

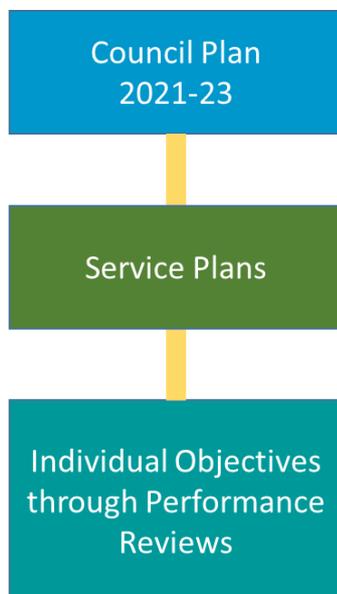


Service Planning 2022-23

Governance & Licensing Service

Version 2.0

April 2022 – March 2023



Each part of the council plays its part in a joined-up approach to service delivery- from this plan that sets out our staff priorities, to staff's individual performance reviews to confirm that everyone is doing their part.

Strategic Lead: Henry Gordon Lennox

Portfolio holders: Cllr Sarah Jackson (for Democratic Services, Elections and Information & Complaints), Cllr Loudoun (for Legal) and Cllr Geoff Jung (for Licensing)

Service Plan Template 2022-23: Contents Page

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Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. 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

Elections

- Carrying out elections
- Electoral registration

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 when 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). Other bodies, such as Electoral Commission and AEA provide useful comparator information and assistance.
Statutory elements of the service	Legal advice, licensing service, elections and electoral registration, 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)	xxx

Section 2 – Key achievements in 2021-22		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	Successful May 2021 PCC and County election (and by-elections and referenda) conducted under COVID restrictive measures	Encouraging our communities to be outstanding / continuously improving to be an outstanding Council
2	Successful Annual Canvass with approximately 1000 voters added to the Register despite canvass being carried out while COVID-19 still impacting.	Encouraging our communities to be outstanding / continuously improving to be an outstanding Council
3	Taking enforcement involving suspension of X number of taxi licences where the taxi driver posed a risk to public safety.	Encouraging our communities to be outstanding
4	Assisting the taxi trade through the impact of the pandemic and associated legislation/guidance by continuing an emergency hackney	Encouraging our communities to be

	carriage and private hire licensing policy to alleviate reduction in work and income of licensees.	outstanding / developing an outstanding local economy
5	Providing high levels of contact and support to existing and to new business ventures throughout 2022 in the hospitality industry and taxi trade in line with our commitment for “assisting clients to run their businesses effectively”.	Encouraging our communities to be outstanding / developing an outstanding local economy
6	Successfully delivering virtual meetings, hybrid meetings and a return to virtual consultative meetings to enable the Council to safely conduct its governance arrangements through COVID-19.	Continuously improving to be an outstanding Council
7	Responding to the vast majority of FOI requests within statutory deadlines (20 working days) but with an average response time of circa XX working days.	Continuously improving to be an outstanding Council
8	Dealing with a significant increase in complaint levels (Stage 1 and Stage 2) through the COVID-19 pandemic.	Continuously improving to be an outstanding Council
9	All teams continuing to work remotely during COVID-19 while delivering excellent services.	Continuously improving to be an outstanding Council

Section 3 – Looking forward : what we will do in 2022-23 (service objectives)				
Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Better homes and communities for all				
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	Service budget	HGL / AW	Started	Ongoing

effective enforcement action against unauthorised and harmful development.				
2) A greener East Devon (to include any climate change objectives)				
Continued support to the Joint Habitats Committee (with Exeter and Teignbridge)	Service budget	HGL / AW	Started	Ongoing
Review of Taxi Policy to help seek to meet climate change targets, to reduce emissions and incorporating the national standards recommended by the Department of Transport	Service budget	HGL / SS	Started	February 2023
3) A resilient economy				
Provide timely advice on legal strategy / implementation of major projects (including regeneration) and related processes (internal with external resource where required).	Service budget	HGL / AW	Started	Ongoing
Provide timely advice and support in relation to site acquisitions / repurposing to support provision of affordable housing and related processes (internal with external resource where required).	Service budget	HGL / AW	Started	Ongoing
Ensure review of street trading regime charging arrangements.	Service budget	HGL / SS	Started	Autumn 2022
Deliver licences and consents in accordance with the Licensing and Gambling Policies and enforce where necessary.	Service budget	HGL / SS	Started	Ongoing
Deliver taxi licences in accordance with the Taxi Policy and enforce where necessary.	Service budget	HGL / SS	Started	Ongoing
4) Other relevant considerations				
Revising the Cemetery Regulations to ensure an updated and fit for purpose regime for burials.	Service budget	HGL / SS	Started	Summer 2022
Review the number of Licensing pages on the website	Service budget	Licensing Manager	May 2021	December 2022
Ensure all FOI requests / complaints are responded to within stipulated timescales but	Service budget	HGL	Started	Ongoing

with the aim of responding significantly quicker on average.				
Provision of timely strategic governance and legal advice on policy implementation at senior officer / Cabinet briefing level to ensure effective corporate decision making including inputting into and commenting on reports as appropriate.	Service budget	HGL / AW / 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 / AW / SH	Started	March 2023
Review the number of Licensing pages on the website	Service budget	Licensing Manager	May 2021	December 2022
Progress the Member Development Working Group and complete review of Member Development / Training and the Member Induction Programme to inform preparation for May 2023	Service budget	SH	Started	February 2023
Conduct thorough planning exercise and risk assessments for 2023 elections – particularly in relation to any residual COVID issues	Service budget	HGL / JH	January 2022	February 2023
Review of approach to Council meetings (virtual / hybrid / normal - including issues such as electronic voting, speaker queuing, webcasting)	Service budget	HGL / SH	Started	Summer 2022
Develop an intranet hub to provide easy access to training information on legal issues for other services	Service budget	AW	May 2021	March 2023
Develop and deliver training on governance issues for managers and new starters to ensure compliance with the Council's Constitution	Service budget	HGL / AW	May 2021	Summer 2022

Section 3 a – 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.

1. Assessment of whether the legal service can be commercialised in terms of selling the legal services to other local authorities
2. Sharing of services with other local authorities
3. As identified in the KSOs – reviewing the Council’s approach to meetings going forward

Section 3 b – 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 Council Plan priorities	Responsible Officer for production of management information	Retain this measure (yes/no) or new
Number of Stage 1 complaints (year to date)	Quarterly	Scrutiny	Other	HGL	Yes
Percentage of Stage 1 complaints responded to within stated timeframes	Quarterly	Scrutiny	Other	HGL	Yes
Number of Stage 2 complaints (year to date)	Quarterly	Scrutiny	Other	HGL	Yes
Percentage of Stage 2 complaints responded to within stated timeframes	Quarterly	Scrutiny	Other	HGL	Yes
Number of Freedom of Information Requests (year to date)	Quarterly	Scrutiny	Other	HGL	Yes
Percentage of FOI responded to within the statutory timelimits	Quarterly	Scrutiny	Other	HGL	Yes
Percentage of ‘higher risk’ licensed premises inspected annually	Quarterly	Scrutiny	Resilient Economy	SS	Yes
Number of taxi vehicle licence complaint investigations	Quarterly	Scrutiny	Resilient Economy	SS	Yes

Section 4 – Resources and workforce planning

Full time equivalents/Headcount as at 01/04/2021	FTE = 22.13 Headcount = 25
Turnover (April 2020 to March 2021)	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover x%
Absence (April 2020 to March 2021)	Days lost per person: 13.7 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. Management Development	Staff in relevant posts or with potential for progression	Succession planning and / or more effective teams	Ongoing
2. Corporate training (inc RIPA and Data Protection and Health and Safety)	As and when required by Council policy	In line with each course's stated objectives	Ongoing
3. Election refreshers	Elections team and RO / DRO	Keeping up to date relevant guidance	When available
4. Continuing Professional Development	Lawyers	As required by the Law Society / SRA and Bar Council	Ongoing
5. Licensing updates	Licensing Officers and support officers	Team kept up to date with relevant changes and guidance	Ongoing
6. Information / Complaints and Code of Conduct updates	Monitoring Officer and Information	Keeping up to date with legislative changes and good practice	Ongoing

	and Complaint officers		
7. Individual training requirements as set out in Performance Excellence Reviews		Improved skills or knowledge as appropriate to the course / training	Ongoing
8. Data Protection	Data Protection Officer and Information and Complaints Officers	Ensure up to date on requirements / legal interpretation.	Ongoing

Section 6 – Reducing our carbon footprint	
In what ways is your service contributing to our carbon footprint	What can you do to reduce this impact
Travelling to work	Review working arrangements for the teams in accordance with revised Worksmart policy
Printing	Minimise printing in all areas as far as possible
Travelling for enforcement purposes	Prioritise enforcement to a focussed response based on risk (<i>cf</i> Licensing)
Council meetings	If hosted virtually / in a hybrid style, it will save regular travel for the members, members of the public, officers and also save on direct costs (heating / lighting etc in the Council building)

Section 7 – Risks			
New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant serious, major]	Likely-hood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk

No new / emerging risks			
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Section 8 - Equalities and safeguarding		
New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1. Policy revisions and decision making will consider equalities impacts	To be assessed	Reports and policies require relevant considerations to be included
2. Teams will be made aware of the need to be alive to safeguarding issues and what to do in the invite concerns are raised.	To be assessed	Management cascade and reinforcing messages regarding safeguarding issues. Mandatory training to be undertaken.