

8 September 2025

OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the **Overview and Scrutiny Committee** will be held on **Tuesday, 16th September, 2025** at **10.00 am** in the **Council Chamber, Forde House Offices, Newton Abbot, TQ12 4XX**

PHIL SHEARS
Managing Director

Membership:

Councillors Bullivant (Chair), Cox, Hayes, James, MacGregor, Major, C Parker, Rollason, Ryan, Steemson, Swain, J Taylor and Thorne (Vice-Chair)

Please Note: The public can view the live streaming of the meeting at [Teignbridge District Council Webcasting](#) (public-i.tv) with the exception where there are confidential or exempt items, which may need to be considered in the absence of the press and public.

Please Note: Filming is permitted during Committee meeting with the exception where there are confidential or exempt items, which may need to be considered in the absence of the press and public. This meeting will be livestreamed on Public-i. By entering the meeting's venue you are consenting to being filmed.

A G E N D A

1. **Apologies**

2. **Minutes** (Pages 5 - 22)

To approve the Minutes of the meeting held on 13 May and 17 June 2025

3. **Declaration of Interests**

4. **Public questions (if any)**

Members of the public may ask questions of the Chair. A maximum period of 15 minutes will be allowed with a maximum period of three minutes per questioner. The deadline for questions is no later than three working days before the date of the meeting i.e. should the meeting be on a Thursday the deadline would be the Friday before at 5pm.

5. **Councillor Questions (if any)**

Members of the Council may ask questions of the Chair of the Committee subject to procedural rules. The deadline for questions is no later than three clear working days before the meeting.

6. **Executive Forward Plan**

To note forthcoming issues anticipated to be considered by the Executive over the next 12 months. The Executive Forward Plan can be found [here](#).

7. **Scrutiny of Executive Decisions**

To Scrutinise decisions made at the Executive held on 9 September 2025
<https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CId=135&MId=3646&Ver=4>

8. **Modern 25 Update**

(Pages 23 - 44)

To consider the attached report

9. **Council Strategy Q1 performance Monitoring report**

Report to follow

10. **Public survey results - Overview and Scrutiny issue prioritisation**

(Pages 45 - 64)

To consider the attached reports on the public survey results

11. **Forward Plan**

(Pages 65 - 68)

To consider the attached document and the Committee's current forward plan which can be found [here](#).

12. **Executive member biannual update**

(Pages 69 - 74)

To receive a biannual update from:

Executive Member for Planning - Councillor G Taylor

Executive Member for Local Government Reorganisation - Councillor Nuttall

13. **Outside organisation updates from the Council's appointed representatives**

(Pages 75 - 78)

The Council's outside organisations representatives to report on any meetings of the appointed outside organisation in the past few months, whether they attended, a report on the meeting if they did so, the role the outside organisation(s) they represent plays in promoting and aligning with the Council's priorities, policies and strategies, and advising on partnership discussions which are open and in the public domain.

To consider the update reports from the following as attached:

1. Local Government Association Rural Services Network (Cllr Robert Steemson)
2. Torbay and South Devon NHS Foundation Trust (Cllr Nutley)
3. Dartmoor National Park Authority (Cllr Nutley) To follow
4. Exe Estuary Management Partnership (Cllr Nutley) To follow

14. Feedback on task and finish groups

If you would like this information in another format, please telephone 01626 361101 or e-mail info@teignbridge.gov.uk

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OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 13 MAY 2025

Present:

Councillors Bullivant, Cox, Foden, Hayes, Major, Rollason, Sanders (Chair), Smith, Steemson, Swain, J Taylor and Thorne

Members in Attendance:

Councillors Bradford, Buscombe, Clarence, MacGregor, Nutley, Nuttall, Palethorpe, P Parker, Parrott, G Taylor and Williams

Officers in Attendance:

Trish Corns, Democratic Services Officer

Kay Fice, Scrutiny Officer

Charlie Fisher, Democratic Services Team Leader

Rebecca Hewitt, Community Safety and Safeguarding Manager

Christopher Morgan, Trainee Democratic Services Officer

Amanda Pujol, Director of Customer Experience and Transformation

James Teed, Head of Leisure

Paul Woodhead, Head of Legal & Democratic Services and Monitoring Officer

1. APOLOGIES

There were no apologies received from Committee members but apologies were received from two members of the Executive, Cllrs Hook and Goodman-Bradbury. The Chair welcomed Cllrs Swain and Foden to the meeting.

2. MINUTES

It was proposed by Cllr Bullivant, seconded by Cllr Major and agreed that the Minutes of the meeting held on 4 February 2025 be approved as a correct record and signed by the Chair.

3. DECLARATION OF INTERESTS

None.

4. PUBLIC QUESTIONS (IF ANY)

The questions and answers to the questions raised by members of the public are attached to the Agenda of the meeting.

The supplementary question would receive a response in writing in accordance with our procedures and constitution.

5. REVIEW OF EQUALITY AND DIVERSITY POLICY

The Chair welcomed the Barrister, Jonathan Ward to the meeting.

The Barristers advice is that the Supreme Court ruling does not change his advice at all. It was based on a very narrow definition. The Equality Act is unchanged and the obligations for Teignbridge District Council are unchanged. The interim guidance does not appear to be substantively different or require any changes. It is not open for TDC to make a definition that deviates from the Supreme Court.

Points raised during the debate on the Notice of Motion included:

- The Equality Act was unchanged, and the council is compliant
- The Councils policies were fit for purpose
- The Barrister reminded those present that the council had to balance competing agendas and duties and stated that Broadmeadow complies with legislation and sets a good example
- Guidance showed a difference in what needed to be provided in the workplace and the optional requirements for community facilities
- When clarification was requested for the definition of Village changing they were described as easily accessible and inclusive individual lockable cubicles, and those at Broadmeadow were designed with the input of Devon & Cornwall Police 'designing out crime' department.
- Councillors have a responsibility to represent all constituents
- It was acknowledged that Leisure Centre Staff are doing their jobs well
- From an operational perspective, the council is clear that it has to comply with the law and operational guidance is under constant review
- It was recognised that there are potential practical and legal implications which the national guidance will need to address

Towards the end of the debate the following comments were made by Councillors:

- We have had a thorough and detailed review, and the advice received confirms that we do comply with the requirement of The Equality Act
- No complaints have been raised by the public with this issue in our Leisure Centres and we have heard from the Monitoring Officer and Counsel that we are operating within the law

At the end of the debate the Chair, Cllr Sanders, proposed the following:

The Overview & Scrutiny Committee has satisfied itself with the information received which has been thoroughly considered and recommend that officers provide an update to this committee once the Statutory guidance has been published and officers have had the opportunity to consider the implications.

This was seconded by Cllr Major and agreed by a show of hands with one abstention.

6. EXECUTIVE FORWARD PLAN

There were a number of points raised:

- Pavement Licence Cost – could we help our local businesses? Cllr Sanders recalled this being considered by the MTFP group previously but agreed that it could be reviewed again
- Review of the Carbon Action Plan - what decision will be taken/what is the nature of the decision to be taken? Executive to respond in due course when report written
- Rural England Prosperity Fund 2025/26 [Cllr Palethorpe advised that a report would be coming to the next full Council and would be similar to 24/25]

7. OVERVIEW AND SCRUTINY FORWARD PLAN

The Chair stated that the June Agenda had been planned when the Economic Development Officer would be reporting and a member of a Teignbridge business had been invited as Overview & Scrutiny had not addressed this aspect yet. Rural broadband is also on the Forward Plan for consideration. Please complete a proposal form if you would like the Committee to consider an item in the future.

8. SCRUTINY OF EXECUTIVE DECISIONS

The Chair referred to the areas considered by the Executive at the last 3 meetings. There were no questions or comments by any member of the committee or the Executive.

9. EXECUTIVE MEMBER BIENNIAL UPDATES

Environment Services

Cllr Williams gave his bi-annual report on Environmental Services and focussed on the following points:

- Replacement of the refuse Trucks going very well (low-emission diesel and electric)
- There is a full report going to Council on 20 May regarding the reconfiguration of the bulking centre (pages 129 – 190) which members were encouraged to read
- Future plans include aiming to be able to collect 'soft plastic' kerbside from next year
- There is currently a trial of 5,000 households (selected at random) with Tetrapak collections which is giving some interesting results, and it appears that the uptake is less than forecast

- One impact on the service could be the Government plan to introduce a scheme to return cans and bottles to shops from 2027
- Plans to introduce 3 weekly collections are on hold until after Local Government Reorganisation
- Recycling rates are up again and the team is receiving a lot of good feedback from residents

Questions included the following:

- How can we ensure that residents are able to receive services when there is a long delay in 'adopting' unadopted roads? Some residents have been waiting 8 years for services and need facilities like dog waste bins
- Re Tetrapaks (mix of plastic/fibre board) it is likely that they will be able to be brought into the mainstream collections (with metal and plastic)

Finance & Corporate

Cllr Parrott reported on the Finance & Corporate areas of the Service. He had been meeting with various team members and was very impressed. Increased demands from external auditors and the implementation of the new finance system were being faced. He talked through slides for HR, Legal and Democratic, Procurement and Audit & Governance describing the staff in his area of the Service as 'unsung hero's' crucial to the running of the Council.

Questions/comments included the following:

- The MTFP (Medium Term Financial Plan) group would be recommencing shortly with the aim of identifying further savings.
- Staff had been receiving mandatory cyber awareness training and this is available for members who are encouraged to attend
- Risk management was important and this was a good example of where pre-scrutiny informal meetings were helpful as that had been a main topic at a previous meeting
- It would be helpful if information could be received in advance to digest before the meeting
- Regarding the audit pressures, it appears that they chose a difficult time to arrive and chose disproportionate sample sizes for transactions
- Looking forward to hopefully seeing improved information from the new finance system e.g. CIL. This would be useful for Planning, Towns & Parishes
- The MTFP Group could request a presentation on the new finance system
- Staff shortages are a national problem, not just local
- Mandatory training for Overview & Scrutiny scheduled for May 29, July 10 & Nov 17 dependent on CfGS for delivery – there was a request to avoid school holidays if possible and to circulate material for those interested

Economy, Estates and major projects

Cllr Palethorpe reported on Economy, Estates and major projects and the good news that the team had completed 82% of the actions identified in the Strategic

Asset Plan. The maintenance backlog had been cleared and it was now moving to planned maintenance. The small team of people were very professional and were thanked. With regard to the capital programme, schemes must be realistic and meet a need rather than be reactive to potential funding sources. The Senior Leadership Team are meeting to discuss Legacy projects soon as part of the Capital Programme Review.

Queen Street: Now complete but with areas identified for improvements i.e. tactile crossing points, dropped kerbs, better enforcement signage. Visible changes now in place and need to see the impact of the changes on local businesses who are dealing with National Insurance and Business Rates increases. The two recent relocations of businesses from Queen Street have been for business needs not as a result of the enhancements

Market: On target and have appointed a professional management company to develop events, food offers, stalls etc

Bradley Lane: The site had been cleared using grant funding redirected from Devon County Council

Questions/comments included the following:

- Working together e.g. with Towns and Parishes is important
- Information on footfall and car-park spaces usage around Queen Street would be useful following the enhancements
- Market Square – what can be done to enhance the area now?
- Bradley Lane. It was suggested that the Council should look for recompense following the remedial work that could be invested in social housing
- Need evidence to show that the wider pavements are effective as intended in Queen Street

10. OUTSIDE ORGANISATIONS REPRESENTATIVES UPDATES

Teignmouth Town Centre Partnership

Cllr Williams reported to the Committee on the recent work of the Partnership and confirmed that the group was positive and constructive. Members include Cllrs Clarence, Atkins and Cox plus the Chamber of Trade and Seafarers.

Recent activity included:

- Commercial waste bins have been causing an issue with the narrow streets so a number of 'ghost' bins (no recognised 'owner') removed
- Pavement Licencing compliance has been taking place
- Decorative lighting along the sea front will be replaced

Devon Authorities Strategic Waste Committee

Cllr Williams reported on the work of the Committee which met most recently on 11 February 2025 at County Hall

- Working with Devon County Council, Teignbridge has a £98k grant to look at food collection, to develop technology suitable for PPE wearers. It was recognised that composting would take some 'blue bin' waste but there are spot checks to deter residents from 'contaminating' their general waste bins with food

- DCC are also targeting schools to encourage recycling which is having a lot of success

Teign Estuary and Coastal Partnerships

Cllr Hook had sent her apologies for the meeting but reported by email that the partnership had not met since November 2024 and the annual Forum which was due to be held in early May had been postponed.

- There were concerns expressed about the impact of additional developments e.g. NA3 would have on the local waste treatment plant and potential risk to the estuary

Stover Canal Trust

Cllr Buscombe reported on the active role that Teignbridge played with the Trust using the example of how a funding opportunity had been gained by the easing of a condition of a lease. The history of the canal is very interesting, particularly the key role that it played in the Industrial Revolution. He drew members attention to the Newsletter (circulated by Democratic Services) and website. There was interest from the floor on the recent impact of Storm Bert and the costs that would be attributable to the landowner, Network rail and South West Water. Both of these organisations have been added to the forward plan to attend a future Overview & Scrutiny Committee meeting

Devon Building Control Partnership

Cllr G Taylor explained that Devon Building Control was established in 2005 (South Hams, Teignbridge and West Devon Borough Councils) covering an area of 1,000 square miles and formed a partnership agreement in 2017. They cover extensions, conversions, major structural work, electrical installations and windows. Although they have open competition in the field, they have stabilised at 85% of the market share which is very pleasing and are meeting their KPIs. They have an active role in the South West Energy Partnership (with Devon County Council, Plymouth and Bristol) primarily on low carbon retrofit projects. Local Government Reorganisation provides challenges and opportunities for the Partnership.

11. OS ANNUAL REVIEW REPORT

The Chair reported that the first Annual Report of Overview & Scrutiny had been compiled spanning two years and that the Centre for Governance and Scrutiny (CfGS) had been consulted and she thanked those who had contributed. It would be considered at the Full Council meeting on 20 May 2025 and would become an annual report in future.

12. FEEDBACK FROM TASK & FINISH GROUPS

The Task and Finish Groups will restart from June 2025.

13. COUNCILLOR QUESTIONS (IF ANY)

There were none.

CLLR SUZANNE SANDERS

Chair

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OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 17 JUNE 2025

Present:

Councillors Bullivant (Chair), Cox, James, MacGregor, Major, Radford, Rollason, Ryan, Smith, Steemson, Swain and Thorne (Vice-Chair)

Apologies:

Councillor Hayes

Members in Attendance:

Councillors Buscombe, Clarence, Hook, Keeling, Nutley, Nuttall, Palethorpe, Parrott, Rogers, Sanders, G Taylor, J Taylor and Williams

Officers in Attendance:

Neil Blaney, Director of Place

Kay Fice, Scrutiny Officer

Charlie Fisher, Democratic Services Manager

Rebecca Hewitt, Community Safety and Safeguarding Manager

Christopher Morgan, Trainee Democratic Services Officer

Jon Lloyd Owen, Head of Housing

Amanda Pujol, Director of Customer Experience and Transformation

Rosanna Wilson, Corporate Procurement Officer

98. MINUTES

The Minutes were not available to be considered and would be presented at a future meeting

99. DECLARATION OF INTERESTS

None

100. PUBLIC QUESTIONS

The question and answer to the question raised by a member of the public is attached to the Agenda of the meeting.

The supplementary question would receive a response in writing in accordance with the Council's procedure and Constitution.

101. EXECUTIVE FORWARD PLAN

The Executive Forward Plan was noted. The Chair indicated that he would be requesting a meeting with the Leader to encourage more items to be added to the forward Plan to help this committee fulfil their role effectively.

102. OVERVIEW AND SCRUTINY FORWARD PLAN

The Overview & Scrutiny Work Programme was heavily populated, although it was recognised that the Outside Bodies Updates represented a large number of these, and the Chair will be working with Democratic Services to review the list and the work programme. Other Councillors were invited to join in with this work. All Councillors will be invited to the next Informal Overview & Scrutiny Committee 15 July which would consider the Work Programme.

103. SCRUTINY OF EXECUTIVE DECISIONS

The Committee were appraised of the Executive's recent decisions. It was advised that the Rural Prosperity Funding streams could be accessed straight away.

104. PCC POLICE UPDATE

The Chair welcomed Inspector Sean Roper (Sector Inspector leading Neighbourhood Teams) and Rebecca Hewitt (Community Safety Partnership Manager).

During the presentation he highlighted the following:

- The team has a good relationship with Rebecca
- The figures don't tell the whole story
- There have been significant improvements in call handling with customer satisfaction in the 80's%
- There is a 2 weekly Police & Partners meeting which Rebecca attends
- One of the projects is Project Nighttime which focusses on the nighttime economy, pubs clubs etc and violence, drugs and knife crime
- Violence against women and girls is a priority

Following the presentation, a number of points were raised including:

- Regarding CPWs (Community Protection Warnings) it was noted that these can be a useful tool as there is 92% compliance and if necessary it includes an escalation process. Monitoring is carried out by the Police and other partner agencies
- Clarification was given that each number quoted represented individual occurrences, not cumulative with some exceptions e.g. harassment
- CCTV evidence can be very useful as a reasonable line of enquiry and currently covers the main town areas. Increased access to technology e.g. smart phones and ring doorbells helps
- Use of private agencies may exist in other areas but need to be aware of

vigilantes

- There is a Government Home Office Funded 'Hot-Spot' in Newton Abbot which is focussed on tackling knife and serious assault crime
- Antisocial behaviour should be reported and the opportunities and methods to report communicated widely. Beat surgeries were helpful in rural areas

The presentation can be viewed following this link:

[Agenda for Overview and Scrutiny Committee Tuesday, 17th June, 2025](#)

105. COMMUNITY SAFETY PARTNERSHIP REVIEW

Cllr Palethorpe introduced the report that had been circulated and invited questions that he or Rebecca Hewitt would be able to answer.

Questions and points raised included the following:

- Assurances were received that it will be possible to spend the money from the UK Prosperity Fund in time and other funding opportunities would be sought
- Engagement with schools was raised which was delivered as part of the work with the wider community and Devon County Council. It was recognised that Schools were under huge pressure and in some ways overwhelmed by the range of information to share. It was important to raise awareness however and the priority in schools is Threat/Risk/Harm
- Resources – can Hot-Spot funding be distributed to smaller communities? This Government funding is specifically directed to a very small area (2 Super-Output areas in Newton Abbot) with no flexibility.
- More than half are harassment cases
- We should celebrate the contribution that Teignbridge has made to the Community Safety Partnership
- It was noted that there are also issues in the rural areas so support for this was encouraged to continue seeking external funding opportunities if possible

106. UKBD RURAL BROADBAND CONNECTING DEVON AND SOMERSET

The Chair explained that this item would be covered by Cllr Nuttall later in the Agenda as part of item 15

107. VOLUNTARY SECTOR ANNUAL REPORT

Amanda Pujol introduced the report on the Voluntary Sector which focussed on the CAB (Citizens Advice Bureau, CVS (Community and Voluntary Sector) and the two Transport organisations. As set out in the recommendation, the Committee was asked to support a two year funding agreements to aid their stability and planning. This Chair recommends that this is considered by the MTFP Task & Finish Group in the first instance due to the financial position of the council.

Comments/questions raised included the following:

- CAB are dealing with more enquiries, particularly relating to PIP hence requesting stability of funding
- The funding levels had been held therefore it represented a real terms cut
- The work of the various organisations was applauded by members of the Committee
- Are there any alternative accommodation options? This could be reviewed by the MTFP group
- Best wishes were extended to Cllr Goodman-Bradbury

108. COUNCIL STRATEGY Q4 PERFORMANCE MONITORING REPORT

Cllr Keeling introduced the report that had been circulated.

- The Chair opened the questions and comments by focussing on the areas identified as 'red', particularly around housing
- Planning: we should take into account the percentage of delayed delivery when setting targets
- Affordable housing – overachieved but can always do better
- Strategic Planning should work more closely with Developers
- Thanks were expressed to Graham Davey who was at his last meeting before retirement
- It was acknowledged that Cllr Rogers has been working tirelessly on housing issues for the residents of his area
- What channels do Teignbridge have to improve housing delivery in Dartmoor National Park as that covers a large proportion of the geographical area? A response will be provided
- The Council is permitting more homes than are actually being developed due to a number of factors including interest rates and skill shortages
- Need to share success stories
- Some residents have no confidence in Devon Homes Choice so are not registering
- Cost of living pressures impacting on anyone renting
- Targets set nationally are considered unrealistic by officers i.e. for those threatened with homelessness the target is 90 when in 2023/24 we achieved 37 and in 2024/25 36
- HMO's (House in multiple occupation) licencing requirements are followed up but additional resources would be required to address issues in those which are not required to be licenced

109. PROCUREMENT STRATEGY

The new Procurement Strategy report was introduced by Cllr John Parrott who handed over to Rosanna Wilson (Corporate Procurement Officer) to respond to any detailed questions. Thanks were expressed to those councillors who had contributed through the briefing.

Comments made included:

- Social value – national metrics has a cost
- Value for money and transparency important
- Boosting local SME's (small and medium sized enterprises) required a less 'corporate' approach and needed to be proportionate
- TOMS – Themes, Outcomes and Measures. Working with the Economy team to develop a set
- It was noted that Supply Devon was more user friendly than the Tender Portal
- The process for JMEs must be proportionate and less 'corporate'

Members of the committee were supportive of the new Procurement Strategy which would be presented to the Executive for adoption in due course.

110. EXECUTIVE MEMBER BIENNIAL UPDATES

The Chair introduced this item by explaining that in future he would be requesting that each Executive member who would be presenting an update to complete a template that would be circulated in advance setting out the legal position, the strategic priorities and the delivery plans for their areas of service. Also to identify what help could this Committee give to support them.

Cllr Palethorpe gave an update on Neighbourhood Services on behalf of Cllr Goodman-Bradbury across the following areas:

Environmental Protection

The service continues to address environmental concerns, including nuisance complaints, air quality monitoring, and animal welfare licensing.

As part of the Modern 25 initiative, a risk-based charging scheme for residential mobile home sites is being developed.

Training has been delivered to Customer First, Community, and independent living teams at Teign Housing to improve collaboration, with plans to expand this to other registered social landlords.

A new chargeable pest control service, introduced in November 2024, has reduced overall costs to the council.

Community Environment Wardens

Efforts to tackle littering, fly-tipping, dog fouling, stray dogs, and abandoned vehicles continue. The Dog Public Spaces Protection Order was renewed in March 2025 for another three years.

A grant from Clean Devon facilitated the purchase of mobile CCTV cameras and new signage, which are being deployed at fly-tipping and litter hotspots.

Food, Health, and Safety

The team oversees food safety, health protection, shellfish classification, Port Health at Teignmouth, mosquito surveillance, business health and safety, and skin piercing registration.

Officers participated in 'Operation Machinize', a police-led investigation into barbers, vape and other shops suspected of criminal activities.

A Food Standards Agency audit on shellfish traceability was conducted in October 2025, yielding positive feedback.

The annual Food Law Service Plan is in progress, alongside an ongoing health and safety project focusing on preventing zoonotic infections at visitor attractions. *A zoonosis is an infectious disease that has jumped from a non-human animal to humans. Zoonotic pathogens may be bacterial, viral or parasitic, or may involve unconventional agents and can spread to humans through direct contact or through food, water or the environment.*

Licensing

Work continues across multiple licensing areas, including hackney carriage and private hire, premises licensing, gambling, and street trading.

A review of the Licensing Act Policy is currently underway.

Parking

Parking Services enforce regulations across 89 sites in Teignbridge, generating over £4 million last year, which supports other council services.

A review of the Counting House facility, which provides financial services to several local authorities, is being conducted with the aim of achieving cost neutrality and expanding the service. Additionally, a project to install EV charging points in council car parks is in development.

Planning Enforcement

The team continues to respond to all planning enforcement complaints, with a particular focus on high-profile cases where developers have failed to comply with conditions.

Anti-Social Behaviour

Recent recruitment challenges have impacted service response times, but triage processes are in place to manage workload effectively.

Service Restructure

A restructure is underway to integrate teams and bring Planning Enforcement and Anti-Social Behaviour into a newly defined service area.

This will streamline operations and improve efficiency.

Questions and comments raised included the following:

- Licencing Policy review underway regarding tables and chairs etc.
- It was recognised that Parking services generated around £4m income for Teignbridge
- Streamlining services to enable savings to be directed to increase enforcement was suggested
- Addressing a backlog of Fines collections could be considered by the MTFP group

Cllr Keeling provided an update on the Corporate and Strategic areas focussing on Local Government Reorganisation:

- Need to ensure that the smaller towns and parishes are 'heard' as they are at the heart of democracy. There will be a full consultation process although only £38,000 has been received
- During the first phase, officers and members are rolling out meetings to talk with towns and parishes
- The proposals will be data driven
- In terms of the current level of debt from our neighbouring authorities, only Teignbridge is debt free. Of the approximately £600m debt in option 4, £400m is held by Torbay which is already a Unitary Council

Cllr Hook provided an update on Environment, Climate Change and Sustainability including Carbon Action Plans 1 & 2:

- In April 2019 the Council declared a Climate emergency
- The Carbon Action Plan was approved in 2022
- Progress graph was included in the report together with the Link to the Council footprint
- Vehicle fleet and charging infrastructure progressing

Carbon Action Plan Part 2 covered District wide emissions

- Teignbridge Climate Hub is our web presence with useful information
- Opportunity for Overview & Scrutiny to provide regular scrutiny of progress on the action plan and any adaptations

Comments/questions included:

- Where is the Beach management Plan? This was on its' way and Cllr Hook will follow up
- Work was ongoing with stakeholders on the Ecological emergency and impact on the health of the ocean
- If Towns and Parishes needed specific advice they could contact Cllr Hook Directly
- Regarding how much had been spent since 2019 to improve the situation it was noted that all projects are supported by business cases which included the benefits and ongoing savings
- There is some funding for Community Organisations – details will be provided
- Action on Climate in Teignbridge will be able to offer advice to Community schemes regarding qualification

Cllr Nutley provided an update on Leisure & Recreation and talked to his presentation which can be viewed in full on the recording.

He drew members attention to a number of items including the following points:

- It was another successful year for Dawlish Countryside Park
- The Brook in Dawlish
- Action on Climate in Teignbridge
- Sports pitches and Tennis training
- Play areas and cricket at Sandy Lane

- Beach Awards including a Blue Flag for Dawlish Warren

Comments and questions included:

- Members need to be aware of potential conflict between voluntary groups and Teignbridge regarding specific agreements (Clubs etc)
- Milber Woods is experiencing antisocial behaviour
- District wide exercise in hand to address issues
- Similar complaints from Newton Abbot
- Comparisons with costs important
- Teignmouth Lido was offered to be community run but not taken up
- Usage of changing facilities e.g. St Michaels Field opportunity for additional income if used more
- Strategic plans for areas in Portfolio e.g. Leisure would be helpful for members

Cllr Buscombe provided an update on Housing and Homelessness with support from Jon Lloyd-Owen, Head of Housing.

- Extra care scheme linked with the Bradley Lane site
- Renters Rights Bill is the most significant reform in the last 40 years. Members briefings will be arranged as appropriate

Questions/comments included:

- Risk around losing landlords to the sector
- Funding issues e.g. the Council only receives homeless grant support of £60 and has to find the rest of the cost
- Some landlords are choosing to sell to tenants reducing the market for 'buy to let'
- Risks for tenants
- As house prices are reducing is there an increased opportunity for the Council to purchase?
- The relationship between the Council and CAB (Citizen's Advice) and the Council is important
- Some of the rent issues relate to high management/service charges
- The housing requirements need to be communicated to Developers
- Adaptations are an example of good work
- Officers were commended on the speed of processing housing benefits
- There will be a member briefing in September

The recording and any presentations can be viewed following this link:

[Agenda for Overview and Scrutiny Committee Tuesday, 17th June, 2025](#)

111. OUTSIDE ORGANISATION UPDATES FROM THE COUNCIL'S APPOINTED REPRESENTATIVES

Cllr Nuttall – Connecting Devon and Somerset Board (CDS)

This Partnership of local authorities have been supporting 340,000 premises across the region to have improved Internet speeds of 30MB or higher (67,839 in Teignbridge with 21,914 connected to date). In parallel, BDUK (Building Digital in the UK) Project Gigabit is working with commercial operators to deliver Internet speeds of over 1,000MB to 99% of businesses premises. The national rural Gigabit voucher scheme is supported by CDS with bespoke solutions. £250,000 has been set aside by Teignbridge to help CDS deliver to the 2,079 premises who are planned to be helped by September 2027. A spend profile has been requested for the current and next financial year. Commercial (without input from CDS) development has supported an additional 39,401 with a further 663 planned. After all of the interventions, there will still be 3,782 premises which fall into the 'challenging' category.

There were no questions.

Cllr Palethorpe – Devon Communities Together, Newton Abbot CIC, Police and Crime Panel and Teignbridge Citizens advice panel

Cllr Palethorpe referred to the reports that had been circulated on the four areas above and offered to take questions at the meeting or to accept written questions later.

- With regard to the forthcoming Police and Crime Panel meeting to be held on 25 June 2025 Cllr Palethorpe would be raising questions regarding the serious violence strategy and how they are progressing with violence against women and girls, anti-social behaviour, domestic violence and knife crime.
- Thanks were expressed for the help that the CIC had given to the Buckland Centre.

112. FEEDBACK ON TASK AND FINISH GROUPS

The Medium-Term Financial Plan (MTFP) Review Group are meeting and all members are welcome to get involved. The Planning Group will be formulated next.

113. COUNCILLOR QUESTIONS

There were none.

CLLR P BULLIVANT
Chair

**Teignbridge District Council
Overview & Scrutiny
16 September 2025**

Part I

Modern 25 Programme Update

Purpose of Report

To update members on progress of the Modern 25 Programme

Recommendation(s)

The Committee RESOLVES to:

- (1) Note the progress on the Modern 25 Programme

Financial Implications

There are no additional financial implications arising from this report. The report identifies action to address our ongoing revenue budget gaps which must continue.

Martin Flitcroft, Director of Corporate Services
Email: Martin Flitcroft @teignbridge.gov.uk

Legal Implications

There are no legal implications

Risk Assessment

Please see page 17 of the report in Appendix I which provides details on the risk register for the programme

Title of person giving advice
Amanda Pujol, Director of Customer & Transformation
Email: Amanda.Pujol@teignbridge.gov.uk

Environmental/ Climate Change Implications

There are no implications.

Report Author

Amanda Pujol, Director of Customer & Transformation
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Executive Member

Cllr Peter Williams, Executive Member for Environmental Services

Appendices/Background Papers

Appendix I-Modern 25 Programme - MTFP Working Group Update 05.08.25

EIA Attached- No

1. Introduction/Background

- 1.1. Members will be aware that since September 2022 Teignbridge District Council is implementing the Modern 25 programme, a transformation initiative aimed at delivering a new operating model to achieve £2.6 million in phased savings by aligning services with corporate priorities and improving efficiency through digital innovation and organisational restructuring. The vision is a modern, innovative council delivering beneficial community services.
- 1.2. The programme is governed through a Programme Board which includes officers and the Portfolio Holder who has been assigned responsibility for Modern 25, Cllr Peter Williams.
- 1.3. Progress on the programme includes reports to the O&S Task and Finish Group on the Medium Term Financial Plan (MTFP). This group is tasked with identify further savings to close the financial gap in the Councils Medium Term Financial plan. The gaps in future years are estimated to be between £3.6 and £3.8 million. This includes any savings already delivered by Modern 25 as detailed in the report.
- 1.4. The most recent report taken to MTFP Working group can be found in Appendix I. Members should note that by the end of 2023/24, £649,600

(22%) of the savings target was achieved ahead of schedule, with an additional £233,269 (7%) forecast for 2024/25, totalling an estimated 29% of the overall goal. Continued delivery depends on key projects including asset disposals, recharging for green space management, reducing discretionary spending, enhancing commercial income, and implementing service restructures

- 1.5. The MTFP Working Group is continuing to develop recommendations for implementation into the budget setting proposals for 2026/27.

2. Conclusion

2.1 The Modern 25 Programme is currently on target to achieve its identified savings, however a budget gap remains in the Councils Medium Term financial plan and the MTFP working group will be coming forward with recommendations for additional savings as part of the budget setting process for 2026/27.

Modern 25 Programme - MTFP Working Group Update

05.08.25

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Background

The consultancy IGNITE were commissioned in 2021 to work with the management team to review how we provide services and align staff and financial resources with the Council Plan and priorities.

Case for Change – Feb 2022:

Financial:

- The future budget position for the Council is challenging, with a need to provide £2.6M of savings
- Improve value for money and the customer experience, boost innovation and create a flexible learning organisation, enabling improved management of contractual partners.

Strategic:

- Flatten the organisational structure and ensure we have more versatile and adaptable job roles to enable flexibility to meet changing demands across the Council. This should include consideration of the customer journey and whether there are opportunities for more generic working
- Consider how our current digital and IT offer would support a new operating model, the customer journey and their expectations and consider how digital services could be delivered to improved efficiencies
- Align the organisation behind delivery of the Council's corporate priorities and release strategic and specialist capacity to support delivery of those priorities

Vision for Change & Design Principles

"a modern, innovative council delivering great services that benefit our communities"

Ignite developed a vision and transformation programme business case in consultation with officers and Members to define a new target operating model for Teignbridge, underpinned by a set of agreed Design Principles:

TDC Design Principles

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Design Principle	Feedback Themes	Design Principle – We will ...
1. maximise our customers ability to self-serve and digitise our services where possible, recognising that one size does not fit all We will optimise the use of digital capability and tools across the organisation and invest in the digital skills of our staff	Digitally enabled Council	We will...aim for a digital first approach, with alternative options only where needed. Our staff will become advocates of digital and we will upskill and embed a digital first culture across Teignbridge. We will...work towards a principle of tell us once aiming for one view of the customer, underpinned by digital or automated workflow. We will...maximise our ability to self-serve
2. We will align our resources to our priorities, flexing where wider strategic drivers requires it. We will work with partners to deliver our priorities.	Align to priorities	We will...set out clear priorities which are agreed across the council and clearly communicated externally. We will ensure our organisation is aligned to our priorities. We will...work collaboratively to deliver the best outcomes for Teignbridge. We will...flex to meet priorities and build resilience to address emerging challenges and demands.
3. Need to clearly understand demand and public expectations of service delivery to determine performance standards and targets Need to understand demand against priority and reduce avoidable demand	Person centred design	We will...manage demand in a way that best meets need of residents, businesses and visitors. We will...aim to resolve customer issues first time where possible. We will...be transparent, open, communicative, and consistent about our services so as to manage expectations. We will...set standards and assess how we perform against these.
4. Well managed resources – that are efficient, effective and sustainable Set and monitor against clear targets and performance standards for services	Efficient and effective delivery	We will...be efficient and effective in the way we work and in delivery of our services. We will...deliver our statutory duties efficiently, enabling our staff to be resourceful and innovative. We will...be flexible and resilient to ensure our resources are well managed and deployed. We will...set standards and monitor our impact
5. Value-for-money for statutory services with a commercial approach for discretionary services where we optimise pricing. Only give grants or subsidies where the service deliver outcomes that support key priorities	Value for money	We will...have an organisation that is financially sustainable and viable for the long term We will...look for opportunities to gain investment and generate longer term income We will...align grants and subsidies to our priorities
6. Develop staff as our greatest asset Develop and train staff to further improve leadership and management	Investing in our staff	We will...provide good quality jobs and a supportive work environment We will...continue to evolve our culture to build a flexible, agile and multi-skilled workforce who are supported in their development, career progression We will...work as one team supporting each other to be our best, monitoring staff satisfaction and wellbeing

Modern 25 programme

The Modern 25 programme, based on the Ignite findings and recommendations, was initiated in September 2022 with the objective of delivering a new operating model for the council to realise £2.6m of phased benefit savings.

The programme is split into 6 workstreams as follows:

- Strategic Portfolio – A review of statutory and discretionary services to find opportunities to make savings or increase commercialisation of services up to the value of £1.84M.
- Customer Service Design – A review of internal processes to improve efficiency and identify savings of £776k via a combination of customer-enabling, self-serve, process improvement and internal re-modelling.
- Digital & Technical – Working with Strata to implement transformational enablers that allow TDC to digitise services and upskill staff, improving the customer experience and facilitating efficiency improvements. TDC's Data Strategy will underpin digital transformation, improve business intelligence and decision making.
- People & Organisation – An organisational re-structure to ensure that the organisation can support the new target operating model, that staff have clear job descriptions and responsibilities, that the organisation remains flexible to change, and is skilled and well-resourced for the future.
- Governance & Performance – A review of the framework for monitoring and managing strategic performance and risk aligned to the new operating model.
- Culture & Change – Engaging with key stakeholders to manage the implementation and embedding of change across the organisation to enable benefit realisation.

Target savings

The programme target saving of £2.6m is broken down into £1.84m strategic savings and £776k process efficiency savings.

In addition to the £2.6m, the cost of the stage 1 Head of Service restructure (approx. £400k) will be recovered as part of the subsequent stage 2 service restructures.

Strategic Portfolio Revenue Savings - £1.84m target

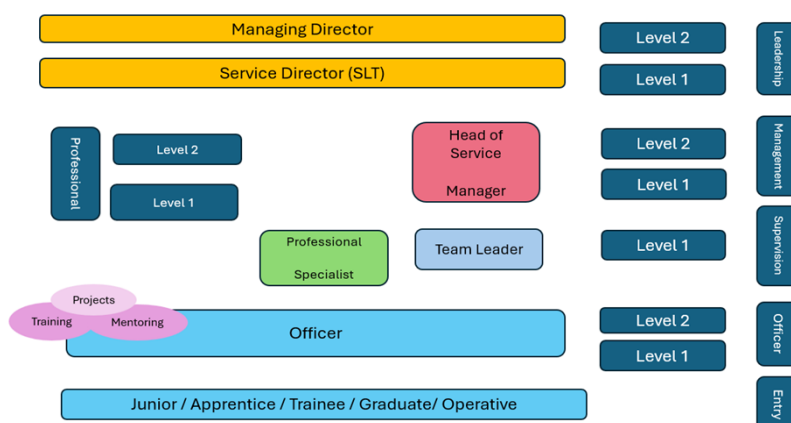
Ignite identified a portfolio of possible savings opportunities by conducting benchmarking and examining service reviews and business plans, this was condensed into an agreed list of projects to scope:

Project Reference	Project Name	Saving Type	Service Area/ Project Title	TOTAL - Ignite proposed cumulative unweighted saving
SP1	Review third sector SLAs for savings	Budget reduction	Community & Housing	£129,170
SP2	Reduce Community Safety activity	Budget reduction	Community & Housing	£30,000
SP3	Freeze inflation increase on Members Allowance	Budget reduction	Dem Services	£17,500
SP4	Reduce Councillors Community Fund	Budget reduction	Dem Services	£47,000
SP5	Planning Performance Agreement fees & volumes	Commercial surplus	Dev Mng & Planning	£150,000
SP6	Pre-planning Application fees and volumes	Commercial surplus	Dev Mng & Planning	£43,000
SP7	Reduce public art expenditure	Budget reduction	Dev Mng & Planning	£5,000
SP8	Reduce agricultural consultant expenditure	Budget reduction	Dev Mng & Planning	£5,000
SP9	Forde House decarb project - let vacant space	Commercial surplus	Estates	£80,000
SP10	Sherborne House Service Charge budget	Assets management	Estates	£16,800
SP11	Teignbridge Business Centre - Contract cleansing	Assets management	Estates	£3,410
	Teignbridge Business Centre - letting agency fee	Budget reduction	Estates	£710
SP12	Town centre marketing - Reduce/ remove budget	Budget reduction	Estates	£4,000
	Market Walk Advertising - Reduce/ remove budget	Budget reduction	Estates	£5,520
SP13	Old Forde House Special works - remove budget	Budget reduction	Estates	£3,530
SP14	Stop Area Tourism contribution	Budget reduction	Dev Mng & Planning	£10,000
SP15	Stop Teign and Exe Estuary Partnerships	Budget reduction	Coastal & Drainage	£5,000
	Stop LGA Coastal Sig	Budget reduction	Coastal & Drainage	£330
SP16	Stop Sandbag Provision	Budget reduction	Coastal & Drainage	£6,000
SP17	Review/ stop Pest Control Contract	Budget reduction	Env Health	£30,500
SP18	Residential Caravan Site Licensing	Commercial surplus	Env Health	£15,000
SP19	Transfer assets to community - reduce grounds maintenance cost by 25%	Assets management	Green Spaces	£162,500
	Recharge town and parish councils for grounds maintenance	Assets management	Green Spaces	£162,500
	Recharge for green space management	Assets management	Green Spaces	£70,000
SP20	Bowling Club Grants	Assets management	Green Spaces	£12,000
SP21	Review profit & loss for Approach Golf, Shaldon	Assets management	Green Spaces	£8,200
SP22	Increased income - green spaces/ resorts	Commercial surplus	Green Spaces	£10,000

	Increased income - concessions	Commercial surplus	Green Spaces	£5,000
	Increased income - cemeteries	Commercial surplus	Green Spaces	£15,000
SP23	Reduce general contractor performance incentive	Budget reduction	Green Spaces	£10,000
SP24	Reduce ranger activity	Budget reduction	Green Spaces	£40,000
SP25	Reduce Ash Dieback budget	Budget reduction	Green Spaces	£20,000
SP26	Fund substantive posts from Homeless Prevention Grant	Budget reduction	Community & Housing	£100,000
SP27	Reduce external legal expenditure	Budget reduction	Legal	£6,000
	Recruit administration resource to free up fee earners	Budget reduction	Legal	£25,000
SP28	Review of free parking services	Budget reduction	Parking	£12,250
	Increase PCN income through removal of barriers	Commercial surplus	Parking	£5,000
SP29	Council Tax Support Scheme	Budget reduction	Revs & Bens	£75,000
SP30	Stop war pension loss	Budget reduction	Revs & Bens	£15,000
SP31	Reducing printing and mail volumes	Budget reduction	Printing & Mail Volumes	£30,000
	Integrating mail and printing functions	Budget reduction	Printing & Mail Volumes	£7,500
SP32	Strata - Service to be reviewed to deliver 10% reduction on base contract	Budget reduction	Strata	£97,980
SP33	Increase CIL admin top slice to 5%	Commercial surplus	Dev Mng & Planning	£80,000
SP34	Charging for provision of waste containers at new properties	Commercial surplus	Waste	£48,000
SP35	Switch to needs led street cleansing	Budget reduction	Waste	£200,000
SP36	Reduce public convenience sites	PC Sites	PC Sites	£200,000
	Introduce charges at public conveniences	PC Sites	PC Sites	£50,000
SP37	Full Strategic Asset Review	Assets management	Assets	£200,000
SP38	Develop corporate plan for Leisure	Leisure management	Leisure	£365,000
				£2,639,400

People & Organisation Savings - £400k (approx.)

The proposed high-level flattened structure for Teignbridge is summarised below. Stage one of the restructure process resulted in 12 defined service areas at Management level at a cost of approximately £400k.



Customer Service Design Savings - £776k target

The £776k target equates to a saving of approximately 22FTEs based on an average cost of £35,500 per FTE, the targets are split by service as follows:

Consolidated Team	Benefit Driver - customer self serve	Benefit Driver - customer enabling	Benefit Driver - Tech / process improvement	Benefit Driver - internal remodelling	Grand Total By Team	Value
Assets, Estates, Markets	0.37	0.19	0.61	0.61	1.77	£ 62,836
Projects	0.16	0.10	0.27	0.46	0.99	£ 35,146
Audit & Info Gov	0.00	0.03	0.03	0.10	0.15	£ 5,325
Finance	0.27	0.20	0.63	0.57	1.68	£ 59,641
Proc & Commiss	0.02	0.00	0.01	0.01	0.04	£ 1,420
Human Resources	0.14	0.03	0.19	0.23	0.59	£ 20,945
Democratic Services	0.03	0.00	0.01	0.16	0.20	£ 7,100
Legal	0.08	0.06	0.08	0.16	0.38	£ 13,490
Customer Services	1.15	0.11	0.46	0.67	2.39	£ 84,847
Revenues & Benefits	0.38	0.26	0.30	0.52	1.46	£ 51,831
Green Spaces & Active Leisure	0.09	0.05	0.28	0.21	0.63	£ 22,365
Waste & Cleansing	0.22	0.15	0.35	0.26	0.98	£ 34,791
Housing	0.80	0.33	0.84	0.66	2.63	£ 93,367
Leisure	0.32	0.07	0.51	0.32	1.23	£ 43,666
Resorts	0.07	0.01	0.04	0.09	0.21	£ 7,455
Building Control	0.00	0.00	0.00	0.00	0.00	£ -
Development Management	0.42	0.41	1.15	1.18	3.16	£ 112,182
Spatial Planning	0.00	0.04	0.07	0.13	0.24	£ 8,520
Environmental Protection	0.10	0.13	0.24	0.33	0.80	£ 28,401
Food, Health & Safety	0.02	0.04	0.11	0.17	0.34	£ 12,070
Licensing	0.04	0.03	0.04	0.04	0.15	£ 5,325
Parking	0.16	0.11	0.23	0.29	0.80	£ 28,401
Bus Improv & Dev	0.00	0.00	0.00	0.27	0.28	£ 9,940
Communications	0.01	0.01	0.02	0.06	0.10	£ 3,550
Community Safety	0.00	0.01	0.02	0.03	0.06	£ 2,130
Economic Development	0.05	0.01	0.05	0.11	0.23	£ 8,165
Electoral Services	0.02	0.00	0.01	0.06	0.09	£ 3,195
SLT	0.09	0.00	0.07	0.11	0.28	£ 9,940
Total	5.03	2.44	6.68	7.90	21.86	£ 776,047

Targets summarised according to the new organisational structure:

	Budget
SLT	£9,940
Electoral Services	£3,195
Corporate	Head of Assets
	Head of Financial Services & Audit
	Head of HR& OD
	Head of Legal & Democratic Services
Customer	Head of Customer & Digital
	Head of Environmental Services
	Head of Housing
	Head of Leisure
Place	Head of Building Control
	Head of Development Management
	Head of Neighbourhoods
	Head of Strategy & Partnerships
Total	£776,067

Strategic Portfolio Progress Update



Strategic Portfolio Projects - completed

							ACTUAL BUDGET SAVINGS (Target £1,824,000)					
Project Reference	Project Name	Saving Type	Service Area/ Project Title	BRAG Status	STATUS SUMMARY	TOTAL - Ignite proposed cumulative unweighted saving	22/23 SAVINGS TAKEN	23/24 SAVINGS TAKEN	24/25 TDC PREDICTED SAVINGS	TOTAL BUDGET REDUCTION TO DATE	TOTAL ONE OFF REVENUE SAVINGS	
SP2	Reduce Community Safety activity	Budget reduction	Community & Housing		Saving may require removal of post - overlap with people workstream. Some in-year savings will be realised 24/25 due to vacancy. Removal approved at M25 board June 2025	£ 30,000	13,700			13,700	0	
SP7	Reduce public art expenditure	Budget reduction	Dev Mng & Planning		6 months notice served to consultant from Jan 23, reduce to £1250 for Q1 in 23/24 then remove in 24/25	£ 5,000		5,000		5,000	0	
SP10	Sherborne House Service Charge budget	Assets management	Estates		Service charge budgets in place for 24/25 onwards and 22/23, 23/24 recharged	£ 16,800			80,000	80,000	150,043	
SP11	Teignbridge Business Centre - Contract cleansing	Assets management	Estates		Budget reduced in 23/24	£ 3,410		2,910	2,910	5,820	0	
	Teignbridge Business Centre - letting agency fee	Budget reduction	Estates		Agency not in use - sum saved in 22/23 and budget line removed 23/24	£ 710		610		610	710	
SP12	Town centre marketing - Reduce/ remove budget	Budget reduction	Estates		Budget amended, £5,040 saving in 23/24	£ 4,000		5,040	1,700	6,740	2,364	
	Market Walk Advertising - Reduce/ remove budget	Budget reduction	Estates		Budget reduced by £7k in 22/23 plus £5120 not spent in year, budget to be amended for 23/24	£ 5,520	8,000	5,520		13,520	0	
SP13	Old Forde House Special works - remove budget	Budget reduction	Estates		Approved by SLT - budget line removed for 23/24	£ 3,530		3,530		3,530	0	
SP14	Stop Area Tourism contribution	Budget reduction	Dev Mng & Planning		Budget reduced to £3k for 23/24, and to be removed in 24/25	£ 10,000		7,000	3,000	10,000	0	
SP15	Stop Teign and Exe Estuary Partnerships	Budget reduction	Coastal & Drainage		Budget reduced to £2,750, partial saving achieved, no political appetite to leave the partnerships. Marked as complete following vote not to pursue further by Full Council, 29/10/24.	£ 5,000		2,250		2,250	2,500	
SP17	Review/ stop Pest Control Contract	Budget reduction	Env Health		Charging scheme live as of 1/11/24. Income to be reviewed on a 3 monthly basis to ascertain financial benefits, starting 1/2/25. Income of £7,830.02 to 20/01.	£ 30,500			20,750	20,750	0	
SP21	Review profit & loss for Approach Golf, Shaldon	Assets management	Green Spaces		Marketing plan developed to explore options to increase income. Signage on site updated, signage leading to site has been designed, project now being aligned with SP38 Leisure following restructure.	£ 8,200		14,277		14,277	0	
SP25	Reduce Ash Dieback budget	Budget reduction	Green Spaces		Approved by SLT - reduce budget line	£ 20,000		10,000	10,000	20,000	0	
SP26	Fund substantive posts from Homeless Prevention Grant	Budget reduction	Community & Housing		Approved by SLT - use funding as proposed	£ 100,000	50,000	50,000		100,000	0	
SP30	Stop war pension loss	Budget reduction	Revs & Bens		Budget reduced by £10k in 22/23, and additional £4k in 23/24 - will gradually diminish over time	£ 15,000	10,000	4,000		14,000	1,126	
SP34	Charging for provision of waste containers at new properties	Commercial surplus	Waste		Already in place - account for benefits. Possible extension to charge for provision of Garden Waste container on first subscription, similar to Somerset	£ 48,000		24,155	23,845	48,000	40,102	
							£ 81,700	£ 134,292	£ 142,205	£ 358,197	£ 196,845	

Committee
Date of meeting

Strategic Portfolio Projects – closed - not deliverable

Project Reference	Project Name	Saving Type	Service Area/ Project Title	BRAG Status	STATUS SUMMARY	ACTUAL BUDGET SAVINGS (Target £1,824,000)				TOTAL BUDGET REDUCTION TO DATE	TOTAL ONE OFF REVENUE SAVINGS
						TOTAL - Ignite proposed cumulative unweighted saving	22/23 SAVINGS TAKEN	23/24 SAVINGS TAKEN	24/25 TDC PREDICTED SAVINGS		
SP3	Freeze inflation increase on Members Allowance	Budget reduction	Dem Services		At Full Council on 25/2/25, following recommendations from the Independent Review Panel, Members voted for an increase in their allowance in line with the LGE pay award, along with increased allowances for Chair and Vice-Chair of O&S, Chair and Vice-Chair of Audit Scrutiny. As such, this saving cannot be realised and costs will increase. Removal approved at M25 board June 2025	£ 17,500				0	0
SP4	Reduce Councillors Community Fund	Budget reduction	Dem Services		Proposal rejected by members at MTFP group, councillors have agreed to a minimum grant amount which should reduce administration time for this scheme - approved by Exec and FC.	£ 47,000				0	4,280
SP5	Planning Performance Agreement fees & volumes	Commercial surplus	Dev Mng & Planning		These services cannot be recharged at a profit as the charges must be reflective of the costs accrued by the Council in the delivery of these functions. The benefit to the Council is the ability to buy in expertise (PPAs), building resilience within the team and assist in meeting national performance KPI's (Major and non-major applications) rather than mechanisms to deliver financial savings. Process being mapped and review being undertaken to ensure Total Cost Recovery using latest figures. Marked as complete following vote not to pursue further by Full Council, 29/10/24.	£ 150,000				0	0
SP15	Stop LGA Coastal Sig	Budget reduction	Coastal & Drainage		Coastal Sig agreement to be retained for 24/25 - (decision by Cllr Jackie Hook) Contributes towards dredging and harbour revision orders. Marked as complete following vote not to pursue further by Full Council, 29/10/24.	£ 330				0	0
SP16	Stop Sandbag Provision	Budget reduction	Coastal & Drainage		Sandbag costs misleading as no longer supplied by Idverde, labour recharged from Waste & Cleansing; the sand itself is the only cost to the authority. Project marked as complete following vote of Full Council, 29/10/24	£ 6,000				0	0
SP23	Reduce general contractor performance incentive	Budget reduction	Green Spaces		Will not be realised - contract expires this year. Procurement exercise in progress for new contract.	£ 10,000		800		800	0
SP24	Reduce ranger activity	Budget reduction	Green Spaces		TDC are contractually obligated to manage Dawlish Warren NNR and the SANGs at Dawlish Countryside Park and Ridgop Park. Any potential savings from the remaining 2.2 FTE TDC funded staff can only be realised through the transfer or disposal of the Council's countryside parks and Local Nature Reserves as part of the wider Asset Management Strategy. Marked as complete following vote not to pursue further by Full Council, 29/10/24.	£ 40,000				0	0
SP29	Council Tax Support Scheme	Budget reduction	Revs & Bens		The MTFP group met in January to consider potential savings from CTR scheme. Based on info supplied at the meeting they decided against cutting levels of support and instead we're doing some modelling on changes to our Discretionary Rate Relief Scheme (also not pursued) and council tax discretionary discounts. Marked as complete following vote not to pursue further by Full Council, 29/10/24.	£ 75,000				0	0
SP32	Strata - Service to be reviewed to deliver 10% reduction on base contract	Budget reduction	Strata		Due to rising costs in software supplier contracts and the need to invest in IT to deliver the efficiency savings elsewhere in the business it is unlikely that this will be realised within the next 2 years. Removal approved at M25 board June 2025	£ 97,980				0	0
SP40	Phasing out the 20% discretionary element of rate relief	Budget reduction	Revs & Bens		Withdrawn by Exec - statementy to FC by Cllr Parrot, 14/1/25	£ -				0	0
						£ -	£ -	£ 800	£ -	£ 800	£ 4,280

Strategic Portfolio Projects – in progress - On Track

						ACTUAL BUDGET SAVINGS (Target £1,824,000)						
Project Reference	Project Name	Saving Type	Service Area/ Project Title	BRAG Status	STATUS SUMMARY	TOTAL - Ignite proposed cumulative unweighted saving	22/23 SAVINGS TAKEN	23/24 SAVINGS TAKEN	24/25 TDC PREDICTED SAVINGS	TOTAL BUDGET REDUCTION TO DATE	TOTAL ONE OFF REVENUE SAVINGS	
SP18	Residential Caravan Site Licensing	Commercial surplus	Env Health		Briefings given to new PH 24/4 and 22/5 still awaiting confirmation from PH to progress to add to forward plan for approval at Exec. Next PH meeting 26/6 - deadline for review by PH or transfer.	£ 15,000				0	0	
SP20	Bowling Club Grants	Assets management	Green Spaces		Contributions made this FY, from April 25 Dawlish should be cost neutral - Dawlish paper was agreed by Exec in Feb 25.	£ 12,000				0	0	
SP22	Increased income - green spaces/ resorts	Commercial surplus	Green Spaces		Rent for new beachcomber and catering kiosk at Eastcliff	£ 10,000	4,530	34,311		38,841	57,740	
	Increased income - concessions	Commercial surplus	Green Spaces		Additional yearly concession licenses being granted on Coach Road Newton Abbot, Courtney Park Newton Abbot and King George Fifth Playing Field Shaldon. Potential for additional concessions on summer only terms.	£ 5,000		30,440		30,440	112,981	
	Increased income - cemeteries	Commercial surplus	Green Spaces		Two fee increases to align with market in 23/24 - inflationary increases only planned in 25/26. Effect of fee increases to market rates to be monitored.	£ 15,000	15,120	8,310	19,560	42,990	48,682	
SP28	Review of free parking services	Budget reduction	Parking		Requires review - look at Dolbeare Road, Ashburton, Leisure Centres (for compliance rather than income?), Hackney Marshes, Wain Lane, Coronation Ave. Dawlish (resident permit, numbered spaces?), Dawlish Countryside Park etc.	£ 12,250		4,470	4,000	8,470	0	
	Recontract for 'RingGo' payment provision.	Commercial surplus	Parking		New contract signed March 2025 - income changes to be monitored	£ -				0	0	
	Increase PCN income through removal of barriers	Commercial surplus	Parking		22/23 Additional income taken as one off income in 23/24. Review fees and charges for 25/26 to generate budget saving. 1/10/24 Parking team has backlog of PCN notices and this may negatively affect income.	£ 5,000				0	71,086	
SP31	Reduce MFD numbers	Budget reduction	Printing & Mail Volumes		Agreement to reduce number of MFDs as part of this project will lead to annual savings of over £4000, as indicated by soft market testing. Savings recurring and realisable from Oct 25.					0	0	
	Integrating mail and printing functions	Budget reduction	Printing & Mail Volumes		New grant schemes will be managed using synertec going forwards	£ 7,500				0	0	
SP33	Increase CIL admin top slice to 5%	Commercial surplus	Dev Mng & Planning		Being reopened - in 23/24 we recharged 2.4%, well below requirements. Ec Dev Manager and Finance involved.	£ 80,000		60,000		60,000	167,470	
SP36	Reduce public convenience sites	PC Sites	PC Sites		Consultation completed, recommendations made to PHs for Assets and M25 who are taking these to their group to confirm political support before CB authored paper to FC in July 2025.	£ 200,000				0	0	
SP39	Additional charges for second homes/ holiday homes	Commercial surplus	Revs & Bens		Approved at FC to start 1.4.25	£ -				0	0	
SP41	Counting House review	Budget reduction	Finance		Discovery phase	£ -				0	0	
SP42	Removal empty property exemption	Budget reduction	Revs & Bens		Approved at FC in January 25.	£ -				0	0	
						£ 19,650	£ 137,531	£ 23,560	£ 180,741	£ 457,959		

Strategic Portfolio Projects – in progress - Caution/ Concern

Project Reference	Project Name	Saving Type	Service Area/ Project Title	BRAG Status	STATUS SUMMARY	ACTUAL BUDGET SAVINGS (Target £1,824,000)					TOTAL ONE OFF REVENUE SAVINGS
						TOTAL - Ignite proposed cumulative unweighted saving	22/23 SAVINGS TAKEN	23/24 SAVINGS TAKEN	24/25 TDC PREDICTED SAVINGS	TOTAL BUDGET REDUCTION TO DATE	
SP1	Review third sector SLAs for savings	Budget reduction	Community & Housing		With the MTFP Working Group to review and make recommendations - partial saving may be achievable. SLAs also being reviewed by new Head of Strategy and Partnerships as part of role remit. Full Council voted to approve 5% standard increase to voluntary sector contributions for 25/26.	£ 129,170		1,380	16,400	17,780	0
SP6	Pre-planning Application fees and volumes	Commercial surplus	Dev Mng & Planning		Fees and budget increased 22/23, demand has decreased and 23/24 budget reduced - review demand stats end FY25. Increase in planning app fees proposed in new NPPF (£528 from £258) may further reduce demand. Discussions started around how this service is marketed.	£ 43,000		7,497		7,497	4,630
SP8	Reduce agricultural consultant expenditure	Budget reduction	Dev Mng & Planning		Added to fees and charges - budget line cancelled from 23/24, new budget to be covered by recharges - Recharges not received	£ 5,000				0	0
SP9	Forde House decarb project - let vacant space	Commercial surplus	Estates		Additional income dependent on renting of ground floor. Agreement in place with DCC to occupy part of the space - income expected to be reviewed.	£ 80,000	1,240	29,510	25,650	56,400	11,897
SP19	Transfer assets to community - reduce grounds maintenance cost by 25%	Assets management	Green Spaces		Part of Assets Review - contract expires 2024 - insufficient time to action beforehand. Ensure reduction clause is in new contract. Also linked to SP36 (Public Toilets) as some transfers may now occur in tandem. LGR may impact this workstream.	£ 162,500				0	0
SP27	Reduce external legal expenditure	Budget reduction	Legal		New Legal Assistants (2) started March 2025; they are both Law graduates training to be lawyers, and will provide capacity within the team to assist in reduction of legal expenditure. Note suggestion in prioritisation of OT projects that this may be required to progress key elements within remaining life of authority.	£ 6,000				0	0
	Recruit administration resource to free up fee earners	Budget reduction	Legal			£ 25,000				0	0
SP31	Reducing printing and mail volumes	Budget reduction	Printing & Mail Volumes		Work to reduce print and mail volumes is focusing on Council Tax e-Billing, with a review of the Garden Waste subscription process following, as biggest volume drivers. Meeting with Granicus Jan 25 to include discussion on process and best practice from other authorities. Continual increase in postage unit costs makes it unlikely that substantial budget savings will be achieved.	£ 30,000				0	0
SP35	Switch to needs led street cleansing	Budget reduction	Waste		Budget increased in 23/24 PID predicted savings are £111,420. Route optimisation element complete. Reactive jobs element complete. Mechanical sweeper in-cab display on MWApp agreed in principle by W&R team, HLD has been signed-off.	£ 200,000				0	0
SP37	Full Strategic Asset Review	Assets management	Assets		Asset register data QA work ongoing, additional resource procured. Asset management framework adopted, members approved options appraisal for OFH, Teignmouth Lido and Conveniences 29/10/24. Lido options appraisal to be brought to council following summer season. Toilet options as per SP36.	£ 200,000				0	0
SP38	Develop corporate plan for Leisure	Leisure management	Leisure		Leisure strategy in development but delayed - no political will to make large changes to provision (ref AP) . Process mapping recommendations to be actioned, but cashable savings unclear.	£ 365,000		236,000		236,000	0
						£ 1,240	£ 274,387	£ 42,050	£ 317,677	£ 16,527	

Strategic Portfolio Projects – in progress – to be scheduled

							ACTUAL BUDGET SAVINGS (Target £1,824,000)				
Project Reference	Project Name	Saving Type	Service Area/ Project Title	BRAG Status	STATUS SUMMARY	TOTAL - Ignite proposed cumulative unweighted saving	22/23 SAVINGS TAKEN	23/24 SAVINGS TAKEN	24/25 TDC PREDICTED SAVINGS	TOTAL BUDGET REDUCTION TO DATE	TOTAL ONE OFF REVENUE SAVINGS
SP19	Recharge town and parish councils for grounds maintenance	Assets management	Green Spaces		Part of Assets Review - proposal to identify cost per Parish and potential precept uplift	£ 162,500				0	
	Recharge for green space management	Assets management	Green Spaces		Part of Assets Review - proposal to recharge all GM/Ranger costs other than TDC core works	£ 70,000				0	
SP36	Introduce charges at public conveniences	PC Sites	PC Sites		Part of PC Sites Review - proposal to target income from highest volume sites	£ 50,000				0	
SP43	Review Green Bin process	Budget reduction	Waste		For examination	£ -				0	
SP44	Nil Defect Vehicle Solution	Budget reduction	Waste		For examination	£ -				0	
							£ -	£ -	£ -	£ -	£ -

Snapshot of programme savings delivered to date

MODERN 25 BENEFITS TRACKING	Target revenue savings		Cumulative Target	Actual Savings Generated		Total Budget Reduction	% of Target	One off in year savings
	People/ Customer/ Digital	Strategic Portfolio		People/ Customer/ Digital	Strategic Portfolio			
22/23				£0	£102,590	£102,590	3%	£375,096
23/24				£0	£547,010	£547,010	18%	£300,515
24/25	£89,685		£89,685	£15,454	£207,815	£207,815	7%	£0
25/26	£373,636	£732,485	£1,195,806			£0	0%	
26/27	£712,746	£1,091,515	£3,000,067			£0	0%	
TOTALS:	£1,176,067	£1,824,000	£3,000,067	£15,454	£857,415	£857,415	29%	£675,611

* 2024/25 year-end figures are pending confirmation from the Finance Team.

Programme spend to date

The original resource plan over and above the existing PMO establishment was approved as follows:

Modern 25 Resource Plan	2022/23	2023/24	2024/25	Ongoing
Programme Resource	119,000	247,500	205,000	-
Digital Lead - new permanent post	25,000	100,000	100,000	100,000
10% contingency	4,400	34,750	30,500	10,000
TOTAL	158,400	382,250	335,500	110,000

Modern 25 Cost Tracker	Cost Code	Spend 2023/24	Outturn 2024/25	Budget 2025/26	Comments
Transformation Costs - SharePoint Architect	CQ31111001	14,026			
Cosmic work on Digital Strategy	CQ31300001	3,650			
User Engagement	CQ31300004	23,330	6,750	6,750	
Transformation Costs	CQ32920001	25,300	9,847		
Digital Lead (Consultant Mar 2024 to Sept 2025)	CQ31111001	4,500	90,000	100,000	Interviews taking place 07.08.25
Temporary Staff	PH7002	18,000	16,395		
Content Auditor	Salaries			26,500	Start date 28.07.25 - FTC 12 months
Project Manager	Salaries			60,000	Start date 09.06.25 - FTC 18 months
Business Change Lead	Salaries			TBC	Pending JE - FTC 12 months
TOTAL COSTS		88,806	122,992	193,250	

Costs accrued during 22/23 were covered by underspend from existing budgets

Project Manager appointed - start date 15.05.25 - FTC 18 months, funded from existing establishment budget

Work in progress

Service restructures

The 12 new Heads of Service have been tasked with stage two; reviewing and restructuring their operational teams to identify the £776k of efficiency savings alongside recouping the £400k cost of stage one.

This work is being undertaken concurrently with the pay grade review led by HR

The identification of savings is supported by:

- identification of process efficiencies through service reviews and process mapping
- delivery of digital enablers and solutions to reduce manual interventions
- establishing One Front Door – moving end to end transactional processes to the Customer Support team

Process efficiencies

The Customer Service Design team worked with services to produce a Process Catalogue and agree a schedule to carry out process mapping workshops. The purpose of the workshops is to identify opportunities to streamline internal process, enable customers to self-serve, and make best use of digital tools.

Process mapping is approached on a service-by-service basis to generate a report and recommended action plan for implementation; delivery of the agreed action plan is supported by a project manager to monitor progress and capture outcomes.

The Assets and Leisure action plans are in progress, and reports for Waste & Recycling, Housing Solutions, and Licensing are nearing completion.

A review of our website content is taking place in parallel to update online information and guidance and improve accessibility standards.

Digital enablers

The Digital & Technical team are working with Strata to deliver a programme of digital infrastructure to improve customer experience and enable staff to work more effectively.

- Windows 11 laptops are being rolled out to all staff
- Teams telephony and a new telephony contact centre have been launched
- Work is ongoing to link data from back-office systems to our Customer Relationship Management (CRM) tool to allow Customer Support staff to respond to customer queries directly
- Bookings and Notifications tools are in development to allow customers to book council services online and receive reminders/ updates automatically.
- A Chatbot will link to our website content to promote customer self-serve.
- Our Data Strategy and data warehouse will improve data management processes.
- Internal processes will be streamlined through use of AI and Power Platform tools.

One Front Door

As the quantity and quality of data that we can surface in our CRM improves, our Customer Support team will be empowered to handle end to end processing of rules-based transactions, reducing demand on back-office services such as Waste & Recycling and Parking.

The Process Catalogue is under review by Heads of Service, as part of their restructure planning, to identify which processes will be prioritised for handling at first point of contact by the Customer Support team.

Business planning process

Heads of Service have been tasked with carrying out a business planning exercise to support budget setting for 2026/27, aligned to the operating model design principles. This process will capture savings delivered against the £776k and £400k targets detailed above.

The business plans will consider the following elements:

- **Value for money** - Effective budget and contract management, and delivery of budget savings contributing to the Medium-Term Financial Plan
- **Service Delivery** - Set clear targets and performance standards to ensure delivery of efficient, effective and sustainable services.
- **Invest in People** - Workforce analysis, development and succession planning to align with operating model building blocks and structure parameters.
- **Digital First** - Adopt a digital first approach to optimise use of digital capability and tools, enable One View of the Customer and single point of data entry.
- **Customer Service Design** - Engage with customers and design processes to manage demand and expectations, aiming to resolve issues at first point of contact and reduce avoidable demand.
- **Strategic Priorities** – Alignment of resource to deliver corporate and service level strategies

Key Risks

The highest identified risks to the success of the programme are linked to budget pressure, capacity, resource and engagement, both internally and with partner organisations:

- Failure to gain Member support to endorse savings opportunities
- Scale of change being poorly received by stakeholders (i.e. Town & Parish Councils)
- Uncertainty associated with future change (LGR)
- Heads of Service lacking capacity to lead and implement restructures
- Lack of capacity within services to adopt new technologies/ ways of working
- Identified staff savings being subsumed into Business as Usual
- Insufficient resource within services to progress/ deliver projects

Summary

- £649,600 (22% of the £2.6m target) was delivered by end of 23/24, ahead of time.
- A further revenue saving of £233,269 is predicted for 24/25 equating to an additional 7%, bringing the total saving to date to an estimated 29% of the overall target.
- Delivery of the remaining £1.73m relies on 5 key components:
 1. Delivery of the Assets Disposals Project, to include public convenience sites, the Lido, Old Forde House and green spaces
 2. Recharging for green space management and services
 3. Reducing discretionary spend i.e. third sector SLAs
 4. Pursuing full cost recovery/ commercial income for discretionary services such as planning performance agreements/ pre-planning applications, etc.
 5. Co-ordinated implementation of the 12 service restructures to implement efficiencies and build a flexible and resilient workforce.

Appendix – Record of Programme Reports/Decisions

Nov 21	Procurement exercise for consultancy support to develop new target operating model
Jan 22	Ignite appointed
Feb 22	Members briefing
Jun 22	Final Ignite report
Sep 22	Informal Exec briefing
Sep 22	O&S briefing
Sep 23	Members briefing – Modern 25 update
Feb 24	MTFP – Modern 25 update
May 24	Full Council – Restructure report
Oct 24	Full Council – Modern 25 update

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Teignbridge District Council
Overview and Scrutiny Committee
16th September 2025
Part i

Overview and Scrutiny Work Programme and Issue Prioritisation Survey

Purpose of Report

To provide Members with the results and analysis of the Work Programme Issue Prioritisation survey, conducted from 4th to 29th August 2025.

Recommendation(s)

The Committee RESOLVES to:

- (1) Receive the results of the survey
- (2) Consider the results of the survey when determining their Work Programme for the 2025/26 Municipal Year.

Financial Implications

There are no direct financial implications from this report.

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Legal Implications

There are no direct financial implications from this report.

charlie.fisher@teignbridge.gov.uk

Risk Assessment

There are no risk assessment implications from this report.

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Environmental/ Climate Change Implications

There are no environmental or climate change implications from this report.

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Executive Member

Councillor John Parrott – Executive Member for Finance and Corporate.

Appendices/Background Papers

Appendix 1 – Overview and Scrutiny Issue Prioritisation Survey results

1. Introduction/Background

The Overview and Scrutiny (OS) work programme lists the upcoming items for consideration by the OS Committee and their expected date at Committee. It is published on our website: [Overview and Scrutiny Committee Forward Plan 2025 - Teignbridge District Council](#)

The OS Work Programme is member-led and owned by the Committee. Members decide what should and should not be included and how those items and issues are considered through the various ways of working e.g. via Committee, Informal Meetings, Briefings, Spotlight Reviews or Task and Finish Groups.

Whilst Members own the work programme, the formulation of the work programme should be supported from across the Council to ensure that Members have the most relevant information, it covers the most pressing issues and has scope for impact to make improvements.

The [Overview and Scrutiny statutory guidance](#) (published 2019, updated 2024) states the importance of Overview and Scrutiny planning their work programme to ensure there is a defined impact and tangible difference to the work of the Council.

The statutory guidance highlights effective overview and scrutiny should:

- provide constructive 'critical friend' challenge
- amplify the voices and concerns of the public
- be led by independent people who take responsibility for their role
- drive improvement in public services and strategic decision-making

The [Centre for Governance and Scrutiny](#) highlight that an effective work programme underpins the work and approach of Overview and Scrutiny.

Work Programme Session

The OS Committee held a Work Programme session on 15th July 2025 as an informal meeting of the Committee. As part of that meeting, a number of management information tools (Council Strategy, Corporate Risk Register and Customer Feedback data) were presented to provide information to Members about potential topics for inclusion.

Members used the session to suggest a long-list of potential topics for inclusion:

- Financial State of Teignbridge (budget gap)
- Local Government Re-organisation
- Planning Performance
- Economic Development in Teignbridge
- Review of Carbon Action Plans
- Single Sex Spaces
- Safeguarding

- Health and Safety Legislation Risks
- Emergency Planning for Major Emergencies
- Cyber Security Failure and ICT Security Measures
- Recruitment and Retention of Staff and Workforce Planning
- Leisure Policy / Strategy
- External Organisation/Service: South West Water
- External Organisation/Service: Health and Dentistry
- External Organisation/Service: Education
- External Organisation/Service: National Grid
- External Organisation/Service: Sibelco
- External Organisation/Service: Valencia

Issue Prioritisation Survey

As a result of the long-list of topics, the Committee agreed to consult the public on them via a survey. The survey ran from 4th to 29th August 2025 and asked members of the public to rank the issues based on their priorities.

The Council publicised the survey via its resident's newsletter, town and parishes newsletter, social media accounts and with support from the community and voluntary sector.

Survey Results

The survey received 142 responses. The survey asked for respondents to rank topics from 1-10, where 1 was the most important and 10 was the least important. Therefore, those with the lowest averages were the most important topics.

The weighted averages of the topics were as follows:

1. Health and Dentistry — **3.61**
2. Safeguarding — **3.70**
3. Financial State of Teignbridge (budget gap) — **3.72**
4. Cyber Security Failure and ICT Security Measures — **3.79**
5. Economic Development in Teignbridge — **4.07**
6. South West Water — **4.10**
7. Emergency Planning for Major Emergencies — **4.28**
8. Education — **4.26**
9. Unauthorised Encampments — **4.39**
10. Planning Performance — **4.39**
11. Valencia - Waste Management — **4.41**
12. National Grid — **4.51**
13. Town and Parish Councils Working Agreement — **4.36**
14. Health and Safety Legislation Risks — **4.75**
15. Leisure Policy/Strategy — **4.80**
16. Recruitment and Retention of Staff — **4.93**
17. Local Government Re-organisation — **4.77**
18. Review of Carbon Action Plans — **5.56**
19. Single Sex Spaces — **5.57**
20. Sibelco - Industrial minerals, clay etc — **5.58**

In addition, 25 additional responses were received from the open text box where respondents could add their own topic.

The full results and analysis can be found in the appendix document.

2. Implications, Risk Management and Climate Change Impact

There are no direct financial, legal, risk or environmental/climate change impacts from this report.

4. Alternative Options

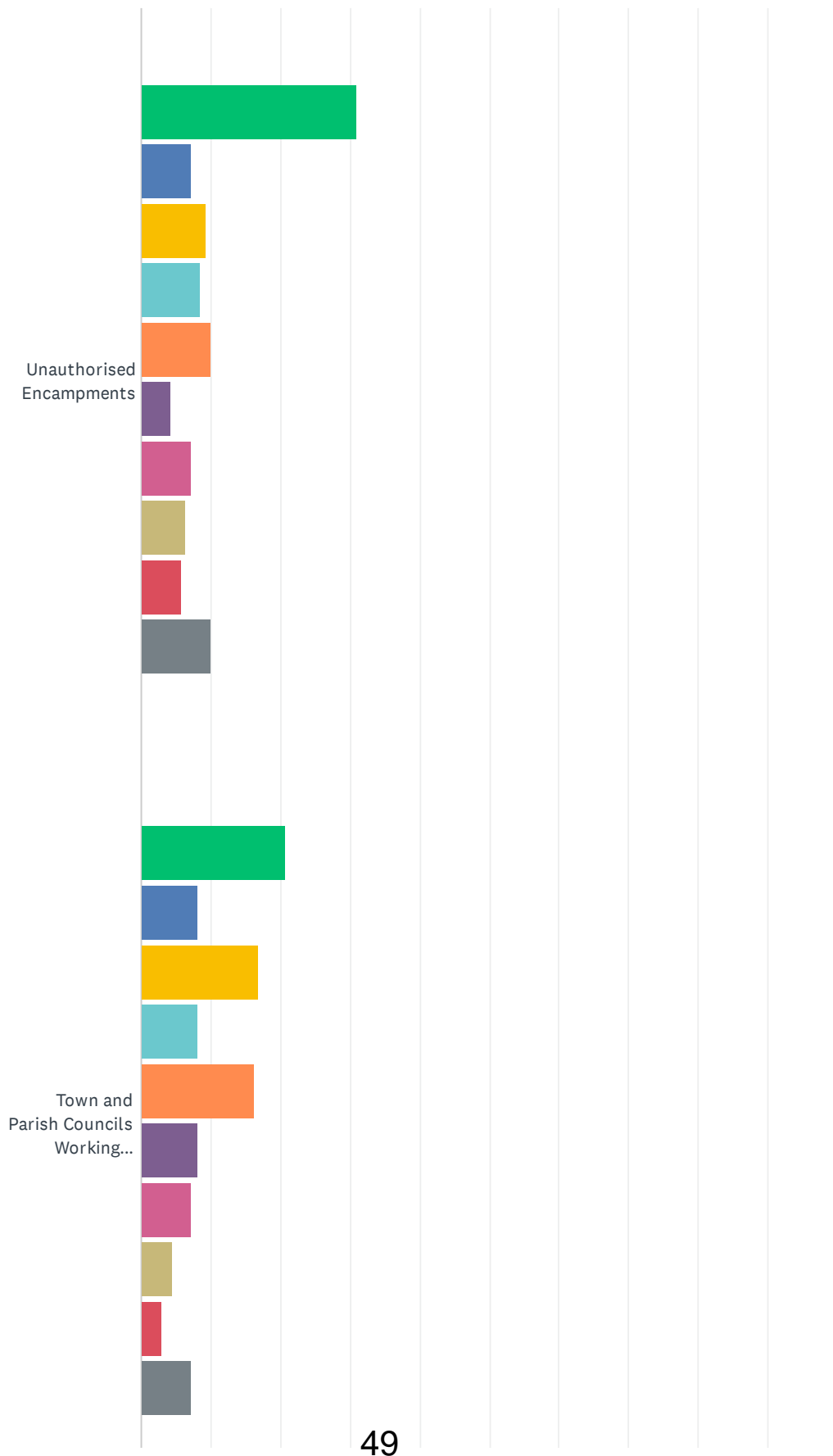
The survey is purely consultative, the Overview and Scrutiny Work Programme is wholly owned and decided by Members of the Overview and Scrutiny Committee. It is for Members to determine which topics they wish to review in their Work Programme.

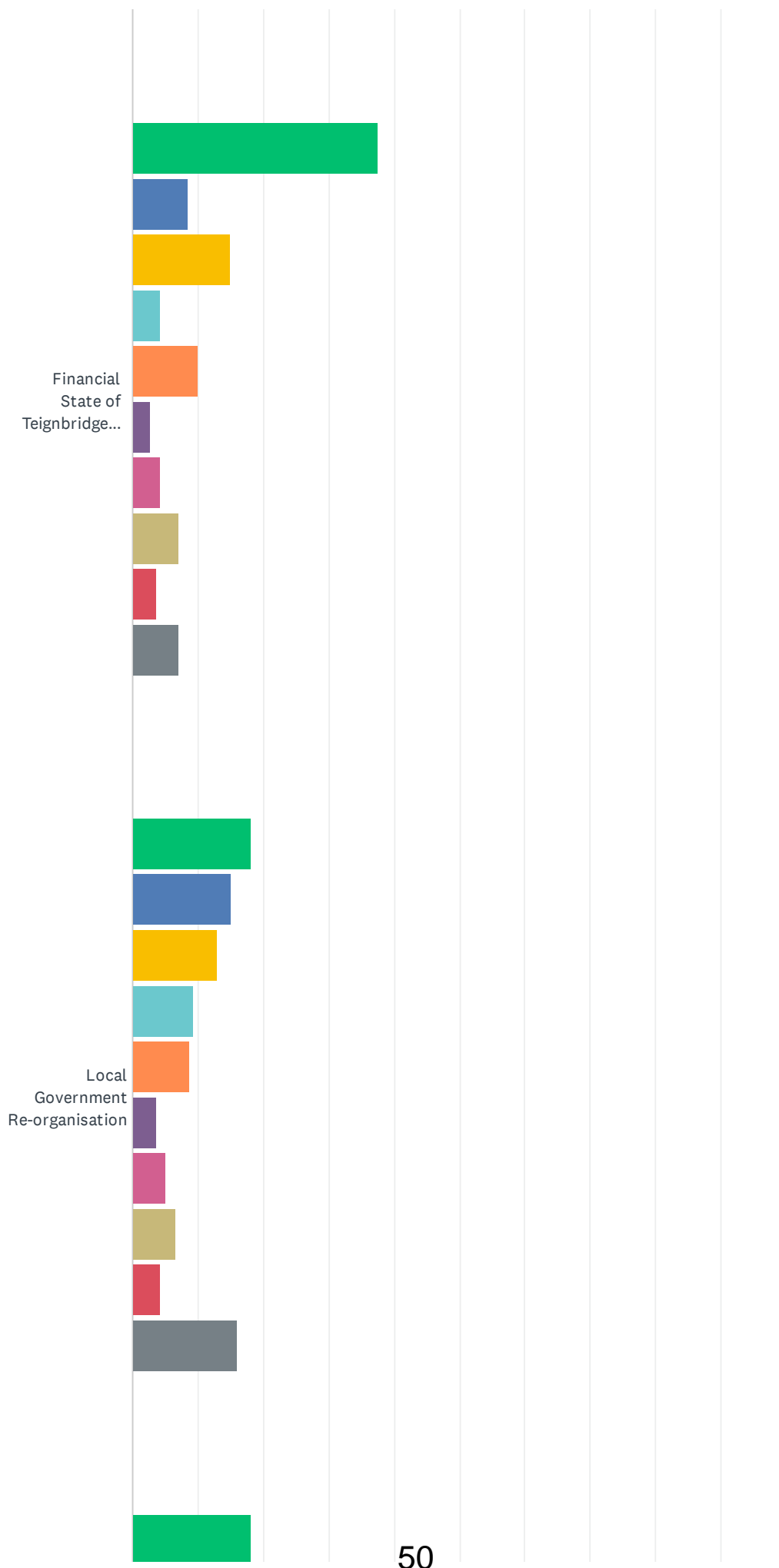
5. Conclusion

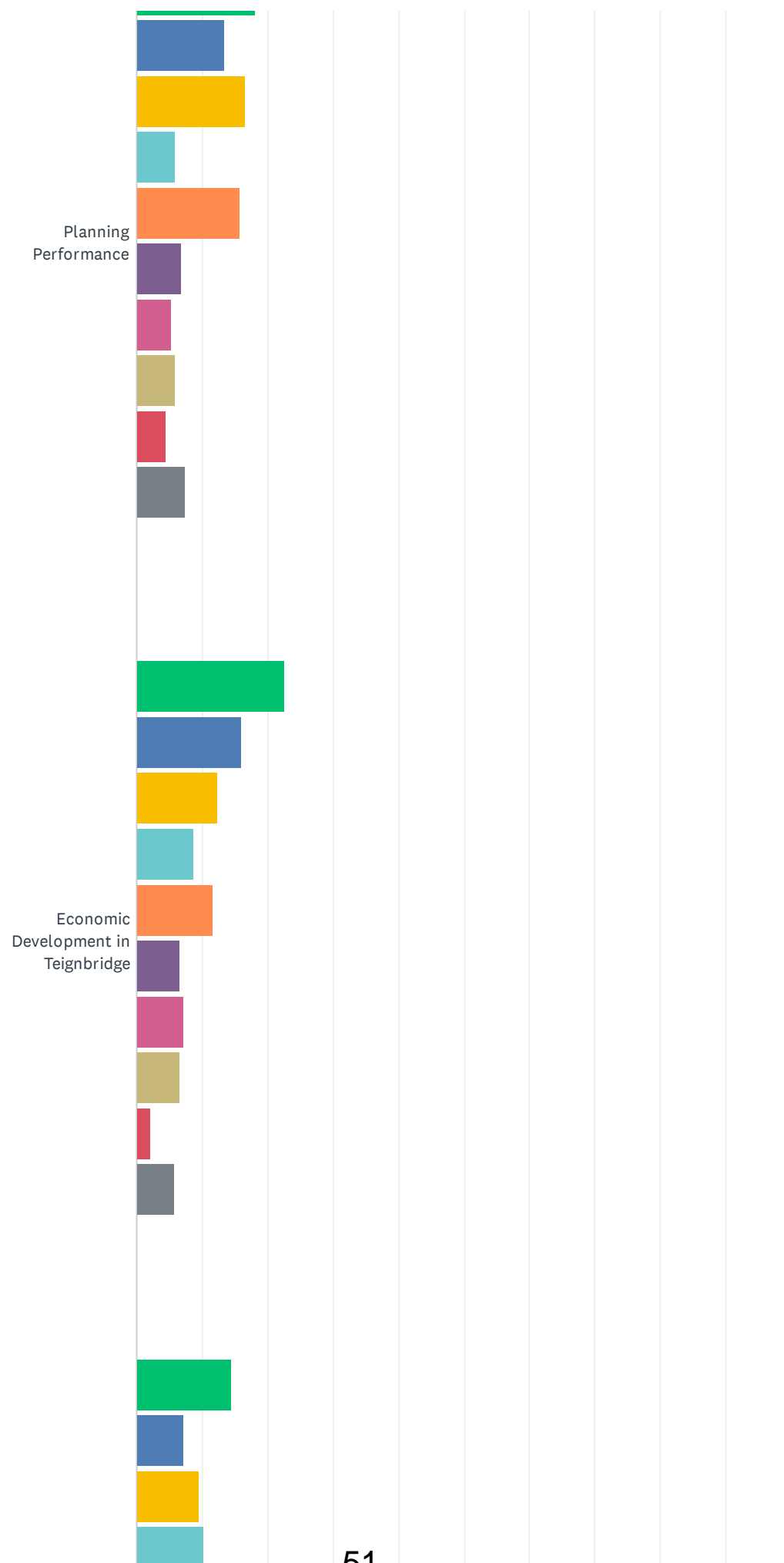
Members are asked to consider the results and analysis of the Work Programme Issue Prioritisation survey, conducted from 4th to 29th August 2025, in order to put forward topics for their Work Programme.

Q1 Please rank each topic in order of importance to you - 1 as 'most important' - 10 'least important'

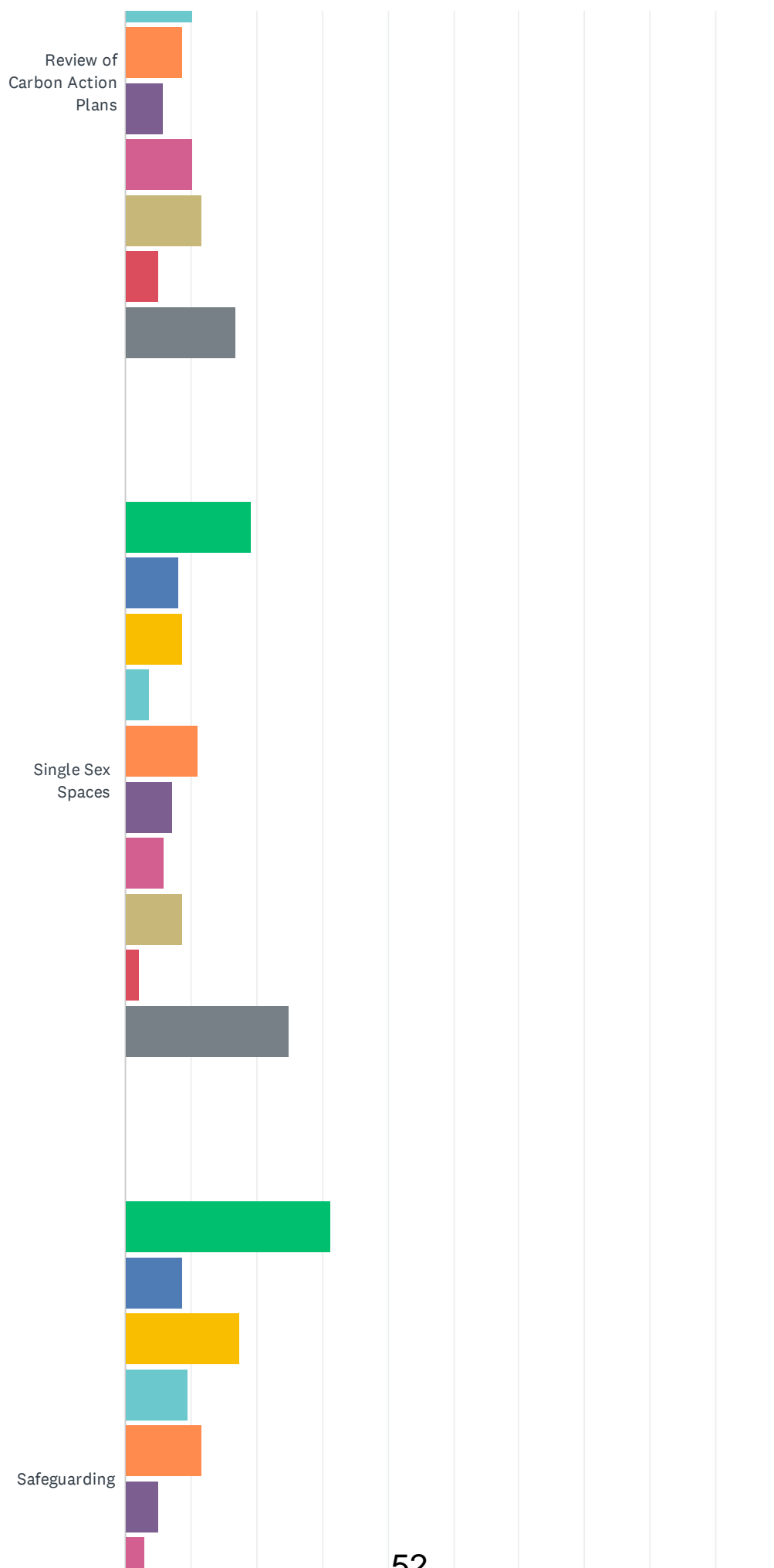
Answered: 142 Skipped: 0

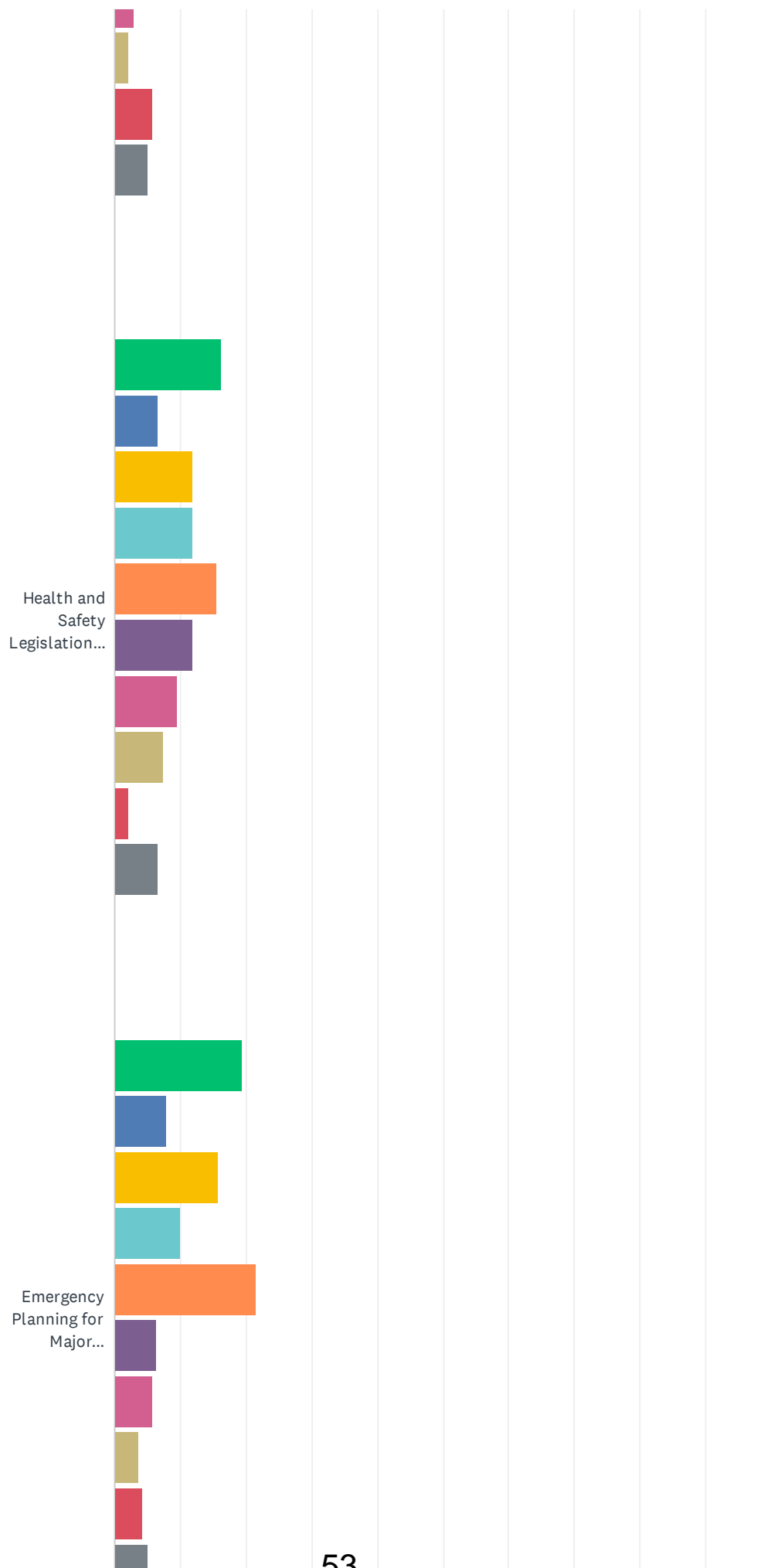


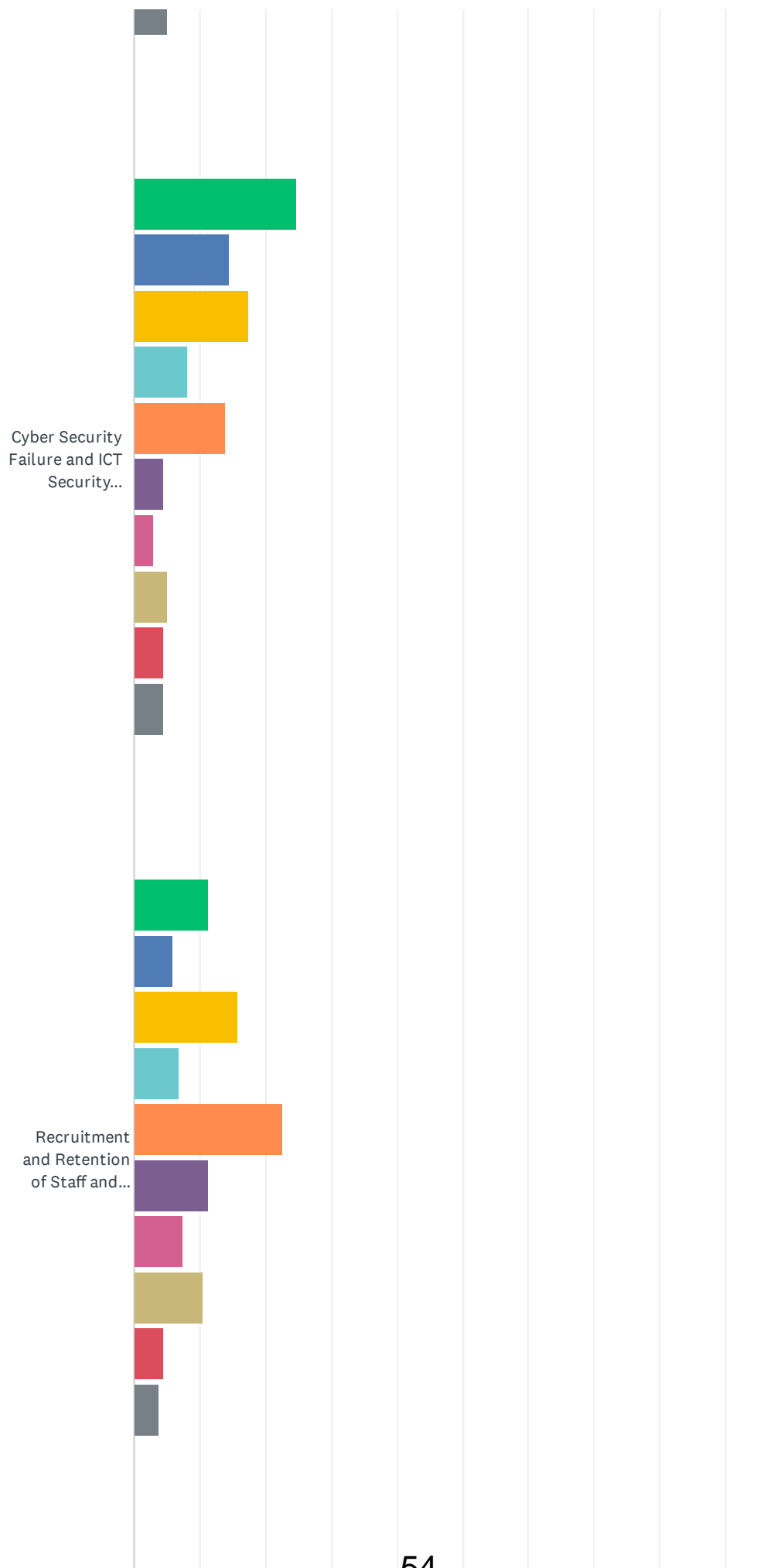


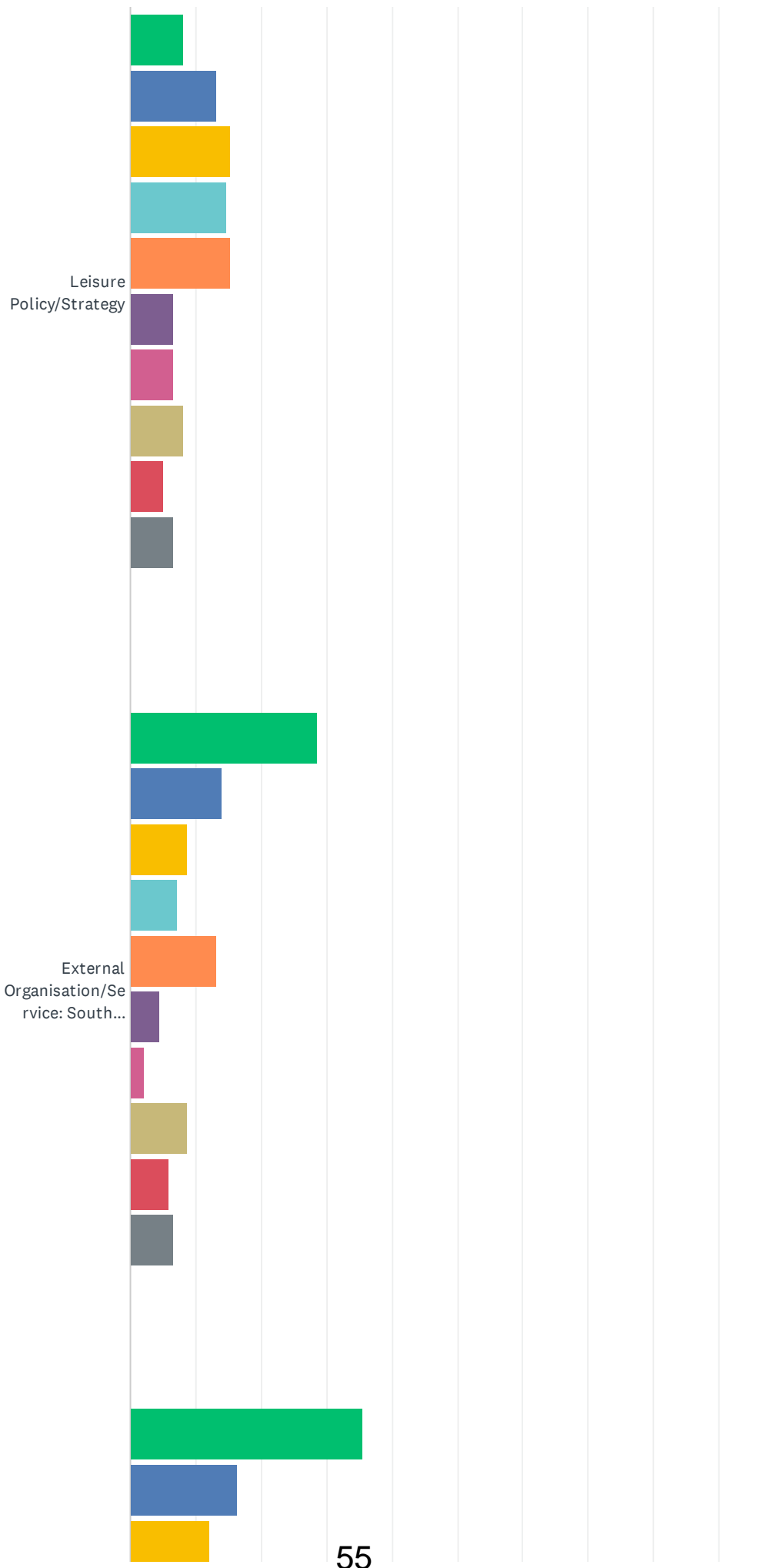


Teignbridge Council Overview and Scrutiny - Issue Prioritisation Survey

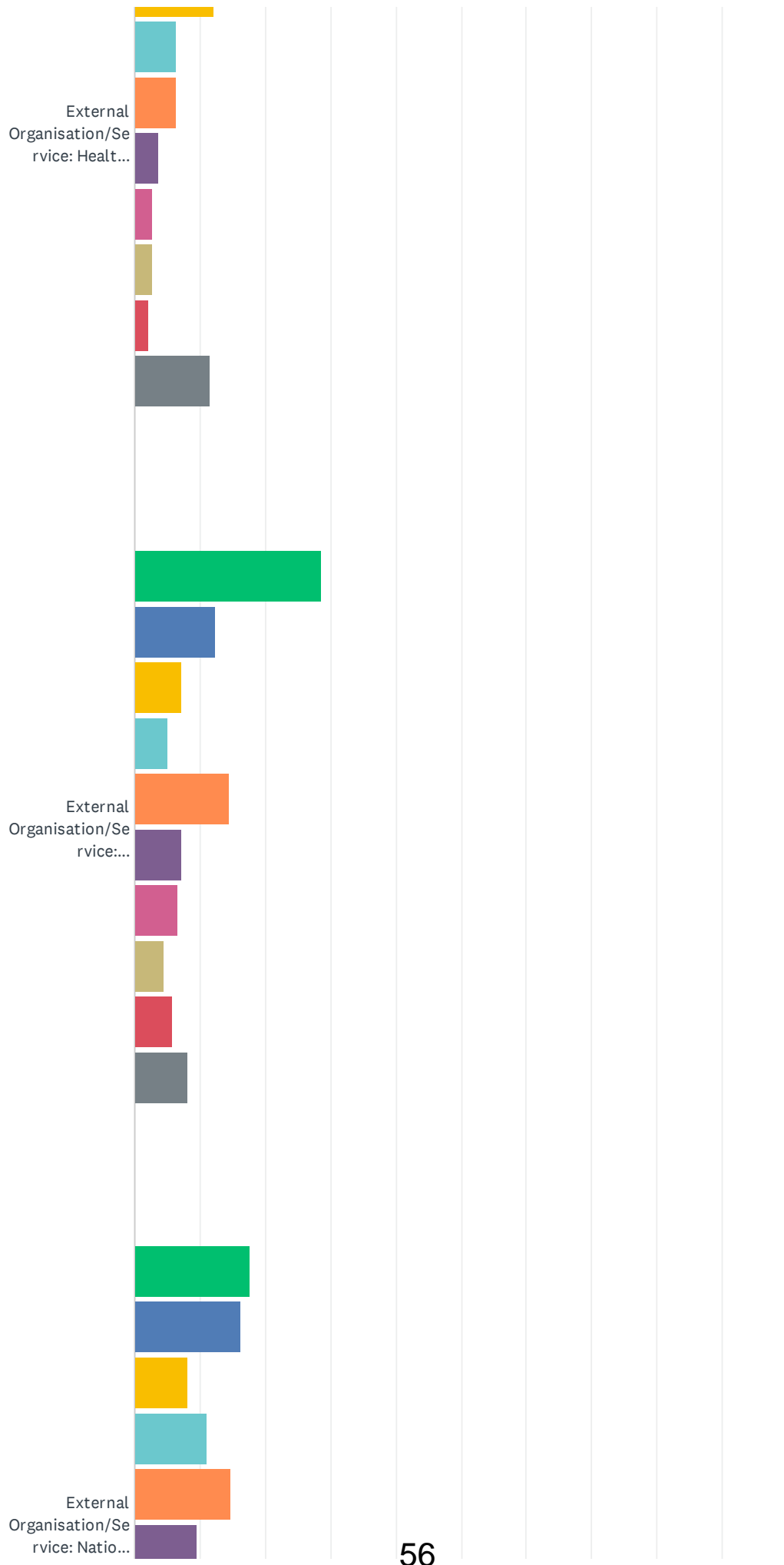


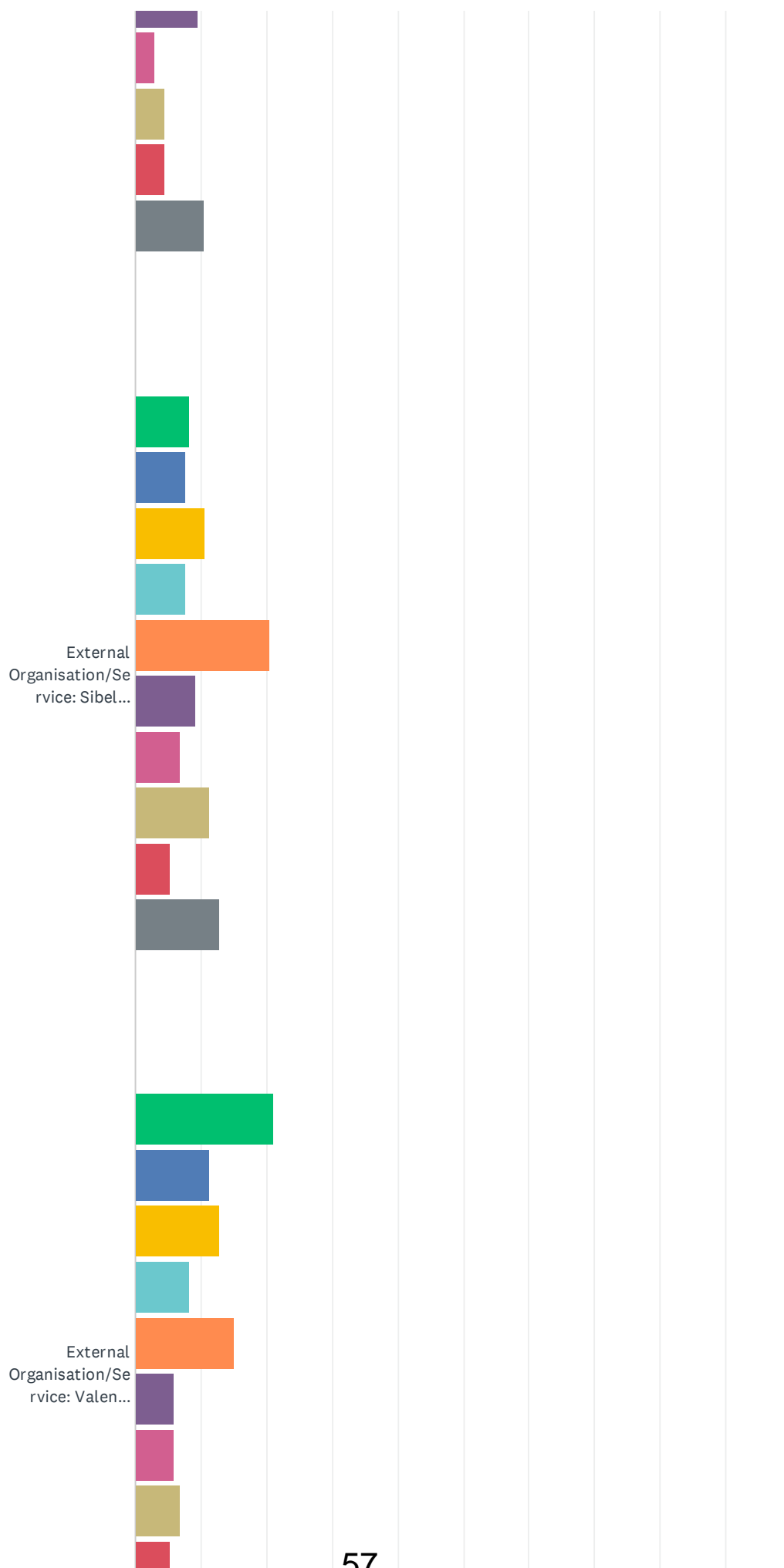




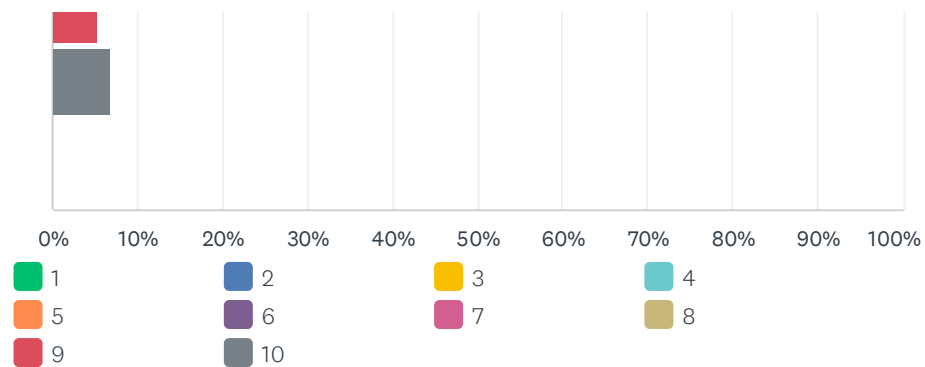


Teignbridge Council Overview and Scrutiny - Issue Prioritisation Survey





Teignbridge Council Overview and Scrutiny - Issue Prioritisation Survey



Teignbridge Council Overview and Scrutiny - Issue Prioritisation Survey

	1	2	3	4	5	6	7	8	9	10
Unauthorised Encampments	30.94% 43	7.19% 10	9.35% 13	8.63% 12	10.07% 14	4.32% 6	7.19% 10	6.47% 9	5.76% 8	10.07% 14
Town and Parish Councils Working Agreement	20.59% 28	8.09% 11	16.91% 23	8.09% 11	16.18% 22	8.09% 11	7.35% 10	4.41% 6	2.94% 4	7.35% 10
Financial State of Teignbridge (budget gap)	37.59% 53	8.51% 12	14.89% 21	4.26% 6	9.93% 14	2.84% 4	4.26% 6	7.09% 10	3.55% 5	7.09% 10
Local Government Re-organisation	18.12% 25	15.22% 21	13.04% 18	9.42% 13	8.70% 12	3.62% 5	5.07% 7	6.52% 9	4.35% 6	15.94% 22
Planning Performance	18.05% 24	13.53% 18	16.54% 22	6.02% 8	15.79% 21	6.77% 9	5.26% 7	6.02% 8	4.51% 6	7.52% 10
Economic Development in Teignbridge	22.63% 31	16.06% 22	12.41% 17	8.76% 12	11.68% 16	6.57% 9	7.30% 10	6.57% 9	2.19% 3	5.84% 8
Review of Carbon Action Plans	14.60% 20	7.30% 10	9.49% 13	10.22% 14	8.76% 12	5.84% 8	10.22% 14	11.68% 16	5.11% 7	16.79% 23
Single Sex Spaces	19.12% 26	8.09% 11	8.82% 12	3.68% 5	11.03% 15	7.35% 10	5.88% 8	8.82% 12	2.21% 3	25.00% 34
Safeguarding	31.39% 43	8.76% 12	17.52% 24	9.49% 13	11.68% 16	5.11% 7	2.92% 4	2.19% 3	5.84% 8	5.11% 7
Health and Safety Legislation Risks	16.30% 22	6.67% 9	11.85% 16	11.85% 16	15.56% 21	11.85% 16	9.63% 13	7.41% 10	2.22% 3	6.67% 9
Emergency Planning for Major Emergencies	19.42% 27	7.91% 11	15.83% 22	10.07% 14	21.58% 30	6.47% 9	5.76% 8	3.60% 5	4.32% 6	5.04% 7
Cyber Security Failure and ICT Security Measures	24.82% 34	14.60% 20	17.52% 24	8.03% 11	13.87% 19	4.38% 6	2.92% 4	5.11% 7	4.38% 6	4.38% 6
Recruitment and Retention of Staff and Workforce Planning	11.28% 15	6.02% 8	15.79% 21	6.77% 9	22.56% 30	11.28% 15	7.52% 10	10.53% 14	4.51% 6	3.76% 5
Leisure Policy/Strategy	8.09% 11	13.24% 18	15.44% 21	14.71% 20	15.44% 21	6.62% 9	6.62% 9	8.09% 11	5.15% 7	6.62% 9
External Organisation/Service: South West Water	28.68% 39	13.97% 19	8.82% 12	7.35% 10	13.24% 18	4.41% 6	2.21% 3	8.82% 12	5.88% 8	6.62% 9
External Organisation/Service: Health and Dentistry	35.71% 50	16.43% 23	12.14% 17	6.43% 9	6.43% 9	3.57% 5	2.86% 4	2.86% 4	2.14% 3	11.43% 16
External Organisation/Service: Education	28.47% 39	12.41% 17	7.30% 10	5.11% 7	14.60% 20	7.30% 10	6.57% 9	4.38% 6	5.84% 8	8.03% 11
External Organisation/Service: National Grid	17.78% 24	16.30% 22	8.15% 11	11.11% 15	14.81% 20	9.63% 13	2.96% 4	4.44% 6	4.44% 6	10.37% 14
External Organisation/Service: Sibelco - Industrial minerals , clay etc	8.33% 11	7.58% 10	10.61% 14	7.58% 10	20.45% 27	9.09% 12	6.82% 9	11.36% 15	5.30% 7	12.88% 17
External Organisation/Service:	21.21% 28	11.36% 15	12.88% 17	8.33% 11	15.15% 20	6.06% 8	6.06% 8	6.82% 9	5.30% 7	6.82% 9

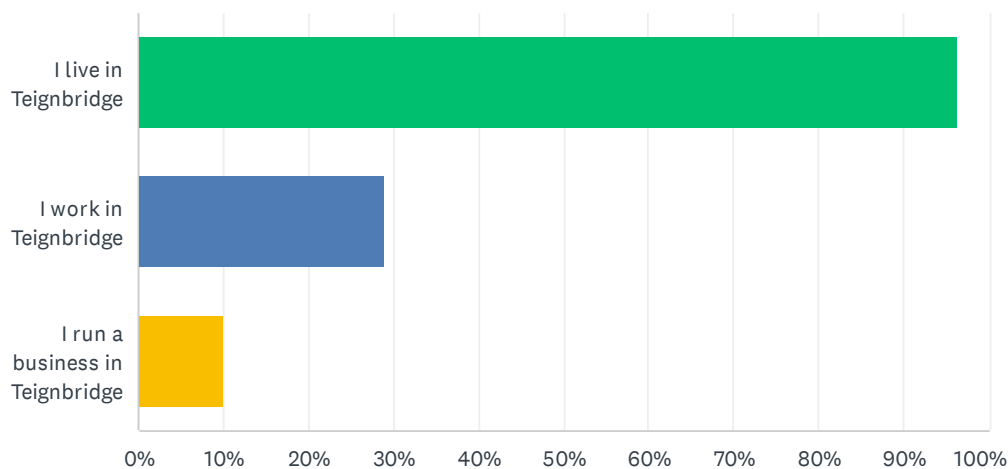
Teignbridge Council Overview and Scrutiny - Issue Prioritisation Survey

Valencia - Waste Management

#	OTHER (PLEASE SPECIFY)	DATE
1	Dog fouling, fly tipping, litter	8/17/2025 12:42 PM
2	Income generated from Teignmouth Car Parks and beachfront concessions and plans for improved car parking in future	8/14/2025 4:47 PM
3	Local efficient Procurement, adequate and effective governance of the council, TDC value for money, pushing on with new ideas of Waste management to reduce costs, Housing of the local homeless and refugees, investigate consolidating local CCTV assets and management into a coherent integrated organization, look again at the provision of commuting grade cycle and walking routes through and between Teignbridge population hubs, review what Teignbridge has to offer visitors and holiday makers in the hope of attracting investment and numbers to enhance the look of Teignbridge overall..	8/14/2025 10:55 AM
4	Stop closing the public toilets	8/14/2025 10:34 AM
5	The impact of AI and Humanoids and what can be done to retain Human jobs for the future.	8/14/2025 10:07 AM
6	Councillor behaviour	8/12/2025 12:37 PM
7	Reject housing illegal migrant/asylum seeker in hotels or HMO's which negatively impacts council finances & statistically shown to increase crime & endangers the safety of women & children. increases	8/12/2025 11:40 AM
8	Do not understand why the last six priorities are included	8/12/2025 8:34 AM
9	Keeping rates low	8/11/2025 4:07 PM
10	strategy for promoting Green spaces for supporting greater biodiversity	8/10/2025 10:51 PM
11	Community interconnections & solidarity - arts, festivals, street graffiti	8/10/2025 8:15 PM
12	Street cleaning including weed clearance.	8/9/2025 8:30 AM
13	Actions to offset Climate Emergency scored 1 and restoration of biodiversity 2	8/9/2025 8:17 AM
14	Planning and the rise in housing developments	8/9/2025 1:00 AM
15	Crime prevention. Bus services	8/8/2025 8:09 PM
16	Affordable housing for locals	8/8/2025 7:32 PM
17	Basic Sanitary facilities in Teignbridge	8/7/2025 10:46 AM
18	Adult literacy and education. Policing.	8/6/2025 7:10 PM
19	Development of the ARTS to support many of the issues raised in list above. All points need addressing	8/6/2025 12:13 PM
20	Green Spaces, Spending on Waste management, Housing shortage and bringing forward development, Broadband improvement,	8/6/2025 12:05 PM
21	Youth development and inclusion	8/6/2025 11:08 AM
22	Not sure why the external organisations would be a priority for TDC	8/6/2025 10:40 AM
23	Survival of local toilets particularly on bus routes	8/6/2025 10:12 AM
24	We need to view the bigger picture, for example how will Teignbridge look (envisage) when all the housing, roads parks etc will look. Each area has a local plan but we rarely have the opportunity to see how the whole of Teignbridge will look. This gives you the opportunity to see how the population is growing along with the environment for our grandchildren and children.WHY has the 'promised' cycle and footpath following the river Teign from Newton Abbot to Teignmouth Dawlish not been started? Where does the money from government go? What are the plans for the high street full of empty shops? Go into the secondary schools and ask for their ideas - it is their future and they might benefit from knowing more about the work of Teignbridge.	8/6/2025 9:40 AM
25	Reduced TDC spending reduce staff costs, less money spent on 'town centre enhancement of Newton Abbot more money to rural towns and parishes and better quality consultations	8/5/2025 1:07 PM

Q2 Which of the following best describes you ? tick all that apply to you

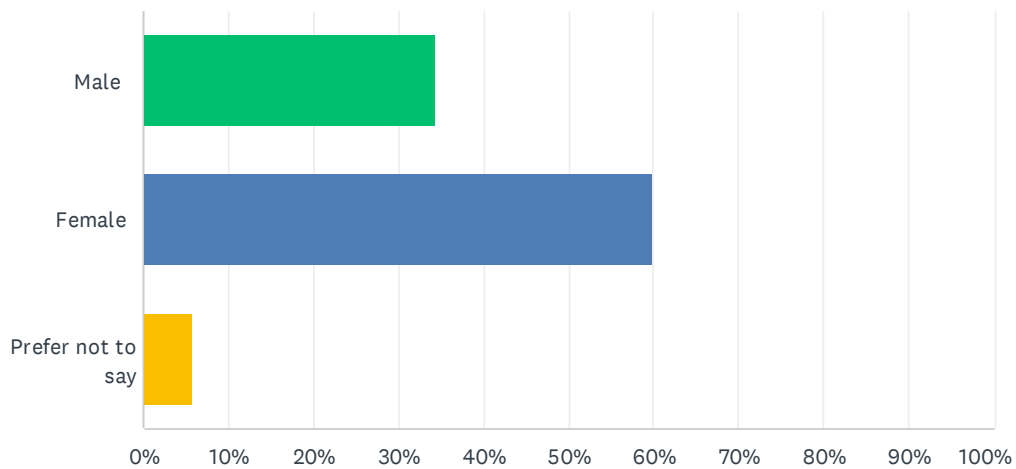
Answered: 141 Skipped: 1



ANSWER CHOICES	RESPONSES	
I live in Teignbridge	96.45%	136
I work in Teignbridge	29.08%	41
I run a business in Teignbridge	9.93%	14
Total Respondents: 141		

Q3 Sex

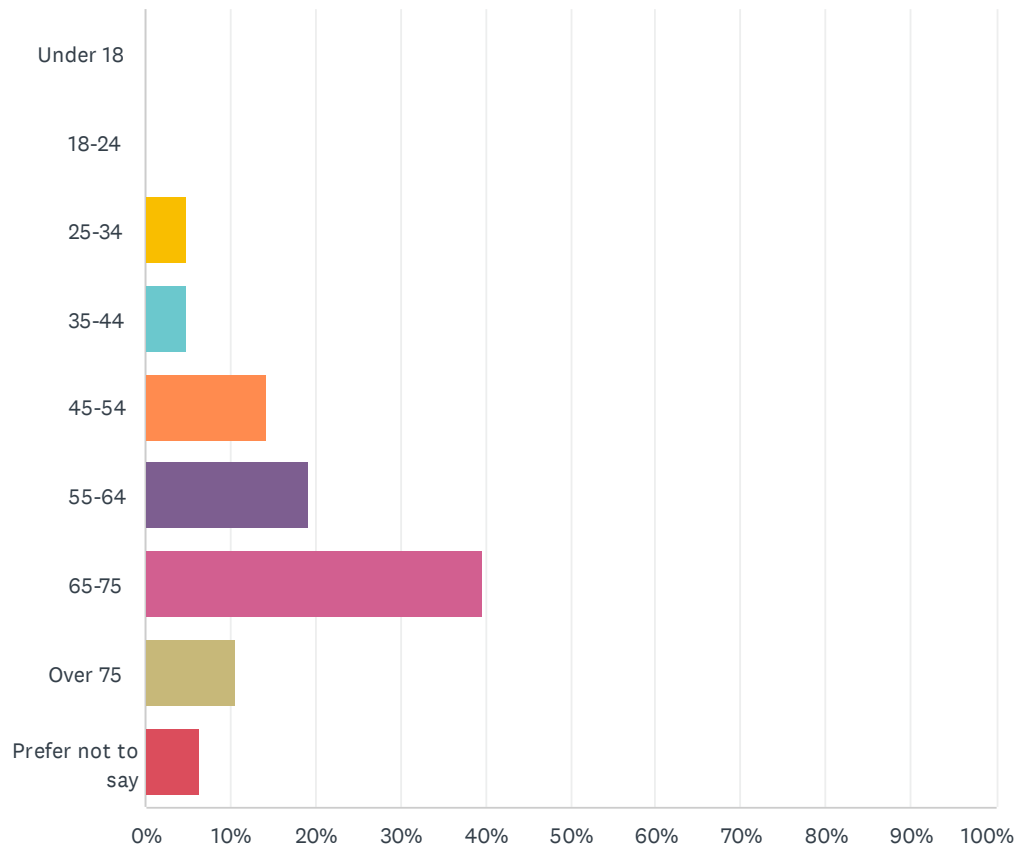
Answered: 140 Skipped: 2



ANSWER CHOICES	RESPONSES	
Male	34.29%	48
Female	60.00%	84
Prefer not to say	5.71%	8
TOTAL		140

Q4 To which age group do you belong?

Answered: 141 Skipped: 1



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	0.00%	0
25-34	4.96%	7
35-44	4.96%	7
45-54	14.18%	20
55-64	19.15%	27
65-75	39.72%	56
Over 75	10.64%	15
Prefer not to say	6.38%	9
TOTAL		141

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Overview and Scrutiny Work Programme 2025/26

Date	OS Committee substantive items	OS Standing Overview Group (Informal)	Other (Briefings/Reviews)
15 th July 2025		- OS Work Programme Session	
15 September 2025			Kerbside Recycling Trial
16 September 2025	<ul style="list-style-type: none"> - Council Strategy Q1 Performance - Modern 25 Update - OS Work Programme and Survey 		
14 October 2025		<ul style="list-style-type: none"> - Housing Strategy - Local Government Reorganisation 	
11 November 2025	<ul style="list-style-type: none"> - MTFP Task Group Report - Housing Strategy - Council Strategy Q2 Performance - 2025/26 Budget Monitoring - Unauthorised Encampments 		Planning Performance and/or Economic Development in Teignbridge (Dates TBC)
16 December 2026			Kerbside Recycling Trial Results
17 December 2025			
13 January 2026	<ul style="list-style-type: none"> - Proposed 2026/27 Budget - Review of Carbon Action Plans 		
3 February 2026	<ul style="list-style-type: none"> - Final 2026/27 Budget - Kerbside Recycling Trial - Council Strategy Q3 Performance 		
17 March 2026		TBC	
14 April 2026	TBC		
26 May 2026		TBC	
17 June 2026 (Crime and Disorder Committee)	<ul style="list-style-type: none"> - Annual Community Safety Partnership Review - Safeguarding - Council Strategy Q4 Performance 		

June/July		- OS Work Programme Session 26/27	
Items to schedule			
Topic	Notes		
Health and Dentistry — 3.61	The Chair to write to Devon County Council's Health and Adult Care Scrutiny Committee, the Cabinet Member for Adult Services and the Director of Public Health to discuss key areas and how to work together on this issue.		
Safeguarding — 3.70	This item is scheduled in for the June 2026 Committee meeting.		
Financial State of Teignbridge (budget gap) — 3.72	A Budget Monitoring 2025/26 Report is scheduled for November 2025. The Medium Term Financial Plan Task and Finish Group continued to meet over the summer and into the Autumn with a view to bringing a report to the same meeting. The proposed 2026/27 and final budget 2026/27 are scheduled for January and February 2026 respectively.		
Cyber Security Failure and ICT Security Measures — 3.79	Consideration of this via a future briefing session delivered by Strata, ensuring that the Audit Committee are also aware of the key issues.		
Economic Development in Teignbridge — 4.07	A Spotlight Review is planned in late 2025/ early 2026 (date TBC).		
South West Water — 4.10	The Chair to write to South West Water to ask for an update on their water quality improvement plans and planning for future developments.		
Emergency Planning for Major Emergencies — 4.28	Consideration of this via a future briefing session delivered by TDC Officers.		
Education — 4.26	The Chair to write to Devon County Council's Children's Scrutiny Committee, the Cabinet Member for Children's Services (Education) and the Deputy Director for Education to discuss key areas and how to work together on this issue. Consideration will also be given to ensuring that Teignbridge schools are included.		
Unauthorised Encampments — 4.39	This item is scheduled in for the November 2026 Committee meeting to review how the Council is taking the lessons of 2025 into 2026.		
Planning Performance — 4.39	A Spotlight Review is planned in late 2025/ early 2026 (date TBC).		
Valencia - Waste Management — 4.41	Not to be taken forward for future consideration.		

National Grid — 4.51	The Chair to write to National Grid to ask for an update on their plans and future capacity for economic development and housing developments.
Town and Parish Councils Working Agreement — 4.36	The Chair to ask to meet the Head of Strategy and Partnerships to brief him and the Vice Chair on the proposals, considering that the Executive are due to consider the item on 7 th October 2025.
Health and Safety Legislation Risks — 4.75	The Committee be asked to refer any concerns to the Audit Committee.
Leisure Policy/Strategy — 4.80	The Chair to write to the Executive Member and Head of Leisure to ask when this Policy/Strategy would be ready with a view to consider it at a future Committee meeting.
Recruitment and Retention of Staff — 4.93	The Chair to write to the Managing Director (as Head of Paid Service) to ask him about the Council's policies regarding recruitment and retention and to discuss any key issues for consideration.
Local Government Re-organisation — 4.77	This item has been placed on the agenda for the Informal Meeting / Standing Overview Group in October 2025 to discuss the available options and evidence bases, considering the deadline for submissions in November 2025.
Review of Carbon Action Plans — 5.56	This item is scheduled in for the January 2026 Committee meeting, coinciding with Executive items around this time.
Single Sex Spaces — 5.57	Date TBC – once the EHRC Code of Practice is published (as per the OS Recommendation from May 2025)
Sibelco - Industrial minerals, clay etc — 5.58	Not to be taken forward for future consideration.

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Overview and Scrutiny – Executive Member Bi-Annual Update

Councillor Gary Taylor – Executive Member for Planning

Services and legal responsibilities covered by Executive Member remit:	<p>Development Management</p> <p>Planning Policy (delegated from Leader)</p> <p>Building Control</p> <p>CIL and S106</p>
Strategic Plan objectives	<p>From the One Teignbridge Strategy Planning will in particular:</p> <p>Community</p> <ul style="list-style-type: none"> • Work collaboratively with town and parish councils to support the work that they do in their local communities. • Collaborate and partner with communities on projects to achieve better outcomes. <p>Economy</p> <ul style="list-style-type: none"> • Attract business and investment to Teignbridge through the development of strategic employment sites and associated infrastructure. • Attract and administer grant funding to support local businesses. • Work with our communities to support town centre initiatives. <p>Environment</p> <ul style="list-style-type: none"> • Make sure neighbourhoods are kept clean and safe and use our legal powers to respond to planning and environmental breaches. • Deliver our Carbon Action Plan achieve net zero before 2050. • Look after our play areas, parks and green spaces, making sure they are clean, safe, and wildlife friendly places where people of all ages want to go. • Work with developers and other organisations to improve biodiversity. <p>Homes</p> <ul style="list-style-type: none"> • Facilitate and encourage more affordable housing, in particular social rented and one-bedroom homes. • Improve the standard of housing stock and make them as energy efficient as practical.

	<ul style="list-style-type: none"> Deal with planning applications efficiently to ensure that homes supported by the Local Plan are delivered. Facilitate and encourage the provision of more housing that meets the needs of older people and people with limited mobility. <p>Infrastructure</p> <ul style="list-style-type: none"> Work with partners to bring forward the schools, healthcare, green spaces, digital infrastructure, utilities and travel networks needed alongside new housing. Support town and parish councils in making plans about development and infrastructure in their area. Work closely with partners to deliver better public transport, walking and cycling routes and improve road conditions. 								
Service Delivery updates (inc. budget monitoring, performance information, risks, customer feedback)	<p><u>Development Management</u></p> <p>Performance</p> <p>The threat of designation was given to the Authority in December 2023 when our performance for non-majors dropped below 60% (based upon a two-year rolling average).</p> <p>Changes were made to turn around performance and whilst a 12-month average is now taken the Authority stands at:</p> <p>Minor - 92.8% ending March 2025 Major - 95.7% ending March 2025</p> <p>This puts the Authority safely away from designation but there is a real need to remain focussed on maintaining that performance as one-year measurements gives less room for poor quarterly returns.</p> <p>Success and Challenges facing DM</p> <table> <tr> <th>Successes</th><th>Challenges</th></tr> <tr> <td>Turnaround of performance on planning applications</td><td>Staff Recruitment & Retention</td></tr> <tr> <td>Generally high morale within the dedicated team</td><td>Maintaining performance</td></tr> <tr> <td>Permission given on several key allocations including NA1, SWE1, NA3, DA2</td><td>Improving reputation and working relationships with town and parish council's developers and other stakeholders</td></tr> </table>	Successes	Challenges	Turnaround of performance on planning applications	Staff Recruitment & Retention	Generally high morale within the dedicated team	Maintaining performance	Permission given on several key allocations including NA1, SWE1, NA3, DA2	Improving reputation and working relationships with town and parish council's developers and other stakeholders
Successes	Challenges								
Turnaround of performance on planning applications	Staff Recruitment & Retention								
Generally high morale within the dedicated team	Maintaining performance								
Permission given on several key allocations including NA1, SWE1, NA3, DA2	Improving reputation and working relationships with town and parish council's developers and other stakeholders								

	Reduction in reliance on Extensions of Time and more within statutory timeframe	Increasing use of Pre-Application service and use of PPA
	Establishment positions slowly being filled	Effective and efficient enforcement
	Closer working relationship with Committee Chair and Executive Member	Member/Officer Communication
<p>Customer Engagement</p> <ul style="list-style-type: none"> • There is a need to obtain more up to date feedback from customers to determine whether the service is meeting the expectations of the customer. • The agents' forum is being reconsidered in terms of its format and its scope and span to encourage greater attendance • The Town and Parish Forum has been successful, but it is not attended as broadly as hoped. Need to determine what is preventing broader attendance. • A Developer Forum similar to the agent forum will commence in October 2025 aimed at the larger developers. • A drive to change the perception of planning being difficult to understand or have parts hidden from scrutiny. An overhaul of the website and clearly setting out what the application journey looks like. • Embrace social media for the positive messages <p>Decision Making</p> <ul style="list-style-type: none"> • The Council Strategy sets out clear expectations in terms of housing and employment delivery and with the new local plan soon to be adopted we will need to ensure decisions which support and are in accordance with the plan are approved without delay. • Major applications which need to be considered by Planning Committee will be subject to member engagement and presentations in advance of being heard at Committee. This will allow for members to ask questions, be better informed and have the ability to influence improvements to schemes ahead of a decision. • To assist members in their role; those who sit on planning committee will be provided with regular training beyond the sessions held twice a year. The training will cover various aspects of planning to ensure members can make well-reasoned decisions which stand up to scrutiny. <p><u>Planning Policy</u></p>		

	<ul style="list-style-type: none"> • Success: Local Plan published for Main Modifications consultation. Adoption anticipated late 2025/early 2026. • Success: Town and Parish Council drop-in sessions for neighbourhood planning and infrastructure planning launched with pilot session to held in Bovey Tracey on 22nd September at 5pm. <p><u>Delivery</u></p> <ul style="list-style-type: none"> • Success: Dawlish Link and Bridge Road completed in 2025 and recently opened to construction traffic. Aiming to be open to the public towards the end of 2025/early 2026 (dependent on construction of more homes) • Success: Queen Street pedestrianisation • Success: work started on Matford Community and Health Facility • Success: S106 funded extension and refurbishment of Highweek Scout Hut • Challenges: number of homes delivered continues to be under target – 502 in 2024/25 – puts us around 76% on HDT (1% away from Presumption in Favour of Sustainable Development) • Challenge: continuing to make improvements to internal S106 monitoring and spending process to ensure more timely delivery of infrastructure associated with development • Challenges: Align the CIL spending programme with One Teignbridge priorities.
<p>Upcoming decisions, how Overview and Scrutiny can support the delivery of the strategic plan or any other information relevant for the Overview and Scrutiny Forward Plan</p>	<ul style="list-style-type: none"> • Engaging with Development Management and site promoters in earlier in application process (to be coordinated by DM and Delivery) • For applications that are in accordance with the Local Plan, Planning Committee should look to approve them without delay (in accordance with national policy) • Promote the Town and Parish Council Planning Forums and Drop-in Sessions with towns and parishes • Support the CIL spending programme that will form part of next financial year's Capital Programme, to ensure funding of critical and prioritised infrastructure.



Overview and Scrutiny – Executive Member Bi- Annual Update

Councillor Charles Nuttall – Executive Member for Local Government Reorganisation and Devolution

Services and legal responsibilities covered by Executive Member remit:	To monitor the status of Local Government Reorganisation (LGR), including the position of authorities around Devon, the work undertaken by officers and commissioned bodies on LGR, the financial implications of this, alongside the results of consultation work undertaken by TDC to date.
Strategic Plan objectives	To monitor the implementation of the resolution of the extraordinary Full Council meeting of 9/1/25 and the report taken to Full Council on 25/2/25 proposing the examination of a ~1-4-5~ option for future unitary council structure in Devon
Service Delivery updates (inc. budget monitoring, performance information, risks, customer feedback)	See update LGR report submitted to Executive 9 September 2025.
Upcoming decisions, how Overview and Scrutiny can support the delivery of the strategic plan or any other information relevant for the Overview and Scrutiny Forward Plan	<p>We have jointly commissioned KPMG to assist with the final proposal submission and will prioritise an Options Appraisal to examine the alignment of the different proposed models for future unitary authorities in Devon. Following this options appraisal officers will be in a better position to prepare a formal submission.</p> <p>In conjunction with the EM for LGR, officers will continue the work to analyse the proposals coming forward for new unitary authorities.</p>



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Overview and Scrutiny – Outside Organisation

Update from the Council's appointed representatives

Councillor Robert Steemson

Organisation: Local Government Association Rural Services Network

The Council's representatives are invited to report on any meetings of the appointed outside organisation, the role the organisation(s) they represent plays in promoting and aligning with the Council's priorities, policies and strategies, their impact and results, and advising on partnership discussions which are open and in the public domain. Feedback is scheduled across a full year cycle once per annum for most organisations and twice where meetings are more frequent (greater than 5).

Purpose of the Organisation:	To lobby for Government funding to be more evenly distributed across Rural areas.
Attendance requirements/ meetings attended:	I am not aware of any set requirements to attend nationally based meetings however there is a monthly emailed Rural Funding Digest and Government Consultations Bulletin and a weekly Rural Services Network Bulletin (RSNB).
Feedback:	Linked to the weekly Rural Services Network Bulletin there are often interesting articles, and they organise an annual conference (coming up soon) whereby there are zoom presentations on focussed rural concerns. I did attend some of these in 2024.
Examples of where the brief above has been followed:	I cannot honestly give any examples of any brief being followed because I am not clear what the actual brief is. That said, the regular bulletins mentioned above are useful and I have forwarded the more topical and interesting information onto all Councillors.
Additional information relevant to Overview & Scrutiny including the value that TDC brings to this organisation and/or why this	I am struggling to answer this question as I can not see any great value that TDC brings to the LGARSN, however as mentioned above some of the information in the RSNB is useful. Discussion needed?

organisation needs TDC:	
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Overview and Scrutiny – Outside Organisation Update from the Council's appointed representatives

Councillor Nutley

Organisation: Torbay and South Devon NHS
Foundation Trust

The Council's representatives are invited to report on any meetings of the appointed outside organisation, the role the organisation(s) they represent plays in promoting and aligning with the Council's priorities, policies and strategies, their impact and results, and advising on partnership discussions which are open and in the public domain. Feedback is scheduled across a full year cycle once per annum for most organisations and twice where meetings are more frequent (greater than 5).

Purpose of the Organisation:	<u>Torbay and South Devon NHS Foundation Trust Report</u>
Attendance requirements/ meetings attended:	
Feedback:	<u>Torbay and South Devon NHS Foundation Trust Report</u> Significant improvements in performance around A&E performance (4hr waits and ambulance handover times) and long waits for elective care. We are best performing Devon Trust for 3 out of the 4 constitutional standards and this is recognised regionally and nationally. Progress with £15m investment in enlarged and improved A&E facilities at Torbay Hospital. These have long been recognised as cramped and lacking in appropriate spaces to deal with children and people with mental health issues. We are starting a three-month trial of a surgical robot with training being provided to surgeons for whom this type of surgery can deliver better outcomes ones for patients. You have noted the recent installation of a CT scanner gifted by the Torbay Hospital League of Friends. Diagnosis is an area of particular challenge for the Trust so upgrading our equipment is very welcome.

	<p>Proposals for a 'test of change' for out of hours PPCI (heart attack) patients being transferred to Exeter have been withdrawn by the ICB who will be embarking on a comprehensive review of cardiac services across Devon. This will involve extensive consultation with clinicians and other stakeholders and is likely to take nearly a year to complete. Meanwhile efforts are being made to enable Torbay Hospital to support long waiters for elective cardiac procedures from across Devon.</p> <p>Finally, I would mention the progress being made with the implementation of the Devon wide Electronic Record. Torbay's go live date is scheduled for the 3rd of April 2026 to be fooled a couple of months later by UHP. At that point, all three provider Trusts in Devon will be able to share patient data with significant safety and efficiency benefits.</p>
Examples of where the brief above has been followed:	
Additional information relevant to Overview & Scrutiny including the value that TDC brings to this organisation and/or why this organisation needs TDC:	