forms. This is the % of customers scoring positively with either 4 or 5 stars out of 5	We are continuously working to enhance our online experience and this shows a positive direction of travel from last month. We will be further enhancing this measure by implementing a system that also enables telephone customers the opportunity to provide feedback at the end of the call
Processing of Major Planning Applications - % determined in time	Higher than target	70%	100%	😊 Last period 80%	Total number of applications determined in the period on time	This demonstrates a positive performance, achieving above target and improved from past period
Processing of Minor Planning Applications - % determined on time (with extensions)	Higher than target	80%	86%	😐 Last period 94%	Total number of applications determined on time during the period	Performance is slightly lower than the past performance but still over target.
Planning Enforcement Cases Outstanding	Downward trend	-	156	😊 Last period 161	Outstanding cases at beginning of quarter plus cases received during quarter, less cases closed during quarter	The number of cases has reduced overall, from 161 to 156 which is a positive direction of travel.



KPI Performance

KPI Description	Good Looks Like	2022/23		Performance compared to last period	How its measured	Narrative
		Target	This Period			
Processing speed housing Benefits (Average number of days to process new claims)	Lower than target	17 days	14 days	 <p>Average last period 12.45 days</p>	Total claims received divided by total number of days to process new claims	This is a national measure and performance data is reported to DWP on a monthly basis. This quarter demonstrates that we are below the national target of 17 days
Staff turnover rate	Between 5-10%	<10%	1.68%	 <p>Last report 5.8%</p>	Total number of leavers / total workforce in period *100 gives a score	West Devon has relatively low number of employees (99) and so any leavers can make a significant difference. A healthy level of turnover is considered to be around 5-10%
Average number of missed collections per 100,000 collections of household waste	Lower is better	<80	Jul – 171 Aug -242 Sep - TBC	 <p>Last report 282</p>	We calculate the total number of reported missed bins out of each 100,000 due collections	The number of missed collections per 100,000 is higher than the target but lower than the previous reporting period.
% of complaints responded to within timescales	Higher than target	95%	78.2%	 <p>Last report 97.1%</p>	Total number of official complaints responded to within timescales (both stage 1 and stage 2) divided by total number received	While this performance measure is off target, the number of cases responded to late is low out of the 44 complaints received, reported late and six still open. Positively the average time to respond to complaints was 9 days,



Section 5 – Capital Delivery

The Delivery Projects

This new section provides an update on the capital projects which are important in supporting our delivery of key activities within A Plan for West Devon.



Action		Measures of Success Achieved		Key Project Risk(s)
IH1.6 	Deliver on our plans for 11 self contained apartments in Tavistock to support people who are homeless		Planning Approval Issued Tender documents	A Contractor was not secured through the open tender process. Given the importance of advancing the Springhill project, alternative procurement routes are now being actively engaged with including the Southern Contractors Framework.
NE1.2 	EV infrastructure has been installed within Hatherleigh, Chagford and Bedford Car Park (Tavistock)		EV infrastructure installed in Hatherleigh, Chagford and Bedford car parks.	Wayleave Resolution (Bedford Car Park Tavistock)

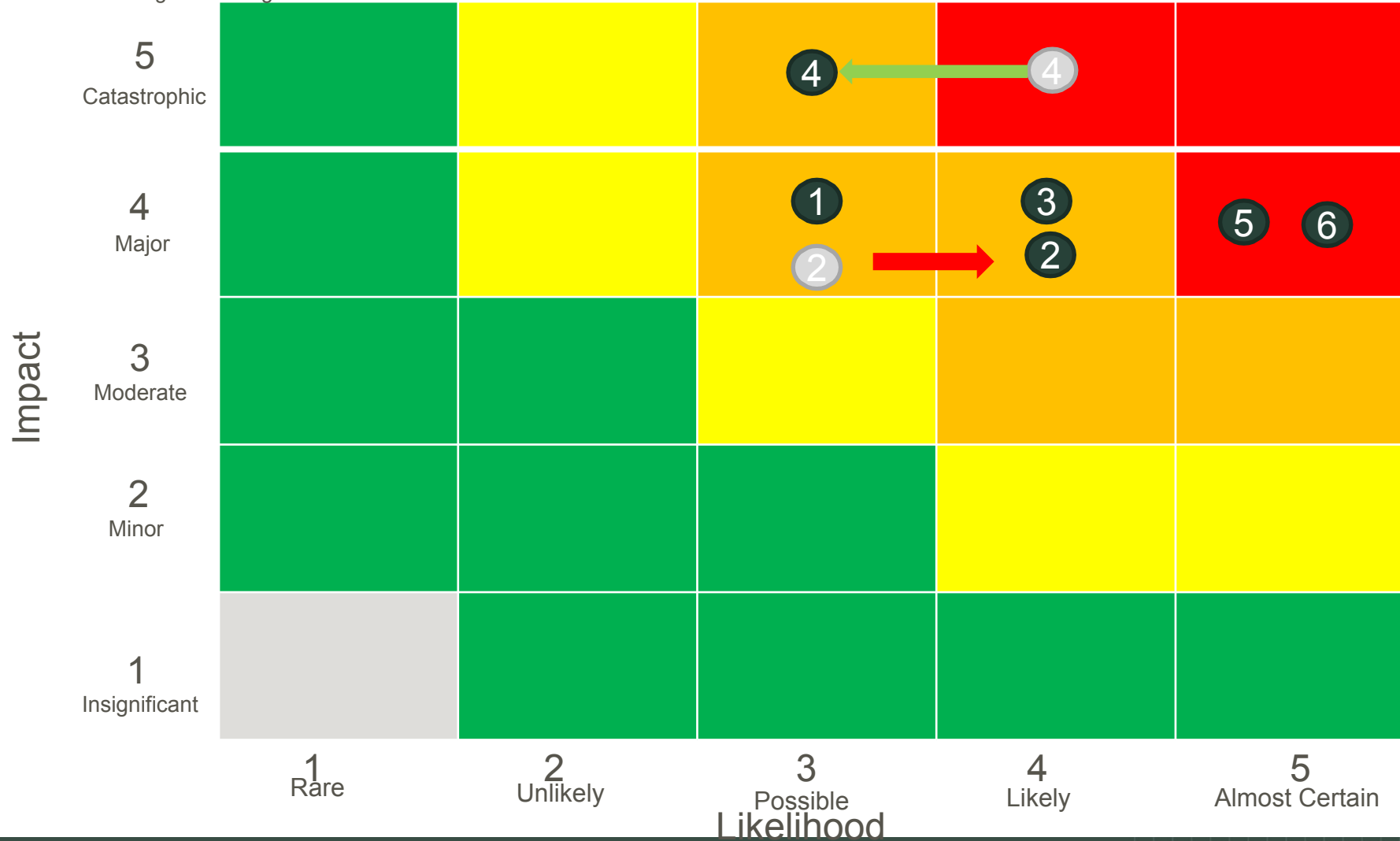
The aim is to develop this section within future reports to detail pipeline projects.



Section 6 - Strategic Risks October 2022

The following section sets out an overview of the current strategic risks and on the following pages we provide detail for those that are within the 'Red' scoring. Each Council service area has their own risk register and where a risk reaches a level that it can no longer be managed by that service area alone, it escalates to the Strategic Risk Register.


⊗ Previous Period Score
 ⊗ Current Period Score



- Risk Title**
1. Adherence to Medium Term Financial Strategy
 2. Inadequate Staffing Resource
 3. Health and Wellbeing Service Provision
 4. Business Continuity
 5. Cost of Living *(New – first reported to Audit Committee Sept 2022)*
 6. Homes for Ukraine Placement Breakdowns *(New-first reported to Audit Committee Sept 2022)*





















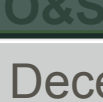



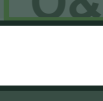



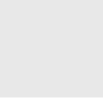





More information on the 'red' risks are included on the coming pages



Risk Title:	Cost of Living Pressures				Overall Scoring	
Description	The risk is that the significant increase in the cost of living results in many more residents requiring urgent support to meet their basic needs and to keep on top of there essential bills. The increase in residents requiring support will put pressure on Council services – particularly Housing, Revenues and Benefits as well as for some of our key partners such as Citizens Advice and Fusion Leisure. Additionally, as residents have less disposable income, we are likely to see an impact on businesses across the borough.				Risk Score (Current)	
What are the uncertainties	There has been a marked increase in the cost of living, largely driven by an increase in energy bills. Inflation is at a 40 year high and forecast to increase further in the coming months. Mortgage rates are also increasing which will further impact on the accessibility of housing within the borough. This will lead to a reduction in the living standards of all residents within the Borough.				 Likelihood 5 x Impact 4	
Risk Scoring	Likelihood of risk occurring	5 <i>(Almost Certain)</i>		Mitigations 1. We have taken steps to quickly progress payments through the government Council Tax energy rebate scheme and launched a discretionary scheme for those households not eligible for the main scheme 2. Launched a Household Support Fund to provide emergency funding to households that are not able to meet their essential bills 3. Made one-off payments of £90 to all pensioners who are in receipt of Council Tax discount	Risk Score History New	
	Impact	Financial	4 <i>(Major)</i>			
		Service Quality	4 <i>(Major)</i>			
		Reputation	3 <i>(Moderate)</i>			
		Legal / Regulatory	3 <i>(Moderate)</i>			
		Health and Safety	3 <i>(Moderate)</i>			
Morale / Staffing	4 <i>(Major)</i>					
Current Note (October 2022)	<p>There has been a significant escalation in the cost of living in recent months and while the Government have taken steps to release some measures including capping the unit price for electricity, we know that we will need to play an important role in supporting our residents given the overall cost of living increase.</p> <p>We are already working with partners to progress signposting and raising the profile of support that is available and developing a further, immediate support scheme for families in receipt of Council Tax reduction (subject to agreement by Hub Committee on 1st November)</p> <p>Cllr Leech as Lead Member has been working with officers to develop a wider Cost of Living Action plan which will be considered at Hub Committee on 1st November.</p>				Risk Direction New	

Risk Title:	Homes for Ukraine Placements					Overall Scoring	
Description	The risk is that the Council is not able to meet the longer-term housing needs of Ukrainians arriving in the Borough through the Homes for Ukraine scheme (or other routes) resulting in significant need for temporary accommodation or consideration of placements out of the area.					Risk Score (Current) <div style="text-align: center; font-size: 2em; font-weight: bold; color: white; background-color: red; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">20</div> Likelihood 5 x Impact 4	
What are the uncertainties	The Council has so far welcomed 139 Ukrainians to West Devon in 51 family groups, as at 25th August, we are anticipating a further 97 Ukrainian guests in the coming months. There has been a fantastic level of response from West Devon residents opening their doors to Ukrainians that are fleeing the war, but we are already seeing a number of Guest/Host relationships breaking down for various reasons. It is anticipated that there will be further breakdowns in the coming months as placements come to the end of the initial 6 months of the scheme but also due to increased cost of living for hosts resulting in maintaining a larger number of individuals in their homes much more expensive than anticipated and far over and above the £350 per month 'Thank you' payment.						
Risk Scoring	Likelihood of risk occurring	5 (Almost Certain)		<ol style="list-style-type: none"> 1. Developed a dedicated team to work with hosts and guests to try to ensure as many placements as possible are maintained. 2. Recruited 3 x case workers to undertake home visits 3. Begun to prioritise the property checks of potential 'rematch' hosts, meaning that where a placement breaks down we have a 'pool' of alternative hosts available 4. Continued work with Team Devon to develop longer term proposals 		Risk Score History <div style="text-align: center; font-size: 2em; font-weight: bold; color: black;">New</div>	
	Impact	Financial	3 (Moderate)				
		Service Quality	4 (IMajor)				
		Reputation	4 (Major)				
		Legal / Regulatory	3 (Moderate)				
		Health and Safety	2 (Minor)				
Morale / Staffing	1 (Insignificant)						
Current Note (October 2022)	<p>The Council has worked with Team Devon, to develop an enhanced support package for Ukrainians and hosts living within the Borough with the order of priorities being:-</p> <ol style="list-style-type: none"> 1. To maintain existing host / guest placements 2. To rematch breakdown placements to new hosts 3. To support residents in to private accommodation arrangements <p>The Government had signalled that they may consider increasing the monthly £350 host payments however at this stage there is no firm commitment on this. As a result, we have developed a Devon wide approach to increasing the monthly host payments on a scale depending how many hosts are living in a placement. We hope that this will contribute to more host/guests placements being maintained as costs of living increase.</p>					Risk Direction <div style="text-align: center; font-size: 2em; font-weight: bold; color: black;">New</div>	

Next Steps

January	February	March	April	May	June
<p> 6th Jan Resources Advisory Group</p> <p> 10th Jan Environment Advisory Group</p> <p> 11th Jan Homes Advisory Group</p> <p> 18th Jan Built Env Advisory Group</p> <p> 25th Jan Inclusive Services AG</p>	<p> 1st Feb Quarter 3 Integrated Performance Management Report (Oct/Nov/Dec)</p> <p> 1st Feb – Wellbeing AG</p> <p> 8th Feb – Community AG</p> <p> 15th Feb Wellbeing Thematic Update</p> <p> O&S Environment Thematic Update</p>	<p>Audit Plan for West Devon Strategic Risk Update</p> <p> 8th March Economy Advisory Group</p> <p> 22nd March Economy Thematic Update</p> <p> O&S</p>	<p> 12th April Quarter 4 Integrated Performance Management Report (Jan- March)</p> <p> April Homes Advisory Group</p> <p> 26th April Homes Thematic Update</p> <p> O&S</p>		<p> Annual Report of Achievements 2021/22</p> <p>Hub</p> <p> Built Environment Advisory Group</p> <p> Built Environment Thematic Update</p> <p> O&S</p>
July	August	September	October	November	December
<p> Quarter 1 Integrated Performance Management Report (Apr- Jun)</p> <p>Hub</p> <p> Community Advisory Group</p> <p> Community Thematic Update</p> <p> O&S</p>	<p>Advisory Group workshops - Refine 2022/23 Delivery Plans </p>	<p>Audit Plan for West Devon Strategic Risk Update</p>	<p> Inclusive Services Thematic Update</p> <p> O&S</p> <p> 25th October Efficient Services Advisory Group</p>	<p> Quarter 2 Integrated Performance Management Report (Jul- Sept)</p> <p>Hub</p> <p> Efficient Services Thematic Update</p> <p> O&S</p>	<p> Environment Advisory Group</p> <p> Environment Thematic Update</p>