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To: The Chair and Members of the Corporate  
Infrastructure and Regulatory Services  
Scrutiny Committee

County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD

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Date: 17 March 2021

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**CORPORATE INFRASTRUCTURE AND REGULATORY SERVICES SCRUTINY  
COMMITTEE**

Thursday, 25th March, 2021

A virtual meeting of the Corporate Infrastructure and Regulatory Services Scrutiny Committee is to be held on the above date at 10.00 am to consider the following matters.

Phil Norrey  
Chief Executive

**A G E N D A**

**PART I - OPEN COMMITTEE**

- 1 Apologies
- 2 Minutes  
Minutes of the two meetings held on 28 January 2021 (previously circulated).
- 3 Items Requiring Urgent Attention  
Items which in the opinion of the Chair should be considered at the meeting as matters of urgency.
- 4 Public Participation  
Members of the public may make representations/presentations on any substantive matter listed in the published agenda for this meeting, as set out hereunder, relating to a specific matter or an examination of services or facilities provided or to be provided.

## **MATTERS FOR CONSIDERATION OR REVIEW**

### 5 Scrutiny Work Programme

In accordance with previous practice, Scrutiny Committees are requested to review the list of forthcoming business and determine which items are to be included in the [Work Programme](#). The Committee may also wish to review the content of the [Cabinet Forward Plan](#) and the Corporate Infrastructure and Regulatory Services [Risk Register](#) to see if there are any specific items therein it might wish to explore further.

### Armed Forces Community Covenant

Reference from Council “to ask the Corporate Infrastructure and Regulatory Services Scrutiny Committee to consider the issues in more depth, building on its previous task group work relating to the Armed Forces Covenant”.

### 6 COVID-19 update

Chief Executive to report.

### 7 Highways Performance Dashboard (Pages 1 - 6)

Report of the Chief Officer for Highways, Infrastructure Development and Waste (HIW/21/27), attached.

### 8 Devon County Council Carbon Reduction Plan (Pages 7 - 22)

Report of the Head of Planning, Transportation and Environment as the Chair of the Environmental Performance Board (PTE/21/17), attached.

### 9 Connecting Devon & Somerset Update (Pages 23 - 30)

Report of the Head of Economy, Enterprise and Skills (EES/21/1), attached.

### 10 Commissioning Liaison Member Role Review (Pages 31 - 36)

Role Review, attached.

## **MATTERS FOR INFORMATION**

### 11 Standing Overview Group - Climate Change (Pages 37 - 40)

Notes from the Climate Change Standing Overview Group held on 9 March 2021, attached.

### 12 Items Previously Circulated

Below is a list of information previously circulated to Members since the last meeting, relating to topical developments which have been or are currently being considered by this Scrutiny Committee:

- Communication from Mobile UK on 5G (4/2/21)
- Community Testing Programme (9/2/21)
- Risk Management Update (9/3/21)

**PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED**

Nil

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**Induction Loop available**





## Highways Performance Dashboard

Report of the Chief Officer for Highways, Infrastructure Development and Waste

### 1. Introduction

In response to the recommendations of the Planned & Reactive Maintenance: Potholes & Drainage Task Group presented to the Corporate, Infrastructure and Regulatory Services (CIRS) Scrutiny Committee in March 2019 an updated Performance Dashboard Report has been produced. The intention of this report is to provide Members with an overview of the performance of Devon Highways.

This report considers the following areas;

- Winter service;
- Reactive works including potholes and drainage cleaning;
- Delivery of planned works;
- Doing What Matters – Defects;
- Divestment of Skanska Infrastructure Services.

### 2. Winter Service

As we draw nearer to the end of winter service season it is worth reviewing what has been a much colder period than in the last two seasons. While we have yet to face any significant snow events, the early part of winter was characterised by prolonged periods of rain that saturated the network and all of our assets. Since Christmas we have seen two periods of prolonged sub-zero temperatures which has seen the gritting fleet mobilised almost continually through to early February.

January's daily gritting has had an impact on our salt stocks, up to the end of February we had used approx. 16,500t of salt compared with 9,600t total in 19/20. For the first time in recent years we needed to order additional salt twice to ensure the Authority's resilience was maintained despite ongoing cold spells and the potential impact of Brexit and Covid-19. Despite the challenging weather and external influences, we have continued to deliver a high-quality service throughout the season.

### 3. Reactive Works

#### a. Cleaning

The additional £600k identified in the 21/22 budget for the prevention of potholes and drainage is very welcome. This additional money will allow us to work differently with our contractor. The electronic asset capture system that has been employed allows gully cleaning operatives to record and refer asset defects for future works. This funding will provide opportunity to act on this intelligence.

# Agenda Item 7

The cleaning programme is generally ahead of programme with some catching up required in the west of the County. Additional resources have already been deployed to ensure the programme is delivered before the end of the financial year.

## **b. Safety Defects**

Despite all the challenges faced by winter service and Covid-19 the number of potholes being reported and repaired are significantly down on previous years. The period 1<sup>st</sup> October through to 28<sup>th</sup> February has seen a like for like reduction in public reports of 30% (13,010 compared with 18,490 for the same period 12 months ago). In addition, there has been a 15% increase in the number of public reports that are visited within 3 days. This improvement in response time has helped reduce the number of duplicate reports by nearly 1,400.

This significant improvement in the levels of service is attributed to a number of changes in the way of working;

- We have reprogrammed our annual inspections of the lower category carriageways so they can be carried out during the summer. This change was primarily to allow for reporting of ash dieback issues as this is only reasonably possible when trees in leaf. The secondary benefit of this change was the anticipated increase in the number of safety inspectors available during the winter period, improving our response times;
- The approach of ordering 'serviceability' patches for areas of surfacing that are defective but do not meet intervention levels defined by our safety policy;
- We have deployed four Dragon Patchers across the county that are not only addressing safety defects but also carrying out repairs and sealing cracks before they meet safety intervention levels.
- We took the early operational decision to focus resources on pothole safety defects in line with recommendation 3 of the Planned & Reactive Maintenance: Potholes & Drainage Task Group report published in January 2019.

In addition to these changes to our ways of working we have benefited from our largest ever capital programme which has seen a significant increase in the level of resurfacing and patching carried out. Although we have seen an expected increase in reports across the last couple of months, we have worked alongside our contractor to keep these numbers as low as possible.

## **4. Scheme Delivery**

The challenging winter period and high level of gritting operations described above has had a corresponding impact on the delivery of the planned works. The cohort of gritter drivers is made up of Skanska operatives who are the same people tasked with delivering our other work streams during the day. They are often unable to work in the daytime if they have been driving gritters over night or find that their normal working hours are cut short as they have been called in to undertake winter operations over night.



As mentioned above we took an early operational decision to focus resources on repairing pothole safety defects in line with recommendation 3 of the Planned & Reactive Maintenance: Potholes & Drainage Task Group report published in January 2019. While this has been a key factor in controlling the number of defects recorded on the network it has also impacted the programme for the delivery of planned works.

There have been other obvious barriers to delivery that we have had to overcome. The financial year 2020/21 has seen the authority deliver its largest ever capital budget of £74m. This has been a real challenge, not only in scale but also due to the relatively late announcement of the increase limiting the time to effective plan. The pandemic certainly impacted the first two months of the financial year leaving us a reduced window in which to deliver the planned works.

The result of the challenges described above is that a limited number of schemes are unlikely to be delivered before the end of March. The local teams have worked together to prioritise schemes that are important to communities to minimise the impact of the delays. In addition, we are looking to ensure schemes are delivered as quickly in the new financial year without continuing the slip in programme. Elected Members will be contacted directly about any affected schemes in their area.

## **5. Doing What Matters – Defects**

The September 2020 Performance Dashboard report provided an overview of the Doing What Matter project that is focused on improving the timeliness and quality of reactive safety defect repairs.

The project has continued to move forward and is now at a stage where we are beginning to test beta versions of the new software and identify training needs for inspectors. It is hoped that once the project goes live in the summer the inspectors will have the ability to record all the necessary details associated with a defect to enable a high quality repair to be carried out at the first time of asking. These details are particularly important where there are local distinctive features such as paving slabs, natural stone kerbs or where there is a need to detail specific types of ironwork or fencing as an example. This improved level and quality of information will enable to gangs to understand exactly what they are going to encounter and allow them to make sure they have the correct materials and equipment when they leave the depot.

By recording additional information not only will the rate of first time repairs increase but it is hoped that there will be a corresponding reduction in the number of temporary 'make safe' repairs that require an additional visit with additional disruption to the travelling public and communities as well as a reduction in duplicate public reports, reduced insurance claims and an improvement in the quality and longevity of the repairs.

## **6. Divestment of Skanska Infrastructure Services**

In the Spring of 2020 DCC were contacted by Skanska Infrastructure Services (SIS), advising that following a strategic review of their business model their parent

# Agenda Item 7

company were commencing a process to divest themselves of SIS, streamlining their operations.

We were subsequently informed in December 2020 M Group Services were the preferred bidder for the division that operates Skanska's portfolio of highway and rail maintenance contracts and their streetlighting maintenance contracts.

Since this point we have been working towards a novation of the contract with colleagues in both our Legal and Procurement teams. We have recently completed due diligence to provide us with confidence that M Group Services have the capacity and capability to continue operating our Term Maintenance Contract. At the December Cabinet meeting it was resolved that the proposed changes to the contractor be noted and delegated authority was given to the Chief Officer for Highways, Infrastructure Development and Waste and the County Solicitor in consultation with the Leader of the Council and the Cabinet Member for Highway Management for agreement of the relevant contractual issues.

We are currently in the process of agreeing the content of the formal novation agreement with a view to transitioning to the new organisation, to be known as Milestone Infrastructure on the 31<sup>st</sup> March.

Meg Booth

Chief Officer for Highways, Infrastructure Development and Waste

Electoral Divisions: All

Cabinet Member for Highway Management: Councillor Stuart Hughes

## **Local Government Act 1972: List of Background Papers**

Contact for enquiries: Rob Richards

Room No. Lucombe House, County Hall, Exeter. EX2 4QD

Tel No: (01392) 383000

Background Paper

Date

File Reference

Nil

Highways Performance Dashboard – Final

## Appendix A to HIW/21/27

### Gully Cleaning Programme

As of 28<sup>th</sup> February (92% through the financial year)

	Total to be cleaned	Attended	Cleaned	Left to attend	% Complete Overall
<b>Honiton</b>	26,238	23,920	21,190	2,318	91%
<b>Exeter</b>	41,880	38,017	33,902	3,863	91%
<b>Rydon</b>	19,431	20,093	17,888	-662	103%
<b>South Hams</b>	18,573	18,450	15,236	123	99%
<b>Okehampton</b>	13,982	14,206	13,358	-224	102%
<b>Merton</b>	16,984	15,966	14,624	1,018	94%
<b>South Molton</b>	25,744	22,241	18,909	3,503	86%
<b>Hand Clean 1</b>		75	73		
<b>Hand Clean 2</b>		1,070	871		
<b>Supply Chain 1</b>		8,725	6,871		
<b>Ad-hoc Gang</b>		3,980	3,622		
<b>Supply Chain 2</b>		7,617	6,270		
	<b>162,832</b>	<b>152,893</b>	<b>135,107</b>	<b>10,825</b>	<b>94%</b>

### Grips, Easements and Buddleholes Programme

As of 28<sup>th</sup> February (92% through the financial year)

	To be Cleaned	Cleaned	Left to Attend	Complete %	Programmed (m)	Cleaned (m)	Additional Cleaned (m)	Complete %
<b>South</b>	11,741	11,521	220	98%	36,690	42,894	11,230	100%
<b>North</b>	32,116	29,093	3,023	91%	92,296	86,858	14,041	100%
<b>West</b>	15,724	11,781	3,943	75%	52,301	41,564	3,149	85%
<b>East</b>	44,451	42,991	1,460	97%	106,715	113,434	19,417	100%
	<b>104,032</b>	<b>95,386</b>	<b>8,646</b>	<b>92%</b>	<b>288,002</b>	<b>284,751</b>	<b>47,837</b>	<b>96%</b>



## **Devon County Council Carbon Reduction Plan**

Report of the Head of Planning, Transportation and Environment as the Chair of the Environmental Performance Board (referred to as 'the Board' in the remainder of this report)

### **1. Summary**

This report forms part of the Board's ongoing reporting to Scrutiny on the Devon County Council (DCC) Environment Policy and the Council's Environmental Performance Programme. Specifically, it updates Scrutiny on DCC's carbon reduction targets, its Carbon Reduction Plan to meet those targets and recent progress towards meeting those targets.

### **2. Introduction**

In February 2019 DCC declared a climate emergency and in May of the same year brought together partners from across the county to form the Devon Climate Emergency project. The 27 partners prepared the Devon Climate Declaration, which requires its signatories to review their plans (within 6 months) to reduce their own organisation's carbon emissions. DCC signed the Declaration on the 12<sup>th</sup> June 2019. The clock started ticking for DCC to review its plans.

### **3. Carbon Reduction Target**

On the 9<sup>th</sup> December 2019, DCC set a target for its activities to be carbon neutral by 2030, including its supply chain.

Carbon neutral, or net-zero carbon, means that the sum of carbon emissions from DCC's activity and the removals of carbon dioxide from the atmosphere will equal zero. I.e. if one of the authority's vehicles emits 1 tonne of carbon dioxide in 2030, the authority will have put in a place an initiative to remove 1 tonne of carbon dioxide from the atmosphere, such as woodland planting.

'Carbon' and 'carbon dioxide' in this context are shorthand used to refer to a basket of greenhouse gas emissions that cause climate change, including methane and nitrous oxide.

This target is based on a realistic review of opportunities for decarbonisation.

### **4. The Carbon Reduction Plan**

DCC's Carbon Reduction Plan <https://www.devon.gov.uk/environment/our-environmental-performance/environmental-performance-action-plans/carbon-reduction-plan> provides a roadmap for achieving carbon neutrality. This has followed a robust process of forecasting the authority's energy requirements over the next

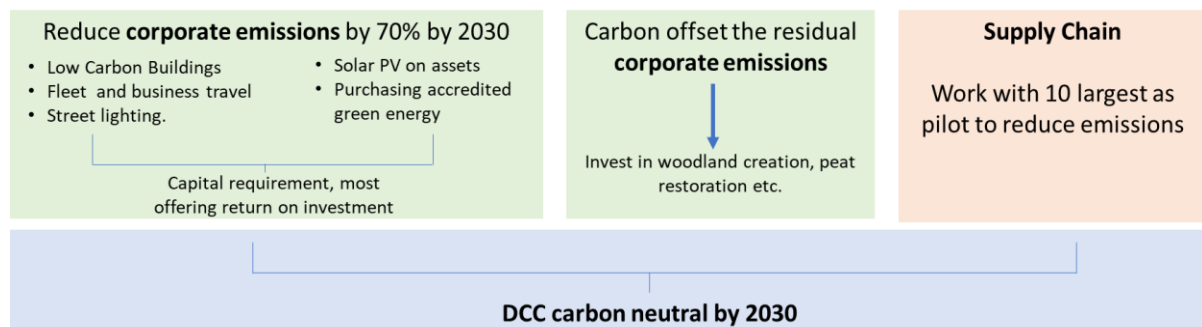
# Agenda Item 8

decade by considering projections of technological development (e.g. the speed at which alternative fuels will be available for large vehicles) and the effect of the national carbon reduction programme (such as the continued deployment of renewable energy onto the national electricity grid).

The Carbon Reduction Plan replaces the 2014 Energy Policy and Strategy.

Figure 1 shows the strategic approach between 2020 and 2030 and summarises that the council will:

- Reduce the 2012/13 corporate carbon footprint by 70% by 2030/31, as a minimum
- Retain the existing target to source 30% of its total corporate energy requirement from renewable sources by 2030/31
- Incrementally increase the percentage of the remaining carbon footprint that is offset, from 5% in 2019/20 to 100% by 2030/31
- Engage with contract providers to reduce carbon emissions from their operations and offset the remainder by 2030/31. As a first step, the council will engage the ten highest-value contract providers
- Offset residual emissions from the supply chain from the year 2030 onwards.



*Figure 1 - Strategic Approach to DCC's Carbon Reduction*

The necessary revenue funding for 2021/22 and capital funding for 2021/22 and 2022/23 has been allocated to begin implementing this Plan.

The carbon emissions from schools are monitored but are not part of the corporate carbon footprint target as financial control and management decisions for many elements of building maintenance lie with the individual governing bodies.

The school building maintenance activity that is the responsibility of the council will continue to look to install the best available technology for the budget available and make use of grant funding. As an example, the heating maintenance projects at Kenn and Denbury primary schools replaced old storage heaters with smart storage heaters, roof-top solar PV and battery storage to better align the renewable energy availability with the electricity demand in the schools.

The South West Energy Partnership, a collaboration between Bristol City Council, Plymouth City Council, and Devon County Council is looking to support schools with

interest-free loans for energy projects to all schools in each area. These will be useful to the schools to install energy measures that are the responsibility of local governing bodies.

## 5. Recent Carbon Reduction Performance

The latest year for which carbon emissions have been calculated is 2019/20. These are described in detail in Appendix 2 to this report – the 2020 Carbon Footprint. DCC's gross corporate emissions are 48% below the baseline year of 2012/13. This means the authority is ahead of target to achieve a 70% reduction by 2030. This is not a reason to adjust the target as the modelling of future emissions shows it will get progressively more difficult to make emissions cuts.

DCC has started building its experience in carbon offsetting by attempting to purchase Woodland Carbon Units to equal 5% of the gross emissions in 2019/20. An initial open-market procurement exercise in February 2021 failed due to sellers wanting to keep hold of the Woodland Carbon Units due to speculation about forthcoming rapid price rises. Further attempts will be made to test the market and inform the authority's offsetting strategy.

Figure 2 shows greenhouse gas emissions each year since 2012/13 and the 70% target line in orange.

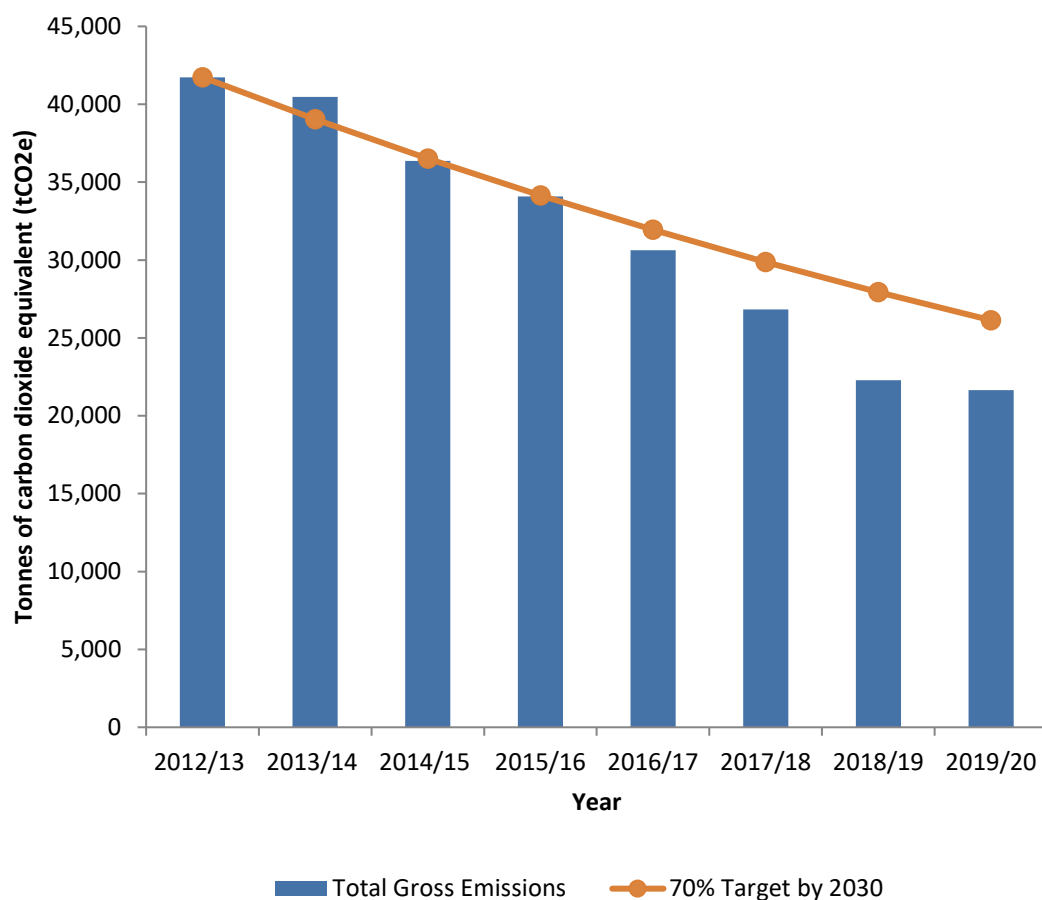


Figure 2 – Gross Corporate Greenhouse Gas Emissions

# Agenda Item 8

Reasons for the 48% reduction in gross emissions are:

- Improvement in the carbon intensity of grid electricity
- Replacement of older boilers with condensing models through the maintenance programme
- Installation of LED lighting in corporate property through the maintenance programme
- Installation of part-night and LED street lighting
- Installation of heat pumps in corporate buildings
- Installation of solar arrays on corporate buildings
- Gradual improvement in the carbon intensity of staff vehicles
- Technology enabling less travel, such as Windows 10 and Microsoft Teams.

Indicative carbon emissions from our supply chain for 2019/20, estimated using carbon intensity factors for different types of public sector activity, are 346ktCO<sub>2</sub>e. This remains unchanged from previous years due to the calculation methodology that relies on carbon intensity factors from 2009. This figure demonstrates that our impact on climate change is far more significant than just the calculated emissions our corporate carbon footprint.

## **6. Financial Considerations**

The costs of meeting the corporate emissions target are estimates due to uncertainties about the speed at which technologies will be brought to market and their cost competitiveness; but there will be costs, some of which will offer a return on investment and others won't.

Capital requirements over the next decade are in the order of £13.5m whilst revenue requirements are estimated to be £6.7m. A full breakdown of these costs is provided at Appendix 1 to this report.

Capital budget approved for 2021/22 is £1m (subject to the approval of £500k carry forward from 2020/21 to 2021/22) and £1m 2022/23. This is sufficient for the first two years of the Plan. Revenue of £150k has been made available for 2021/22, sufficient for the first year of the Plan.

Decarbonising the supply chain by 2030 will come at a cost. Some measures will save money – more efficient technology and embracing digital service provision for example – but carbon offsetting, which will be necessary to achieve carbon neutrality, could cost about £3m in the year 2030, which is about 0.5% of DCC's supply chain expenditure.

## **7. Legal Considerations**

The Climate Change Act 2008 (2050 Target Amendment) Order 2019 requires the UK to become carbon neutral by 2050. DCC has a moral obligation to demonstrate local leadership towards achieving or exceeding this requirement.



## **8. Environmental Impact Considerations (Including Climate Change)**

The environmental impacts of the Carbon Reduction Plan are positive. The proposals will reduce carbon emissions and their associated influence on global warming. Additionally, the opportunity for carbon offsetting in Devon can provide air quality, flood risk, biodiversity and landscape enhancements that in turn can improve community resilience.

## **9. Equality Considerations**

An Impact Assessment is available on the Council's website at <https://www.devon.gov.uk/impact/corporate-energy-and-carbon-strategy>.

Climate change will affect everybody in the county, and it will affect people less able to adapt the most. These include less affluent people, those living with physical and mental health conditions, those living in coastal communities or other areas prone to flooding and young people who will live with the effects becoming worse over their lifetimes. Implementing the recommendation will help grow efforts to reduce international carbon emissions and minimise these impacts on everyone.

Furthermore, implementing the recommendation will require fundamental changes to the way the Authority's services are provided, which will need to consider the energy used in buildings, transport and the supply of goods and services. This has the potential to impact negatively and positively on service users depending on the specifics of the proposals. Tactical-level changes to services over the next decade will need their own impact assessment to consider their effect on equality characteristics.

## **10. Risk Management Considerations**

The potential risks to Devon's communities from climate change beyond 1.5 degrees are profound – e.g. extreme sea level rise, health effects (heat stress, anxiety, vector-borne diseases etc.), increased flood risk, economic shocks and a breakdown of environmental services that provide food, fuel and pharmaceuticals to name just a few.

The effort to minimise these impacts must occur at all scales from the individual to the global. Whilst DCC is unlikely to influence emissions elsewhere in the world, it is vital that the Authority demonstrates local leadership.

## **11. Public Health Impact**

The switch to electric vehicles and renewable energy will improve local air quality. By enhancing habitats for carbon offsetting purposes, there is an opportunity to improve public access to the countryside to enable recreation and exercise for mental and physical wellbeing.

## **12. Conclusions**

DCC has met its obligations to review its carbon emissions having signed the Devon Climate Declaration. It has set an ambitious target and has a credible and evidence-led plan in place to meet it. Performance is currently ahead of target.

# Agenda Item 8

Dave Black

Head of Planning, Transportation and Environment as the Chair of the Environmental Performance Board

Electoral Divisions: All

Councillor Roger Croad: Cabinet Member for Community, Public Health, Transportation and Environmental Services

## **Local Government Act 1972: List of Background Papers**

Contact for Enquiries: Doug Eltham

Tel No: 01392 382061 Room: County Hall, 120

<b>Background Paper</b>	<b>Date</b>	<b>File Reference</b>
Impact Assessment	18 September 2019	n/a
<a href="https://www.devon.gov.uk/impact/corporate-energy-and-carbon-strategy/">https://www.devon.gov.uk/impact/corporate-energy-and-carbon-strategy/</a>		

Devon County Council Carbon Reduction Plan - Final

## Appendix 1 to PTE/21/17

This Appendix provides the financial details for the projects that are required to be implemented to reduce the council's carbon footprint (the corporate and supply chain carbon footprints) to net-zero by 2030. It breaks down the revenue and capital funding that is required, and indicates the revenue savings that are available from reduced energy consumption and purchasing.

### Revenue Expenditure Detail

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Low-Carbon Procurement Graduate		25,000	27,500	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Low-Carbon Fleet Graduate				30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Low-Carbon Estate Graduate (from June 2022)			22,917	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Carbon Offset Officer (3 months + ICT kit)		50,000	50,000	52,500	52,500	55,000	55,000	57,500	57,500	57,500	57,500
Carbon offsetting Devon CC's emissions on a ramped basis using purchased offsets	44,245	44,612									
Maintenance of the land-based carbon offset schemes			3,941	7,652	12,371	17,982	24,371	31,423	39,024	47,058	55,405
Carbon offset for the supply chain											5,000,000
<b>Total Revenue Required</b>	<b>44,245</b>	<b>119,612</b>	<b>104,357</b>	<b>150,152</b>	<b>154,871</b>	<b>162,982</b>	<b>169,371</b>	<b>178,923</b>	<b>186,524</b>	<b>194,558</b>	<b>5,202,905</b>
<b>Revenue Confirmed at February 2021</b>	<b>44,000</b>	<b>150,000</b>	-	-	-	-	-	-	-	-	-

# Capital Expenditure Detail

Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Purchasing land for carbon offsetting	223,813	320,833	407,929	485,100	552,346	609,668	657,066	694,539	721,602	721,602
Implementing carbon offset on land		95,920	137,500	174,827	207,900	236,720	261,286	281,600	297,660	309,258
Capital grants for carbon offset activity		-76,736	-110,000	-139,861	-166,320	-189,376	-209,029	-225,280	-238,128	-247,406
50% of DCC's fleet converted to electric	120,000	90,000	80,000	105,000	90,000	100,000	100,000	120,000	90,000	60,000
Chargeposts for fleet	60,000	50,000	40,000	60,000	60,000	60,000	60,000	90,000	90,000	90,000
2MW of Solar PV on DCC assets	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Chargeposts for staff and visitors	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Ten building refurbishments	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
<b>Total Capital Required</b>	<b>1,013,813</b>	<b>1,090,017</b>	<b>1,165,429</b>	<b>1,295,065</b>	<b>1,353,926</b>	<b>1,427,012</b>	<b>1,479,323</b>	<b>1,570,859</b>	<b>1,571,134</b>	<b>1,543,454</b>
<b>Capital Confirmed at February 2021</b>	<b>1,000,000</b>	<b>1,000,000</b>								

**Reduced Revenue**

<b>Financial Year</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>
50% of DCC's fleet converted to electric by 2030		4,603	27,919	43,399	65,922	90,036	123,670	160,849	221,776	282,286
Lucombe House Refurbishment	14,544	14,439	14,335	14,230	14,544	14,753	14,753	14,335	13,707	13,498
Building refurbishment - 60% energy reduction per building		5,189	10,435	15,737	21,464	27,574	33,089	37,955	42,677	47,595
2MW of Solar PV on DCC assets		17,142	34,411	52,082	71,134	89,139	105,800	123,350	141,149	159,614
<b>Total Reduced Revenue</b>	<b>14,544</b>	<b>41,374</b>	<b>87,099</b>	<b>125,448</b>	<b>173,065</b>	<b>221,502</b>	<b>277,312</b>	<b>336,489</b>	<b>419,309</b>	<b>502,992</b>

# Agenda Item 8

## Appendix 2 to PTE/21/17

### 2020 Carbon Footprint

#### Purpose

This report describes the greenhouse gas emissions produced by our (Devon County Council's) activity (our 'carbon footprint') in the financial year from April 2019 to March 2020 (referred to as 2019/20). These emissions are compared to previous years' data and our baseline year of April 2012 to March 2013 (referred to as 2012/13).

The Carbon Reduction Plan explains the activities we are implementing over the next 10 years to achieve a net-zero operation.

<https://www.devon.gov.uk/environment/our-environmental-performance/environmental-performance-action-plans/carbon-reduction-plan>

#### Summary

Our gross emissions are 48% below our baseline year of 2012/13 and we are ahead of target to achieve a 70% reduction by 2030.

#### Part A – Summary Table and Graphics

The Greenhouse Gas (GHG) Protocol sets the global standard for how to measure, manage and report a carbon footprint. Within the standard, emissions are split into three scopes:

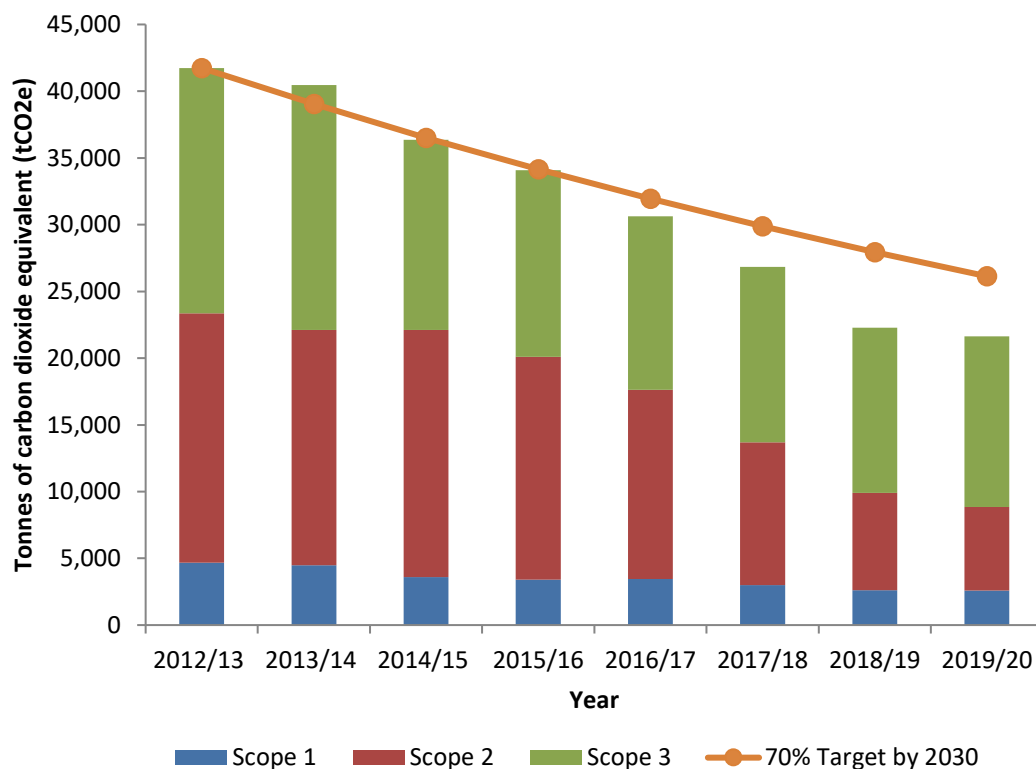
- Scope 1 GHG emissions are 'emissions from sources that are owned or controlled by the organisation'. In our case this is the burning of fossil fuel (e.g. gas and diesel) in buildings and our vehicle fleet.
- Scope 2 GHG emissions are defined as 'emissions from the consumption of purchased energy'. In our case this is electricity.
- Scope 3 GHG emissions are defined as 'emissions that are a consequence of the operations of an organisation but are not directly owned or controlled by the organisation'. Scope 3 is an optional reporting category which can include several different sources of GHG emissions. In this report we have included GHG emissions associated with providing 'home to school' transport, travelling for our work purposes and the GHGs emitted during the process of extracting, refining and delivering fossil fuels and electricity to our business locations - these are termed 'Well to Tank' emissions.

Table 1 shows our gross 2019/20 emissions in comparison to previous years and the baseline year of 2012/13. The data is displayed in tonnes of carbon dioxide equivalent. This is a measure of the effect of a basket of greenhouse gas emissions on the atmosphere (such as methane and nitrous oxide), not just carbon dioxide. All of the years are directly comparable as we have recalculated the data to remove the effect of significant changes to the organisation, such as a year where we may have closed a significant number of buildings. The 2019/20 gross emissions are 48% below 2012/13 levels.

	2012/13 Base Year	2014/15	2016/17	2019/20	% Change Base Year
<b>Scope 1</b>	4,667	3,598	3,456	2,598	-44%
<b>Scope 2</b>	18,701	18,518	14,173	6,252	-67%
<b>Scope 3</b>	18,367	14,242	12,994	12,791	-30%
<b>Gross Emissions</b>	41,735	36,358	30,623	21,641	-48%
<b>Gross Expenditure (£m)</b>	1,319	1,229	1,198	1,240	-6%
<b>Gross Emissions per £m of Gross Expenditure</b>	32	30	26	17	-45%

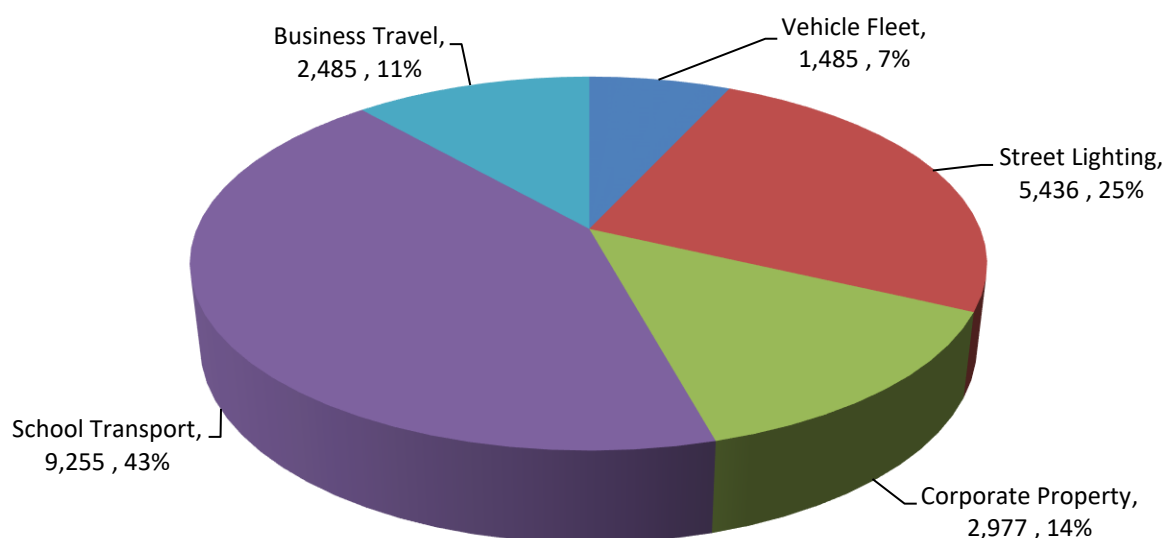
**Table 1: Devon County Council's gross greenhouse gas emissions data for 1st April 2012 to 31st March 2020 displayed in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).**

Figure 1 shows the gross corporate greenhouse gas emissions for each year on a bar chart. Included in Figure 1 is an orange line showing the level below which our emissions need to be to reach our target of reducing gross corporate emissions by 70% by 2030 from 2012/13 levels. The remaining 30% will be offset through certified carbon offsetting mechanisms in the United Kingdom to achieve 'net-zero emissions'.



**Figure 1: Devon County Council's gross corporate greenhouse gas emissions**

# Agenda Item 8



**Figure 2: 2019/20 Gross Greenhouse Gas Emissions by Source**

DCC has started building its experience in carbon offsetting by attempting to purchase Woodland Carbon Units to equal 5% of the gross emissions in 2019/20. An initial open-market procurement exercise in February 2021 failed due to sellers wanting to keep hold of the Woodland Carbon Units due to speculation about forthcoming rapid price rises. Further attempts will be made to test the market and inform the authority's offsetting strategy.

## **Part B – Supporting Explanations**

### **Company Information**

Devon County Council is the upper tier local authority in Devon, excluding the unitary areas of Torbay and Plymouth.

### **Quantification and Reporting Methodology**

We have followed the Defra Guidance on '*Environmental Reporting Guidelines: including mandatory greenhouse gas emissions reporting*' dated October 2013. The scope of the carbon footprint is based on our activities that can either be measured from consumption data or reasonably estimated from finance data. We have used the 2019 emissions factors from the Department for Business, Energy and Industrial Strategy for this assessment. The estimation of upstream supply chain emissions covered under 'Scope 3 Exclusions' below have used the latest emissions factors available from the Department for Environment, Food and Rural Affairs dated 2009. No assessment is made for downstream end-of-life disposal emissions.



## Organisational Boundary

DCC has used the financial control approach to identify operations from which to collect data. Therefore, schools and leased properties are excluded.

## Operational Scopes

DCC has measured its scope 1, 2 and available scope 3 emissions. These are shown in Table 3 along with the change in the previous 12 months.

	2018/19 GHG (tCO <sub>2</sub> e)	2019/20 GHG (tCO <sub>2</sub> e)	% Change in last year	% of relevant scope in 2019/20
<b>Scope 1</b>				
Gas	1,248	1,368	+10%	53%
Biomass	0	0	-	0%
Oil	26	24	-8%	1%
LPG	8	9	+17%	0%
Fleet	1,320	1,198	-9%	46%
Fugitive	Emissions from refrigerants not assessed but thought to			
<b>Total Scope 1</b>	<b>2,601</b>	<b>2,598</b>	<b>0%</b>	
<b>Scope 2</b>				
Purchased electricity – street lighting	5,809	5,010	-14%	80%
Purchased electricity – corporate	1,502	1,239	-17%	20%
<b>Total Scope 2</b>	<b>7,311</b>	<b>6,250</b>	<b>-15%</b>	
<b>Available Scope 3</b>				
School transport	7,039	7,471	+6%	58%
Business travel	2,001	1,991	0%	16%
Water	41	41	0%	0%
Well to Tank	3,277	3,288	0%	26%
<b>Total Scope 3</b>	<b>12,358</b>	<b>12,791</b>	<b>+4%</b>	

**Table 3: Devon County Council's scope 1, 2 and 3 gross greenhouse gas emissions in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).**

## Scope 3 Exclusions

In addition to the emissions from the fossil fuel and electricity used to operate school buildings, which are not formally reported as we do not have financial control over these assets, Scope 3 emissions from waste generated by DCC, employee commuting and leased assets are excluded due to difficulties in collecting relevant and timely data.

# Agenda Item 8

## Supply Chain Carbon Footprint

Indicative carbon emissions from our supply chain for 2019/20, estimated using carbon intensity factors for different types of public sector activity, are 346ktCO<sub>2</sub>e. This remains unchanged from previous years due to the calculation methodology that relies on carbon intensity factors from 2009. This figure demonstrates that our impact on climate change is far more significant than just the calculated emissions our corporate carbon footprint.

## Reasons for Changes in Emissions

Our gross GHG emissions are 48% below the 2012/13 base year. Reasons for this are:

- Improvement in the carbon intensity of grid electricity
- Replacement of older boilers with condensing models through the maintenance programme
- Installation of LED lighting in corporate property through the maintenance programme
- Installation of part-night and LED street lighting
- Installation of heat pumps in corporate buildings
- Installation of solar arrays on corporate buildings
- Gradual improvement in the carbon intensity of vehicles used for grey fleet journeys
- Technology enabling less travel, such as Windows 10 and Microsoft Teams

## Base Year

We will recalculate the base year emissions whenever:

- Property disposals and terminated services represent 5% or more of base year emissions
- New properties, services or previously excluded emissions make the base year incomparable
- There is a significant change in reporting accuracy that makes the base year incomparable.

We recalculated Base Year emissions and subsequent years' emissions in 2017/18 to reflect the significant outsourcing of services and staff reductions that had occurred. The components that were recalculated were emissions from corporate property and business travel. Disposed buildings were removed from previous years' data. Business travel emissions were recalculated by multiplying the 'business travel emissions per employee' arising in each previous year by the number of employees in the organisation in 2017/18.

2012/13 has been retained as the base year, which remains relevant in the context of our new Carbon Reduction Plan.

## **Target**

Our Carbon Reduction Plan has set targets to reduce the corporate carbon emissions by 70% over the 2012/13 baseline by 2030 and offset the remaining 30% to achieve 'net-zero emissions'.

The declared gross carbon footprint in this report is 48% below the base year. This performance is ahead of schedule. The net carbon footprint is 51% below the base year.

## **Intensity Measurement**

We have chosen to use Gross Operating Expenditure as the intensity measurement. This provides an indication of the extent of activity we deliver and is applicable to all components of the carbon footprint. Our gross emissions per million-pound spend has reduced by 45% since 2012/13.

## **External Assurance Statement**

Our GHG emissions data is not covered by an External Assurance Statement.

## **Green Energy Tariffs**

We have not purchased a green energy tariff or carbon offsets.

## **Woodland Carbon Units**

We have not retired any Woodland Carbon Units.

## **Renewable Electricity Generation**

Our solar PV arrays on non-school properties have generated 229MWh of renewable electricity in 2019/20 saving 63.5 tCO<sub>2</sub>e.

## **Renewable Heat Generation**

We have not generated renewable heat in our non-school properties.



## **Connecting Devon and Somerset Update**

Report of the Head of Economy, Enterprise, and Skills

### **1. Summary**

This report provides an update on the mobilisation of the new contracts signed by Connecting Devon and Somerset, existing contracts and the overall picture of broadband services across Devon and Somerset. An additional 56,000 premises will be capable of connecting to a full fibre service by the end of 2024 under the new contracts. This additional coverage adds to the broadband services already being delivered through public subsidy, and investments through suppliers stated commercial programmes, and raises superfast coverage to just under 96% across the county. Mobilisation is under way by each contractor, including recruitment of key personnel and sub-contractors and briefings to Members and other Stakeholders have been issued setting out the areas earmarked for the new services, along with an update on the overall programme.

### **2. Background**

The Connecting Devon and Somerset programme (CDS) is a partnership of local authorities, established to deliver improved broadband across the region, focusing on where the commercial sector had no credible plans to deliver. It is the largest programme of its kind in England and has delivered connectivity to more homes and businesses than any other broadband programme in England, according to the Department for Digital, Culture, Media and Sport (DCMS). It is also one of the most cost-effective programmes in England with costs per premise in the lowest quartile nationally, as assessed by Building Digital UK (BDUK).

To date nearly one million homes and businesses in Devon and Somerset now have access to superfast broadband, with over 300,000 of these having access to superfast broadband as a direct result of investment by CDS. Take-up of CDS funded broadband services is nearly 70% compared with a national average of 61.4%, an increase of circa 5% over the last quarter, according to BDUK. The Connecting Devon and Somerset programme is expected to deliver an £800 million boost to the regional economy set out in the UK Broadband Impact Study by SQW.

The termination of the Gigaclear contracts led the programme to launch a procurement process at the beginning of 2020, which successfully completed on time at the end of the year where six new contracts were awarded to Airband, Wessex Internet and Truespeed. The two new contracts serving parts of Devon have been awarded to Airband, complementing the current contract serving premises in North Western Devon and across Dartmoor and Exmoor National Parks by Airband.

The CDS programme is supported with funding from the DCMS, the EU's European Regional Development Fund, the Rural Development Programme for England, the

# Agenda Item 9

Heart of the South West Local Enterprise Partnership and local authorities, including Devon County Council. Somerset County Council is the accountable body, and the programme works very closely with Building Digital UK (BDUK).

## **3. Update on Coverage and Contract Performance**

### **a) The New Contracts**

The new contracts awarded to Airband, Wessex Internet and Truespeed will serve an additional 56,396 homes and businesses who will benefit from an increase in full fibre coverage. For comparison, the previous Gigaclear contract was for 47,000 premises so these contracts represent a 20% increase in coverage overall. Airband are contracted to deliver the LOTs within Devon, and a LOT within Somerset. Wessex Internet are contracted for coverage in South Somerset, and Truespeed are the appointed contractor for North Somerset and Bath and North East Somerset and the further LOT across the northern part of Sedgemoor and Mendip.

The contractual commitment from all three suppliers is to design, build and operate a gigabit capable network. This means that even if residents only require a Superfast (30Mbps) connection now, from day one it is capable of Ultrafast (100Mbps) or Gigabit (1,000Mbps) speeds when they require it. The contracts are also for open access which means other internet service providers (ISPs) can provide their content over the new networks. The three companies all have experience of working in the region and, between them, have already delivered connections to nearly 41,000 premises in the CDS region. All three companies have regional offices in the CDS area and established in-house and sub-contractor design and build capacity.

The new contracts represent public funding of £36.8 million including £12.3 million from local authorities and the Heart of the South West LEP and are leveraging commercial investment from all three suppliers, bringing the total investment into the area of £77.9 million.

Delivery will be in phases between 2021 and 2024. There are multiple phases within each contract and each phase includes a survey and planning stage, build stage and commissioning / operational stage. Milestones for each stage are set within the contracts, and completion of a milestone is assured technically and financially before any payment is made. Phases and the three stages of deployment will occur concurrently. Mobilisation for the new contracts is underway, and each supplier has provided a contracted mobilisation plan. The initial mobilisation phase is well underway and completes in April. Activity includes mobilising and recruiting resources, double-checking any commercial operations in the earmarked areas, and surveying network routing. These last two important stages will greatly determine which premises in which areas are finally to be connected. One other factor determining final connections is a cap on public subsidy per premise which is agreed by CDS and the contractor and assured by BDUK.

Scaling up operations is underway by all three contractors and setting up their systems. This includes developing communication and engagement plans for the contracted areas, working in partnership with CDS.

Before the geography of the new network is finalised, CDS must complete a prudent double-check that all earmarked areas still require public subsidy. CDS conducts a detailed survey, an “Open Market Review”, before going out to tender and checks again after contract award. This is underway now and known as the “Open Market Review Refresh”. This refresh is nearing completion at a high level for the whole programme. This may result in adjustments to coverage in a few cases to be required to drive value for money from public subsidy and prioritise areas where there is no certainty of a commercial services. Additional checks on changes in commercial plans also take place as part of the planning and survey stage for clusters of communities and is a further opportunity for a contractor or CDS to request an adjustment, based on evidence of changes within commercial plans. This process is essential to ensure that public money is spent where the need is greatest and over-building of existing networks is avoided as far as possible. Although rare, occasionally, some limited overbuilding is necessary because premises lie along the most cost-effective route for the new network and avoiding them would make new connections further along the route too expensive to complete. Final decisions on any changes are taken with Broadband Delivery UK (BDUK) on behalf of DCMS and in consultation with the contractor.

CDS has worked with the new contractors to issue a briefing to Members and other Stakeholders explaining the mobilisation phase and the next steps of deployment. The briefings set out the areas earmarked for coverage under the new contracts, the stage of mobilisation for each contract, and the work that needs to be completed before a firmer indication of the roll out schedule can be fully communicated to communities. CDS and its contractors have committed to providing regular updates and communications to Members, MPs and communities on the deployment plans with as much detail that is known, recognising the level of expectation and transparency from homes and businesses for the new services.

## **b) Mobilisation of new Airband contracts**

Airband are scaling up their local operations across Devon including entering into subcontracting arrangements with network surveying, planning and build services, supplementing their in-house delivery through Rural Optic. Key personnel, including engagement and wayleave officers are or have been recruited. Other mobilisation during this initial phase includes establishing governance processes, communication plans, quality plans, business systems and reporting structure to ensure the programme keeps to the agreed delivery plan. Community engagement is also started before any of the build phases commence. This includes a detailed community engagement plan, ensuring that communities are kept informed about Airband coming to their area and what happens next. There is also a phased approach to direct communications to individual premises informing before, during and after the build of the network, backed-up by dedicated pages on the Airband website.

Surveys are due to start in April 2021 at Powderham; Halberton to Bradninch, Tiverton to Nomansland; Bishopsteignton and Luscombe, and Marldon and Coombe Fishacre, with all due for completion in the Summer of this year. The term “surveying” does not do justice to the full scale of activity that has to be completed before network construction can begin. Design and planning are also key elements

# Agenda Item 9

and taken altogether they form the most crucial part of the pre-construction process, determining the build route, efficiency, and timeline. This is much more than a back-room process, it involves talking to landowners and parish councils, gathering all the information and community help needed to come up with the best and most cost-effective route to take for the new network. As the work develops it will require securing wayleaves and access to highways.

Potential routes will be walked to identify any engineering difficulties and inform the scheduling of the construction. Traffic management requirements are identified and confirmed, other alternative routes are also investigated. For example, where a soft dig may reduce time and traffic management and time. The status of the existing Openreach telegraph poles are also checked and any defective poles are recorded. Surveys are also completed to check for power (route and source), foliage, environments that may have special consideration and utilities. An essential element will be determining the best starting point for the primary connection to the Internet, known as a “backhaul” which will be the main link for the new network to Airband’s existing infrastructure. All of this work contributes to forming the initial design and confirming the best route through an area and the best way to build to a premise.

The survey stage should complete in September and build across these communities will begin. It is anticipated that the first live connections will be before the end of the year. The actual dates and properties will be better known at the end of the survey and planning stage.

The Open Market Review refresh is nearing completion at a high level for the whole programme. This may result in a few adjustments to coverage across the Airband contracted areas to drive value for money from public subsidy and prioritise areas where there is no certainty of a commercial service. This is an ongoing piece of work and will conclude shortly. As stated above, this is not the only occasion where adjustments to coverage occur, and further consideration at the end of each surveying and planning stage is undertaken to determine any changes needed as a result of changes in commercial plans.

A further important part of assuring the survey and planning outcome is to consider any impacts on the modelled costs set out in the contracts. Having tested the optimum design for the new network, considered if some properties may need to be removed due to already being covered by a commercial provider can impact on the cost per premise passed. Each contract has a premises cap set out and a supplier can call out any excessively high cost properties. CDS will then agree any change to coverage, which is assured by BDUK, and where high cost premises are removed, CDS will look for the supplier to find alternative premises to bring into the contract. A rise in the planned costs from the modelled costs does not mean adjustment to plans is needed, only where costs exceed the stated premises cap. The subsidy from CDS is fixed, and the contractor bears the financial risk of any cost increase.

Airband will be seeking to accelerate deployment and as they move into build on these first communities, they will concurrently begin to survey and plan further communities throughout 2021.



## **c) Openreach and Airband Live Contracts Update**

These are live contracts currently in operation across Devon. The Openreach contract is an extension to the Phase 1 Contract. Thanks to the high level of take up of broadband services under this contract CDS is re-investing £6 million dividend to fund this fibre extension. The programme is targeting in the main hard to reach rural communities. The contract is delivering full fibre connections to just over 2000 premises across Devon and Somerset. The surveying and planning work is underway across the majority of the identified communities. As these are completed and signed off, communications and updates can be provided to residents. As with the new contracts, the same checks are in place at the surveying and planning stages, testing for commercial build and considering cost rises. The first communities are under build at Combeinteignhead and Lane End that will serve 49 and 15 homes and businesses respectively.

The North Western Devon area is being served by Airband, and more than 11,000 premises have been served to date and coverage has been provided from a fixed wireless solution. The remaining phases for the contract have been switched to full fibre and will serve more than 6000 premises. There has been slippage in the timescales for the remaining full fibre phases as Airband have mobilised their build techniques to enable this change of technology. Whilst Airband is targeting contract completion by the end of the year, surveys and planning are underway for two of the three remaining community clusters, and remaining survey work will begin later this Spring. CDS and BDUK are working with Airband to agree any revised remedial plan and dates and will require the company to communicate regular updates to residents and local stakeholders. Key lessons have been taken on board by Airband and learning is being applied to the new contracts being mobilised. Critical issues have been securing wayleaves and resourcing this to a greater degree and bringing on board additional fibre planning and design resources.

## **d) Coverage Picture for Devon and the Programme area**

Across Devon there are 410,714 premises. CDS has enabled 159,858 to benefit from a superfast service, and 190,773 have been delivered to by a commercial provider. The new contracts together with the existing Openreach and Airband contracts being delivered across Devon will serve an additional 35,389 premises, and the private sector are building a further 7,798 connections. This means that 95.89% of homes and businesses will have a superfast or gigabit capable service by the end of 2024 (393,818 premises).

At a programme level there are 1,100,495 premises within the CDS geography and CDS has supported 315,659 achieve a superfast service to date, and 661,979 premises have been served commercially. The new contracts, together with live contracts being delivered already by Openreach and Airband, will add an additional 66,877 gigabit capable premises and the private sector will serve a further 15,035 homes. This means 96.27% of premises will benefit from superfast coverage by the end of 2024 (1,059, 555 premises).

# Agenda Item 9

## e) Opportunities to extend coverage

### Rural Gigabit Vouchers

In parallel with the contracts and programmes being delivered directly by CDS, the team continues to work closely with BDUK to expand take-up of the Government's Rural Gigabit Voucher programme. CDS offers support to communities who wish to contract with telecoms providers to design and shape bespoke broadband solutions for their areas. CDS will provide additional financial support where appropriate through its Community Challenge Programme to help bridge any local funding gaps. In Devon, to date 1,544 vouchers with a value of £2,867,111 have been issued and 552 premises have been connected by a range of commercial operators.

BDUK has developed a new gigabit broadband voucher which is going through its final, ministerial, approvals this week. Once approval has been received, they will provide further information to local bodies ahead of the launch of the new voucher in early April. To date the Gigabit Broadband Voucher Scheme has enabled the testing of different approaches to stimulate the broadband market and to support the installation of gigabit-capable broadband to homes and businesses. This approach has been very successful and BDUK is keen to build on this as part of the National Gigabit Programme, whilst also ensuring that voucher funding supports the hardest to reach premises and which are least likely to receive gigabit broadband commercially.

### Community Challenge Programme

Working alongside the above, CDS has been able to pilot 'top up funding' through small scale capital grants to some communities, which has been successful in providing 'whole community' solutions where there was an identified funding gap. This opportunity has proven the value of having a flexible and agile resource to support extending fibre coverage. Plans are underway to present a case to the LEP to secure an allocation of additional capital support. If successful, this could be directed to continue this type of support.

### National Gigabit Programme

National plans are advancing to invest the announced £1.25bn in the Autumn Spending Review to deliver an increase in gigabit access to 86% of the country by 2025. This is part of the wider £5bn investment previously announced. The National Gigabit Programme is being run centrally by BDUK/DCMS, who will hold contracts with providers to deliver full fibre networks. BDUK have been running a number of workshops and engagement sessions with the telecommunications industry and with local bodies. BDUK is also considering its own Open Market Review and state aid position. CDS is working with BDUK on providing data for known coverage and has responded to the national consultation issued by BDUK on ideas for the size of 'bundles' of premises that could be put to the market towards the end of the year. The current contracting approach being considered is to look at a range of small

bundles which may be offered to the market through a dynamic purchasing system – a framework of providers, and larger contract areas.

## **f) Mobile Boost**

The CDS programme successfully secured a capital grant of £1 million from the Heart of the SW Local Enterprise Partnership to deliver a mobile boost programme. The launch of this project has been delayed due to the impacts from the pandemic and being able to access properties to install booster equipment. It is now up and running and aims to upgrade 4G coverage within homes and businesses overcoming the financial costs and lost opportunities that businesses report from their inability to make and receive calls from their premises. It targets those businesses and residents which have no adequate coverage from any operator or only one operator and offers vouchers worth £800 which covers the majority of the cost of the equipment and installation, with the homeowner or business being asked to invest the balance. There have been over 70 enquiries since launching the scheme last month and 40 of these have gone on to apply for assistance.

Keri Denton  
Head of Economy, Enterprise and Skills

Electoral Divisions: All

Cabinet Member for Economy and Skills: Councillor Rufus Gilbert

## **Local Government Act 1972: List of Background Papers**

Contact for enquiries: Keri Denton

Room No. Lucombe House, County Hall, Exeter. EX2 4QD

Tel No: (01392) 383000

Background Paper	Date	File Ref.
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Nil

Connecting Devon and Somerset Update - Final



# Commissioning Liaison Member Role Review

**March 2021**

This report will be reported to all three Scrutiny Committees by their CLM

## Recommendation:

That the new Council continues the role of electing one or two Commissioning Liaison Members for each Scrutiny Committee

## 1. Background

- 1.1 In 2017 the Corporate (as was) Scrutiny Committee undertook a task group on Commissioning with its stated intention of:
- 1.2 The Task Group set out to explore the following questions during its investigation:
  - How does the Council ensure that the Scrutiny function stays relevant and meaningful?
  - In a Council which no longer directly delivers most of its services, how can Scrutiny continue to hold those responsible for delivering services to account?
  - At what point in the Commissioning process can Scrutiny add the most value?
  - How can commissioners engage Scrutiny in a meaningful way?
- 1.3 One of the four recommendations of the task group was the establishment of a Commissioning Liaison Member from each Committee to strengthen the awareness of commissioning activity in the relevant area of the Council. The role has now been in operation for the majority of this term of the Council. For Corporate Infrastructure and Regulatory Services Scrutiny Committee two Members were put forward for the role.
- 1.4 The Health and Adult Care Commissioning Liaison Member has a slightly different role to the other two in light of the additional scrutiny legislation that covers Health Scrutiny. In brief the NHS has to consult Scrutiny before embarking upon service change or commissioning.

## 2. Activity

- 2.1 Since the task group in 2017 each Member has approached the role in a slightly different way according to the nuances of each committee. A summary of activity is presented on the following table:

	<i>Children's Scrutiny Committee</i>	<i>Health and Adult Care Scrutiny Committee</i>	<i>CIRS Scrutiny Committee</i>
2017		Better Care Fund	Progress of the role
2018	<p>Disabled Children: Short Breaks Sufficiency: Placements for Children in Care</p> <p>Regional Adoption Agency (RAA)</p> <p><a href="#">Commissioning Liaison Spring Report.pdf (devon.gov.uk)</a></p> <p><a href="#">CS1843 - Commissioning Liaison Member Autumn Briefing.pdf (devon.gov.uk)</a></p>	<p>Development of an Integrated Care System</p> <p>Attendance at bi-monthly catch up with chairs and senior Health &amp; Adult Social Care officers</p>	<p>Report on street lighting</p> <p><a href="https://democracy.devon.gov.uk/documents/s22591/SLP%20Member%20report.pdf">https://democracy.devon.gov.uk/documents/s22591/SLP%20Member%20report.pdf</a></p>
2019	<p>Support for Children with Special Educational Needs and Disability Sufficiency of Placements for Children in Care and Care Leavers</p> <p>Regional Adoption Agency (RAA)</p> <p>Commissioning forward plan</p> <p>Support for Children with Special Educational Needs and Disability</p> <p><a href="https://democracy.devon.gov.uk/documents/s25922/CS1914%20Commissioning%20Liaison%20Briefing.pdf">https://democracy.devon.gov.uk/documents/s25922/CS1914%20Commissioning%20Liaison%20Briefing.pdf</a></p> <p><a href="#">CS1843 - Commissioning Liaison Member Autumn Briefing.pdf (devon.gov.uk)</a></p>	<p><a href="#">Model of Care Visits</a> - Residential Care / Personal Care</p> <p><a href="#">Model of Care Visits - Sidmouth/Axminster/Seaton Cluster</a></p> <p>Devon Partnership Trust</p> <p>Attendance at bi-monthly catch up with chairs and senior Health &amp; Adult Social Care officers</p>	<p>Devon Permit Scheme for Road and Street Works</p>
2020		<p>Carers Spotlight Review</p> <p>Attendance at bi-monthly catch up with chairs and senior Health &amp; Adult Social Care officers</p>	<p>Connecting Devon and Somerset Broadband: the procurement of a new contractor to replace Gigaclear.</p> <p>Skanska and the timeline for novation</p>

## Views from the current Commissioning Liaison Members

### What has worked well?

- Supported better Scrutiny by an improved strategic understanding of internal systems and external providers 'filling in the gaps' that might have been missed.
- Enabled Scrutiny to consider and input specification changes to new contracts by being involved at an early stage.
- Improved awareness and understanding of the commissioning cycle.
- Having oversight of the long-term schedule of contracts, suppliers, and contract renewal dates.
- Being able to input to agenda setting meetings.
- Members have been able to be pro-active in the role and have had the flexibility to carry out the role in their own way
- Supported by officers when raising concerns of committee members

### What could be improved?

- Improve liaison with the Portfolio holder, perhaps by scheduling regular briefings.
- There has been limited opportunity to flag areas for Scrutiny to review. However, nothing has been missed.
- More formal training and induction to the post
- Embedding the role of Commissioning Liaison Members as an integral part of the committee and giving the CLM prominence

### How to judge success over next year?

- Continuing to have candid conversations across the Council based on trust to improve Scrutiny.
- The task group changed DCC contracts to include providers in the Scrutiny process, but to date this has only happened in a limited way. Having greater oversight over providers could be a measure of good Scrutiny.
- Continued involvement in the wider question of moving services in house or externally commissioning them.
- The role having oversight of ICS with the move away from competition-based health commissioning.

## 3. Conclusion

Although the role has been adapted and evolved separately for each Committee there is demonstrable impact from each role as appropriate to the respective Committee. It may be useful to revisit the Commissioning Liaison Protocol as per the appendix and update it to reflect the nuances that have developed since its inception.

### Report of the commissioning Liaison Members

Councillors Phil Twiss	Health and Adult Care Scrutiny
Councillor Richard Hosking	Children’s Scrutiny
Councillors Kevin Ball and Yvonne Atkinson	Corporate Infrastructure and Regulatory Services Scrutiny



## Appendix 1: Commissioning Liaison Member Protocol Summer 2017

This is a guidance document prepared by the scrutiny team to support the effective working of the nominated Commissioning Liaison Member/s from each scrutiny committee. The role was established following a recommendation made by the 'Scrutiny in a Commissioning Council' Task Group 2016. The full report and recommendations can be viewed [here](#).

### **Purpose:**

The task group felt that nominating a member from each committee to develop positive relationships with Cabinet Members and Lead Officers to find out about commissioning activity would strengthen the effectiveness of scrutiny. The Commissioning Liaison Member will undertake to:

1. Understand the Council's commissioning processes and priorities;
2. Act as a link between Cabinet and the Scrutiny Committee and bring to the attention of the Scrutiny Chair and Committee:
  - significant commissioning activity
  - performance or service delivery issues relating to services commissioned through external providers
3. Support the Scrutiny Committee to examine the commissioning of services within the wider context of the Council's strategic vision and purpose

This does not affect the legal duties around commissioning and provider relations particularly in relation to health scrutiny.

### **Approach:**

To carry out this role in the most effective way the Commissioning Liaison Members from each committee have agreed to meet as a group on a regular basis to:

1. Receive commissioning training
2. Ensure a consistent approach is taken to the Scrutiny of commissioning
3. Champion the approach to Scrutiny's involvement in commissioning across the Council and Health

The group will also use receive details of forthcoming commissioning activity and individually take this back to each scrutiny committee to report at the work programme with suggestions about how the committee might be involved in commissioning activity.

### **Review and development**

It is proposed that the effectiveness of this role could be reviewed in line with the task group recommendation after six months of operation.

In future there may be the opportunity to undertake specific scrutiny investigations relating to commissioning as directed by each relevant scrutiny committee.



## **Corporate Infrastructure and Regulatory Services Scrutiny Committee**

### **Climate Change Standing Overview Group**

2:30pm, 9<sup>th</sup> March 2021

Virtual Meeting on Teams

Notes from the session

#### **Membership – all Members of CIRS Committee**

<b>Present</b>
Councillors A Dewhurst (Chair), P Colthorpe (Vice-Chair), Y Atkinson, J Berry, J Hodgson, J Hook, C Slade and C Whitton.

#### **Initial Summary of the Consultation on the Interim Devon Carbon Plan by Doug Eltham**

Members were provided with a report and presentation that highlighted numerous outcomes from the public consultation on the Interim Devon Carbon Plan, which ran from December 2020 to February 2021. The main purpose of the consultation was to gather public feedback and opinion on the Interim Devon Carbon Plan.

The report covered a large part of the process including: the measures taken to raise public awareness of the consultation, including various forms of marketing through parish and town councils, schools, and social media; the form that feedback took, including the holding of 9 public webinars and the distribution of two questionnaires (one short and one long); the level of overall support for the plan; and, looking forwards, examining points of discussion for the Citizens' Assembly to take place in July 2021.

Some of the key points of the presentation included:

- The difficulties in involving young people in the consultation, despite targeted social media advertising.
- 76% of respondents 'broadly support the plan,' with 18% supporting some parts of the plan but not others, and 6% not supporting the plan. Of those that did not support the plan, a large number expressed disbelief in the reality of climate change.
- There is a roughly equal split in the issues, signposted by the Interim Devon Carbon Plan, that people would prioritise for the upcoming Citizens' Assembly.
- 51% of respondents support net-zero by 2030; comments provided alongside these responses acknowledge the difficulty of achieving net-zero.

Overall, it was highlighted that, upon initial analysis, there is widespread support in Devon for early action on climate change and that the consultation document was well received.

# Agenda Item 11

## **Themes of discussion from Members included:**

**What about the cost? For example, the previously reported figure of Devon reaching net-zero by 2030 to cost £1,992 per resident per year. What funding mechanisms are available; and how do we ensure the cost does not fall on the average resident?**

The Climate Change Committee (CCC) reported in December 2020 that the cost, taken as an average across the UK, of going carbon neutral, is approximately neutral (i.e. net cost, when considering what needs to be spent vs potential benefits in terms of investment in technology and so on). Also, the rapid development of new technology and skills, and supply chains adapting, is constantly reducing costs.

There is a recognition that this cost will not be equally spread in terms of cost vs benefit (e.g. a resident putting solar panels on their house is expensive, for relatively little savings on their end) and this is where the government needs to come in and offer financial support to balance things out as well as larger investment in development of technology and so forth.

## **The Citizens' Assembly: live or virtual; recruitment; purpose; etc.**

The Citizens' Assembly will take place in July 2021 virtually. Recruitment is a large undertaking – 14,000 letters will be sent out with a focused campaign on groups that are traditionally under-involved (youth, BAME, and so on) with the 70 members of the Citizens' Assembly being demographically representative of Devon.

There will be 24 hours of deliberations ranging across numerous meetings, with each taking up a maximum of 3 hours. There are people experienced with organising and running citizens' assemblies involved in the process.

People are not chosen on any kind of expertise; they are supposed to be 'lay' people, representative of the population of Devon, but they will be 'upskilled' beforehand in sessions with climate experts to ensure accurate and informed conversations can be had.

## **Local planning teams; what thought has been given, or actions taken, to involve local planning teams; problems of planning being on a district level; and problems surrounding existing legislation.**

There have been quite a lot of meetings with Devon planning officers which is promising moving forward. However, there are issues that need to be addressed – the broken-up, district-focused planning mechanisms as they are do not necessarily lend themselves to tackling climate change.

Also the legislation, where climate change is concerned, is lagging; where we consider the 'three pillars' of planning (environment, society, economy) as equal, their ought to be more focus on environmental if large-scale progress is to be made in tackling climate change.

## **Culture change – what are we doing, and can we do, to incentivise culture changes, to increase community engagement and involvement; consideration of a 'flagship campaign' to raise awareness?**

Culture is undeniably important. The CCC have estimated that around 65% of the transition to net-zero carbon will come from behavioural changes and so this is

definitely something that requires constant attention. There is room to develop a fun, involved culture; various suggestions have been made like 'Climate Points' (similar to supermarket points), where involvement and conscious choices are rewarded.

On the positive side, Devon's 'climate brand' has received good feedback and an ever-growing number of businesses are signing the Devon Climate Declaration which is promising.

## **The target year for net-zero carbon; 2030 is popular, but is this realistic?**

Various businesses and people are committing to an honest attempt to become carbon-neutral by 2030 and there is a recognition that this is difficult; financially and in requiring an enormous culture shift. But early-as-possible should be incentivised, and organisations that are aiming for later than 2030 should still be encouraged to support rapid improvements in their sectors.

Note that there is a risk of being too focused on a number – what is in many ways more important is a *rapid initial carbon reduction* – as much work needs to be done on fighting climate change as early as possible, no matter which year is determined as the target.

