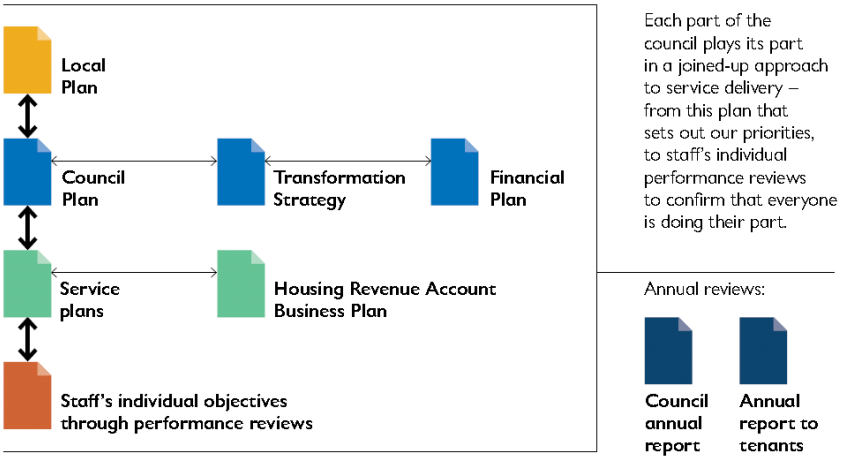
Service Planning 2020-21

Governance & Licensing Service

Version 2.0

April 2020 – March 2021



Strategic Lead:

Portfolio holders:

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Notes for Strategic Leads and Service Leads:

*****Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount and absence rates.

Shaded areas are for guidance.

When you have completed your Service Plan:

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – Brief description of service and purpose(s)	
What we do and who we deliver to	**Licensing team** • Assist our clients to run their businesses effectively • Contribute to the welfare of residents and visitors • Promote a vibrant and sustainable future **Democratic Services team** • Help Members make informed decisions • Support and promote the democratic process • Help Members to develop their skills and knowledge to better serve the community **Legal team** • Advise the Council and its committees, members and officers on local authority powers and duties, available options and to carry out its legal work, and to facilitate projects • Support propriety and development of the Council's decision-making, scrutiny and administrative processes, and assist the Monitoring Officer in discharging his functions **Freedom of Information and Complaints** • Responsible for processing of Stage 1 complaints and handling all Stage 2 complaints and dealing with the Local Government Ombudsman in respect of complaints which are referred after our process has been exhausted. • Dealing with all Freedom of Information ("FOI") requests and subject access requests under Data Protection Act and the Information Commissioner's Office where the matter is referred. **Monitoring Officer, Data Protection and RIPA** • Strategic Lead (Governance and Licensing) position is also the Council's Monitoring Officer, Data Protection Officer and RIPA Senior Responsible Officer. Principal Solicitor is the Deputy Monitoring Officer and RIPA Co-ordinating Officer.
How we deliver and ensure equal access	The service is predominantly delivered in-house (although external assistance, predominantly legal advice, is obtained where required). Committee

	administration is carried out to maximise accessibility to all in accordance with legal requirements. In addition we advise the council on legal requirements under Equality Act and other relevant legislation and assess equalities implications of our direct service delivery.
How we compare	We will continue to compare our services with other Devon authorities through service peer groups, government licensing statistics and Local Government Regulation (Local Authority Coordinators of regulatory services) /LGAR (Local Government Analysis and Research) and comparing data year on year (complaint outcomes / FOI requests).
Statutory elements of the service	Legal advice, licensing service, freedom of information / data protection, RIPA, support to committees and members, constitutional and monitoring officer work.
Current net budget (excludes Internal support charges and capital budget)	

Section 2 – Key achievements in 2019-20		
	Briefly *describe key achievements and what outcomes were created. This will inform Annual Report at year end.*	*Strategic link to Council Plan priorities*
1		
2		
3		
4		
5		

Section 3 – Looking forward : what we will do in 2020-21 (service objectives)				
Key Service Objectives ***(please include consultation or procurement activity required)*** ***Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.***	**Financial/ corporate resource**	**Lead Officers**	**Start date**	**End date**
1) Outstanding place and environment				

Continued support to the Joint Habitats Committee (with Exeter and Teignbridge)	Service budget	HGL	Started	Ongoing
2) Outstanding homes and communities				
Continue to secure affordable housing (and other planning benefit) through planning and property transactions.	Service budget	HGL / AW	Started	Ongoing
Support the Strategic Planning Committee in ensuring appropriate strategic policy direction and delivery of CIL regime.	Service budget	HGL / AW	Started	Ongoing
Continue to support the Development Management function in securing the right development in the right place, and taking effective enforcement action against unauthorised and harmful development.	Service budget	HGL / AW	Started	Ongoing
Revising the Cemetery Regulations to ensure an updated and fit for purpose regime for burials.	Service budget	HGL / SS	Started	Autumn
Deliver taxi licences in accordance with the Taxi Policy and enforce where necessary.	Service budget	HGL / Licensing	Started	Ongoing
3) Outstanding economic growth, productivity and prosperity				
Advise on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).	Service budget	HGL / Legal Team	Started	Ongoing
Ensure review of street trading regime charging arrangements.	Service budget	HGL / SS	Spring 2020	Autumn 2020
Deliver licences and consents in accordance with the Licensing and Gambling Policies and enforce where necessary.	Service budget	HGL / Licensing	Started	Ongoing
4) Outstanding council and council services				
Reduce FOI requests (non-land charges related) by carrying through the Council's stated transparency aims.	Service budget	HGL	Started	Ongoing
Ensure all FOI requests / complaints are responded to within stipulated timescales but	Service budget	HGL	Started	Ongoing

with aim of responding significantly quicker on average.				
Continue to provide governance and legal advice (especially in relation to new corporate projects and existing major projects) to ensure effective corporate decision making	Service budget	HGL / Legal Team	Started	Ongoing
Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / Legal Team / SH	Started	Ongoing
Ensure implementation of any decision by Council to change its Governance arrangements following the outcomes of the Governance Review Working Party	Service budget	HGL / Democratic Services / Legal	April - May 2020	Ongoing
Provision of strategic legal advice on policy implementation at senior officer / Cabinet briefing level including inputting into and commenting on reports as appropriate.	Service budget	HGL / Legal Team / SH	Started	Ongoing
To continue to promote local democracy through engagement with local councils and schools.	Service budget	SH / Democratic Services	Started	Ongoing
Review the number of Licensing pages on the website	Service budget	Licensing Manager	May 2020	December 2020
Review the Member Induction Programme and continue to develop and progress Member development programme	Service budget	SH / Democratic Services	Started	Ongoing
Continued support to Estates function / AMF in preparation of a Commercial Investment strategy to assist increasing income together with improving / maximising income from existing assets.	Service budget	HGL / AW	Started	Ongoing

Section 3 a – Looking forward: any Service challenges or pressures for the next three years? (Revenue/Capital)
1. IT Software changes – within Licensing and Legal mainly. Both teams are having major new systems rolled out.

2. Possible changes to the Council's Governance arrangements. As yet, undetermined and therefore unquantified in terms of potential resource implications. There is any event an increasing burden on Democratic Services with more meetings (e.g. predominantly internal – TAFFs & Working Parties - combined working with partner authorities and meetings to consider financial matters going forward) and therefore an increased clerking requirement. Fully utilising Modern.Gov and SpaceManager (virtual speaker queuing and electronic voting) may prove contentious for some Councillors.
3. Need for efficiency savings could result in consideration of staffing levels which may negatively impact on delivery / team morale. Succession planning and keeping 'good' employees across the Service is key (although turnover rates are low – recruiting is difficult in Legal in particular so keeping staff is paramount) and so minimising voluntary leavers is critical.
4. Continued use of FOI requests to obtain information – notwithstanding continued delivery of the transparency agenda. However it will also remain the case that on large sensitive projects requests will remain a common theme.
5. Sensitive / contentious / political issues at both District and Town / Parish level can result in significant resource implications for Monitoring Officer.
6. Impact of Brexit – although impact assessed as low at District Council level there remains a degree of uncertainty.
7. General pressure of the Council's financial position with regard to the projected shortfall in 2021/22.

Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years. **Please outline any opportunities to do things differently using the following key strategic themes:** **Commercialisation** **Fit for purpose** **Careful choices**
1.
2.
3.

Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom

Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information	Retain this measure (yes/no) or new

Section 4 – Resources and workforce planning	
Full time equivalents/Headcount as at 01/04/2019	FTE = 21.5 Headcount = 24
Turnover (April 2018 to March 2019)	Voluntary Turnover = 9% Voluntary & Non Voluntary Turnover = 9%
Absence (April 2018 to March 2019)	Days lost per person: 10.42 days

Section 5 – Training and development			
Team based skills/development required – please identify training required that is not currently available	**Who for**	**Expected outcome**	**When**
1.			
2.			

Section 6 – Risks			
New/emerging risks description – See attached Risk Register for current service risks	**Impact** **[minor, significant serious, major]**	**Likely-hood** **[remote, unlikely, likely,**	**How managed/controlled** **What action will you take to reduce/minimise risk**

		very likely]	
1.			
2.			

Section 7 – System thinking		
Which services have been reviewed		
Future systems to be reviewed	**Service**	**Date of review**

Section 8 - Equalities and safeguarding		
New / emerging equalities risks	**Impact Level** **[High, Medium, Low]**	**How managed/controlled**
1.		
2.		

Section 9 – Climate change
There will be a corporate action plan around climate change but please note here any particular climate change initiatives which will be implemented within your service.
1.
2.
3.