

# West Devon Overview and Scrutiny (Internal) Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>										
<b>Date:</b>	<b>Tuesday, 12th January, 2016</b>										
<b>Time:</b>	<b>12.00 pm</b>										
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>										
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Musgrave <b>Vice Chairman</b> Cllr Yelland</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Davies</td> <td>Cllr McInnes</td> </tr> <tr> <td>Cllr Edmonds</td> <td>Cllr Mott</td> </tr> <tr> <td>Cllr Evans</td> <td>Cllr Moyse</td> </tr> <tr> <td>Cllr Hockridge</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Kimber</td> <td></td> </tr> </table>	Cllr Davies	Cllr McInnes	Cllr Edmonds	Cllr Mott	Cllr Evans	Cllr Moyse	Cllr Hockridge	Cllr Sellis	Cllr Kimber	
Cllr Davies	Cllr McInnes										
Cllr Edmonds	Cllr Mott										
Cllr Evans	Cllr Moyse										
Cllr Hockridge	Cllr Sellis										
Cllr Kimber											
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.										
<b>Committee administrator:</b>											

**1. Apologies for Absence**

**2. Confirmation of Minutes**

**1 - 6**

**3. Declarations of Interest**

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

**4. Items Requiring Urgent Attention**

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency

**5. Public Forum**

**7 - 8**

A period of up to 15 minutes is available to deal with issues raised by the public.

**6. Hub Committee Forward Plan**

**9 - 12**

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00pm on Thursday, 7 January 2016** to ensure that the lead officer(s) are aware of this request in advance of the meeting

**7. Task and Finish Group Updates**

**13 - 22**

a) Performance Measures Review

**8. Draft Work Programme 2015/16**

**23 - 24**

# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **6<sup>th</sup>** day of **OCTOBER 2015** at **2.00 pm**.

**Present:**

Cllr C R Musgrave – Chairman  
Cllr J Yelland – Vice-Chairman  
Cllr C Edmonds                      Cllr J Evans  
Cllr L J G Hockridge              Cllr P Kimber  
Cllr J R McInnes                  Cllr C Mott  
Cllr D E Moyse                      Cllr D K A Sellis

Head of Paid Service  
Executive Director (Service Delivery and Commercial Development)  
Group Manager – Support Services  
S151 Officer  
Specialist Manager  
Community Of Practice Lead – Development Management  
Monitoring Officer  
Senior Specialist – Democratic Services  
Contact Centre Manager

**Also in Attendance:**

Cllrs M J R Benson, W G Cann OBE, D W Cloke, A F Leech, J B Moody, G Parker, T G Pearce and P R Sanders

**\*O&S(I) 21 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr M Davies and Cllr K Ball, who had been invited to attend in his capacity as Chairman of the Member Development Steering Group.

**\*O&S(I) 22 CONFIRMATION OF MINUTES**

The minutes of the Meeting held on 21 July 2015 were confirmed and signed by the Chairman as a correct record.

**\*O&S(I) 23 DECLARATIONS OF INTEREST**

Members and officers were asked to declare any interests in the items of business to be considered during the course of this meeting. These were recorded as follows:-

Cllrs J Yelland, C Edmonds, C Mott, J Evans and L J G Hockridge each declared a personal interest in Item 7: 'Medium Term Financial Strategy for the Five Year Period 2016/17 to 2020/21' (Minute O&S(I) 26 below refers) and specifically the part of the item that related to the amount of Council Tax Support Grant proposed to be passed on to Town and Parish Councils for 2016/17.

Each Member declared their interest by virtue of being serving Members of local Town and Parish Councils and each remained in the meeting and took part in the debate and vote thereon.

**\*O&S(I) 24 PUBLIC FORUM**

It was noted that no issues were raised in accordance with the Public Forum.

**\*O&S(I) 25 HUB COMMITTEE FORWARD PLAN**

The most recent (published 29 September 2015) Hub Committee Forward Plan was presented for consideration. Since no issues were raised by Members, the Committee proceeded to note the contents of the Plan without any further comment.

**O&S(I) 26 MEDIUM TERM FINANCIAL STRATEGY FOR THE FIVE YEAR PERIOD 2016/17 TO 2020/21**

The Committee considered a report that presented the annual review of the Council's Medium Term Financial Strategy (MTFS). The MTFS was based on a financial forecast over a rolling five-year timeframe to 2020/21, which would help to ensure that resources were aligned to the outcomes in Our Plan.

In the ensuing debate, particular reference was made to:-

- (a) the Government announcement in relation to Councils being able to keep all of the Business Rates generated in their local areas. Officers informed that the implications of the announcement made earlier that week were as yet unknown and it was anticipated that further information would be forthcoming at the Autumn Spending Review on 25 November 2015;
- (b) the complexities of understanding local government finance. In the event of any Members not fully understanding any of the issues relating to local government finance, the Chairman invited them to request a meeting with the Section 151 Officer;
- (c) Disabled Facilities Grants (DFGs). Members noted that, whilst the Council had a statutory responsibility to fund and administer DFGs, it did not have any control over factors such as the number of referrals. As a consequence, the Government only partially grant funded DFGs and the Council therefore had to fund the shortfall. In an attempt to recognise the benefits that DFGs had on other public sector bodies (e.g. the health sector), officers informed that discussions were ongoing with local MPs in an attempt to establish a more joined up and co-ordinated approach towards the funding of DFGs;

- (d) Income Generation streams related to renewable energy. In reply to Members' questioning whether it was now a realistic aspiration to raise income through renewable energy methods, it was noted that the MTFs did not make any provision or specific reference to this being a potential income source. However, at this stage, all income streams were being fully explored by the Business Development Group Manager;
- (e) the upcoming Budget Principles Workshop for Members on 20 October 2015. Members were encouraged to attend this interactive Workshop, which would partly focus on the MTFs;
- (f) the proposed level of Council Tax for 2016/17. Whilst regrettable, such was the extent of the continual budget reductions in central government grant funding, that Members felt it essential to continue to increase the Council's base budget through modest increases in Council Tax. The following motion was then **PROPOSED** and **SECONDED** and on being put to the vote was declared **CARRIED**:
- 'That the level of Council Tax increase for 2016/17 be set at 1.99%';*
- (g) New Homes Bonus monies being used to support the revenue budget. Some Members expressed their concerns at the level of reliance which the Council had placed on the New Homes Bonus monies underpinning the Revenue Budget. However, the Members also acknowledged that the Council had little choice at present, but there was a general acceptance of a need to plan ahead for life after the New Homes Bonus;
- (h) the amount of Council Tax Support Grant to be passed on to Town and Parish Councils for 2016/17. In light of the anticipated 11.2% decrease in Settlement Funding Assessment from central government, the majority felt it to be appropriate that the Council pass this on to town and parish councils. Whilst unfortunate, Members recognised that if this reduction was not passed on to town and parish councils, then the Council would have to absorb it. In addition, since town and parish councils were not subject to capping, then they maintained the ability to increase their precepts without any restrictions. Should the Council ultimately endorse this proposal, Members emphasised the importance of this decision being appropriately communicated with town and parish councils;
- (i) establishing the minimum level of unearmarked reserves at £750,000. In endorsing this principle, Members recognised that previous audit guidance recommended that it was prudent for unearmarked reserves to be set at least 10% of the Council's net budget;

- (j) the anticipated 2016/17 budget surplus of £571,177. The Committee was of the view that the anticipated surplus for 2016/17 should be ringfenced for future income generation opportunities and held in an earmarked reserve for that specific purpose.

It was then:

**RECOMMENDED**

That the Committee has considered the five-year Medium Term Financial Strategy and has provided an indication to the Hub Committee of the budget principles that the Committee would like to see adopted, with particular reference to:-

1. the level of Council Tax increase for 2016/17 being set at 1.99%;
2. New Homes Bonus monies being used to support the revenue budget;
3. the amount of Council Tax Support Grant to be passed on to Town and Parish Councils for 2016/17 be reduced by 11.2% (in line with the reduction incurred by the Council in its Settlement Funding Assessment);
4. maintaining the current Council policy on the minimum level of unearmarked reserves being set at £750,000 (paragraph 9.2 of the presented agenda report refers); and
5. the anticipated 2016/17 budget surplus (£571,177) being ringfenced for future income generation opportunities and held in an earmarked reserve for that purpose.

**\*O&S(I) 27 UPDATE ON THE TRANSFORMATION PROGRAMME T18**

The Group Manager (Support Services) presented an update on the Transformation Programme. In so doing, the latest version of the Phase 1b Software roll-out (as attached at Appendix A) was tabled to the meeting.

In the ensuing discussion, specific reference was made to:-

- the planning portal. Whilst the problems with the old portal were well rehearsed, the Committee was informed that it would take four weeks to fully repair it. As a consequence, and in light of the close proximity to the launch of the new portal, it was not considered to be an effective use of time to permanently fix the old portal;
- prioritising the processes. It was noted that officers were currently working on prioritising those processes that were considered to have the greatest impact on customer services;
- the programme still being within the financial parameters that had been agreed by the Council.

**\*O&S(I) 28 DEVELOPMENT MANAGEMENT – SERVICE UPDATE AND PRESENTATION**

The Specialist Manager conducted a PowerPoint presentation which provided an update on the Development Management service.

In discussion, the following points were raised:-

- (a) When questioned, officers advised that the backlog of planning applications currently stood at 90, with each of these being defined as 'non-majors'. In reply, Members stressed the impact that this was having on local businesses and residents alike and queried how they should be responding to upset applicants. In such instances, officers urged Members to encourage applicants to either contact the Specialist Manager or the Community Of Practice Lead – Development Management. At the very least, the Council wanted to discourage any more appeals or complaints from being lodged;
- (b) With regard to planning enforcement cases, the Committee was informed that there were around 209 live enforcement investigations currently in the system. Enforcement Officers were currently working through the list with local Members and town and parish council clerks and a monthly progress report was being sent out to Members and clerks;
- (c) A lengthy debate took place with regard to the most appropriate methods of keeping Members informed of service updates. A number of options were considered, with the following conclusions reached:-
  - a monthly update via the Members' Bulletin. Members concluded that a monthly service update could be included in the Bulletin;
  - an update presented to the next Overview and Scrutiny (Internal) Committee meeting on 8 March 2016. The Committee endorsed this suggestion;
  - consideration at future Hub Committee meetings. Such was the significance of the issue, that some Members felt that a service update should be a standing agenda item for the Hub Committee. However, the majority view was that it should be at the discretion of the lead Hub Committee Member to determine as and when it was appropriate to schedule a service update on to a Hub Committee meeting agenda.

**\*O&S(I) 29 CUSTOMER SERVICES STATS UPDATE**

Having presented the Panel with the latest Customer Services performance comparisons, the Contact Centre Manager advised that the capacity issues were recognised. To address this issue, the service was in the process of recruiting 8 full-time equivalent (fte) members of staff. Of these 8, it was confirmed that 2.5 fte were to be based at West Devon, with the remaining 5.5 based at South Hams.

In the general discussion, particular reference was made to:-

- (a) the West Devon area, A Member requested that members of staff who were based at South Hams be given additional training on the villages, parishes and geography of the West Devon area;
- (b) the role of the Locality Officers. Officers advised that the locality model of working had yet to have a big impact for customer services;
- (c) the volume of calls being taken on behalf of other agencies and authorities. Whilst the Council did not currently have a breakdown of calls in this regard, officers advised that a new telephony system was being evaluated. One of the positive factors of this new system was that it included provision for an increased number of automated messages to be recorded and this would enable greater signposting opportunities;
- (d) footfall into the Council offices. To ascertain any trends in footfall, Members noted that the service was now starting to log footfall.

**\*O&S(I) 30 OMBUDSMAN UPDATE AND ANNUAL REVIEW LETTER**

The Committee considered a report that presented the Local Government Ombudsman's Annual Review Letter 2015 regarding Ombudsman complaints received against the Council for the period 1 April 2014 to 31 March 2015.

In discussion, the following points were raised:-

- (a) Officers highlighted that the Senior Leadership Team (SLT) was giving great emphasis to the importance of dealing with (and reducing) the number of complaints received by the Council. SLT was in the process of rolling out a cultural shift across the organisation whereby a complaint should be considered as a project that needed to be solved. Furthermore, since the overwhelming majority of complaints received were associated with poor communication, SLT was having more pro-active dialogue with the Ombudsman and actively promoting officers to say sorry (where appropriate) to complainants. The majority of staff would also be attending a mandatory Ombudsman course during October 2015;
- (b) Some Members made reference to a particularly high profile case and felt that the lack of communication with both local Ward Members and the Planning and Licensing Committee in this instance had been regrettable. Furthermore, these Members highlighted the reputational damage that had been caused by this longstanding case and felt that it would be helpful for the Monitoring Officer to produce and provide Members with a 'lessons learned' paper in this regard.



It was then:

**RESOLVED**

That the Committee has reviewed the Ombudsman's Annual Letter and has considered what corporate lessons may be learnt and whether further service improvements are required.

**\*O&S(I) 31 NOTES ARISING FROM THE MEMBER DEVELOPMENT STEERING GROUP MEETING HELD ON 24 AUGUST 2015**

Members were presented with the notes arising from the Member Development Steering Group meeting held on 24 August 2015. In presenting the notes, the Committee Vice-Chairman stressed the benefits of Members completing the Learning Needs Questionnaire and taking advantage of the One-to-One interview opportunity with the Devon Member Development Officer.

It was then:

**RESOLVED**

That the notes arising from the recent Member Development Steering Group meeting be received and noted.

**\*O&S(I) 32 TASK AND FINISH GROUP UPDATES**

**(a) Performance Management**

The Panel was informed that a draft report had been prepared and the Task and Finish Group had made a number of comments that were currently being reviewed.

**\*O&S(I) 33 DRAFT WORK PROGRAMME 2015/16**

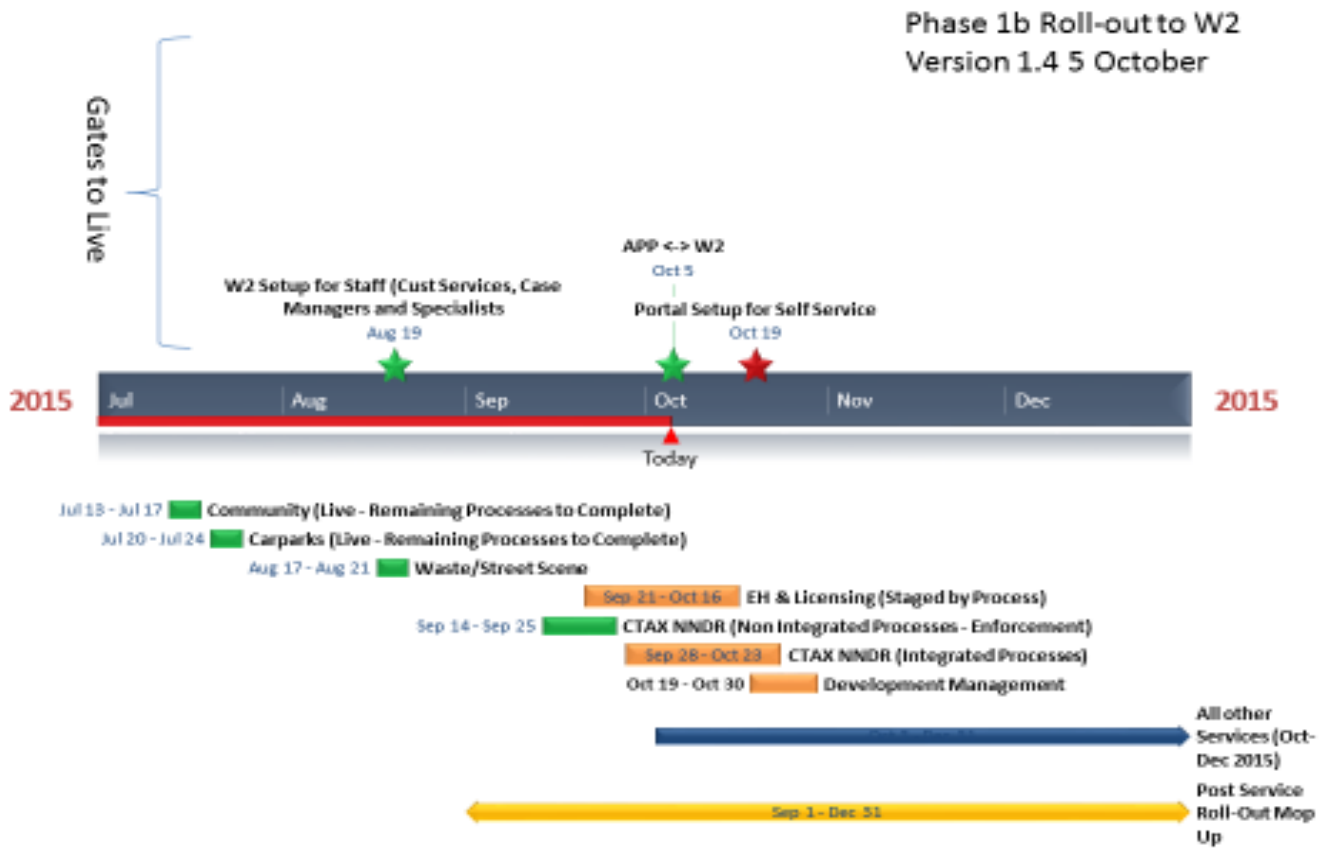
The Committee considered its draft 2015/16 Work Programme (as circulated with the published agenda) and made reference to a further Development Management service update being presented to the next Committee meeting on 8 March 2016.

(The meeting terminated at 4.35 pm)

---

Chairman

# Appendix A



## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting.

### **(b) Notice of Questions**

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White ([darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)) by 5.00pm on the Thursday, prior to the relevant meeting.

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

**This page is intentionally left blank**

## WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting 26 January 2016. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Hub Committee and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Committees in planning their contribution to policy development and holding the Hub Committee to account.

The Plan is published in hard copy and on the Council's website ([www.westdevon.gov.uk](http://www.westdevon.gov.uk))

**Members of the public are welcome to attend all meetings of the Hub Committee, which are normally held at Kilworthy Park, Tavistock, and normally start at 2.00 pm.**

**If advance notice has been given, questions can be put to the Hub Committee at the beginning of the meeting.**

The Hub Committee consists of nine Councillors. Each has responsibility for a particular area of the Council's work.

*Cllr Sanders – Leader*

*Cllr Baldwin – Deputy Leader*

*Cllr Sampson – Lead Member for Commercial Services and Contracts*

*Cllr Moody – Lead Member for Customer First*

*Cllr Oxborough – Lead Member for Economy*

*Cllr Benson – Lead Member for Environment*

*Cllr Samuel – Lead Member for Health and Wellbeing*

*Cllr Cann OBE - Lead Member for Resources and Performance*

*Cllr Parker – Lead Member for Our Plan and Strategic Housing*

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01822 813662 or by e-mail to [member.services@westdevon.gov.uk](mailto:member.services@westdevon.gov.uk)

**All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated for the reasons shown**

**DECISIONS TO BE TAKEN BY THE HUB COMMITTEE**

<b>Service</b>	<b>Title of Report and summary</b>	<b>Lead Officer and Member</b>	<b>Relevant Scrutiny Cttee</b>	<b>Decision maker</b>	<b>Anticipated date of decision</b>
Strategy and Commissioning	<b>Social Media Policy and Protocol</b>	LC/TBC	Internal	Hub Committee	26 January 2016
Customer First	<b>Safeguarding Policy</b>	IB/Cllr Samuel	Internal	Council	26 January 2016
Strategy and Commissioning	<b>Community Right to Build</b>	RB/SN/Cllr Parker	Internal	Council	26 January 2016
Support Services	<b>Revenue Budget Proposals and Capital Programme Proposals for 2016/17 -</b>	LB/Cllr Sanders	Either	Council	26 January 2016
SLT	<b>Establishing a Trading Company*</b>	SH/TBC	External	Council	26 January 2016
SLT	<b>Devolution</b>	SJ/Cllr Sanders	External	Council	26 January 2016
Commercial Services	<b>The Future of the Devon Authorities Waste Reduction and Recycling Committee (DAWRRC)</b>	JS/Cllr Sampson	External	Hub Committee	26 January 2016
Strategy and Commissioning	<b>Joint Local Plan</b>	RK/Cllr Parker	Internal	Council	26 January 2016
Support Services	<b>Write Off Report (Q3 2015/16)</b> - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Samuel	Internal	Hub Committee	26 January 2016
	<b>Affordable Housing Delivery Models</b>	AR/Cllr Samuel	Internal	Hub Committee	26 January 2016
Support Services	<b>Council Tax Resolution 2016/17 –</b>	LB/Cllr Sanders	Internal	Hub Committee	25 February 2016
Support Services	<b>Revenue Budget and Capital Programme Monitoring</b> - to update Members on the latest revenue budget position	LB/Cllr Cann	Internal	Hub Committee	25 February 2016
SLT	<b>T18 Budget Monitoring</b> - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	22 March 2016
SLT	<b>Review of Roles and Responsibilities for Hub Committee Members</b> (as requested June 2015)	SJ/Cllr Sanders	Internal	Hub Committee	25 February 2016
Customer First	<b>Debt Recovery Policy</b>	IB/Cllr Samuel	Internal	Council	22 March 2016
Customer First	<b>Homeless Strategy -</b>	IB/Cllr Samuel	Internal	Council	22 March 2016

Business Development	<b>Income Generation Opportunities/Business Development Update</b>	DA/Cllr Baldwin		Hub Committee	22 March 2016
Strategy and Commissioning	<b>Our Plan 2016/17</b> – Adoption of Our Plan for the following year	RK/Cllr Parker	Internal	Council	22 March 2016
Strategy and Commissioning	<b>Future Building Control Delivery</b>	DA/Cllr Baldwin	External	Council	22 March 2016
Support Services	<b>Complaints Policy</b>	CB/Cllr Cann	Internal	Council	19 April 2016
Support Services	<b>Revenue Budget Monitoring</b> - to update Members on the latest revenue budget position	LB/Cllr Cann	Internal	Hub Committee	May 2016
Support Services	<b>Capital Programme Monitoring</b> – to update Members on the financial position of capital projects	LB/Cllr Cann	Internal	Hub Committee	May 2016
SLT	<b>T18 Budget Monitoring</b> - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	June 2016
Support Services	<b>Write Off Report (Q4 2015/16)</b> - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Samuel	Internal	Hub Committee	May 2016

**\* Exempt Item (This means information contained in the report is not available to members of the public)**

SJ – Steve Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

SH – Sophie Hosking – Executive Director Service Delivery and Commercial Development

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

CB – Chris Brook – COP Lead Assets

IB – Isabel Blake – COP Lead Housing, Revenues and Benefits

JS – Jane Savage – Lead Specialist Waste Strategy

LC – Lesley Crocker – COP Lead Communications

CBowen – Catherine Bowen – Monitoring Officer

TB – Tracey Beeck – Group Manager Customer First

SLT – Senior Leadership Team







# Agenda Item 7

## Report from Task & Finish Group – Performance Measures

**Report to:** Overview & Scrutiny Committee - Internal

**Date:** 12 January 2016

**Title:** Report from Task & Finish Group – Performance Measures Review

**Portfolio Area:** Strategy & Commissioning

**Author:** Specialist, Performance & Intelligence

**Presented by:** Cllr Robin Musgrave

### **Recommendations:**

**That the Overview & Scrutiny Committee (Internal) ENDORSE the Task and Finish Group findings whereby:**

- 1. Streamlined versions of the Balanced Scorecard and Background & Exception report (as shown in Appendices A & B respectively) are to be made available to Members on a quarterly basis, containing measures where the Scrutiny role is beneficial.**
- 2. Financial measures are to be reported elsewhere and therefore will not be included in these reports. These will be replaced with specific T18 measures.**
- 3. An in-depth quarterly analysis of an area or department is to be included within the reporting, designed to interrogate the high level performance data further and identify trends, improvements, etc. This “deep-dive” quarterly analysis will either follow a pre-determined schedule or be flexible enough to focus on issues raised by a prior quarterly report.**
- 4. Once the T18 Transformation Programme is fully operational, Members will be given easy access to a much larger range of ‘live’ performance data that they can choose to access at any time, rather than just relying on the reports presented to them.**

## **Report from Task & Finish Group – Performance Measures**

### **Executive summary**

- 1.1. The corporate balanced scorecard contains a number of performance indicators, which provide information on the overall service provided by the Council.
- 1.2. It was proposed by South Hams District Council and West Devon Borough Council that a joint task and finish group be set up in order to review and update this information in light of the new organisational structure and current priorities to ensure that it is fit for purpose.
- 1.3. Utilising feedback from the joint Task & Finish group, the previously used Balanced Scorecard has been modified to include only the targeted measures that should be scrutinised by the relevant committee.
- 1.4. The background and exception report has also been modified to include information that provides context without overloading either Members or Officers in collating or interpreting the information.
- 1.5. The design of the report has been changed to ensure that it can be interpreted whether printed in colour or in black and white.
- 1.6. It is recommended that the updated reports are used in future and the choice of Performance Measures will be subject to continuous review and changed as necessary and as Members' concerns altered.
- 1.7. Financial measures are reported elsewhere and therefore will no longer be included within these reports. These are to be replaced with specific T18 measures.
- 1.8. The new report is to be supplemented by the chance to drill down into the specific performance of certain areas in response to current issues, as detailed in 3.5 – 3.6 below.
- 1.9. The new reporting measures have been approved by South Hams District Council.

### **2. Background**

- 2.1. A joint South Hams and West Devon Task and Finish group was set up in 2015 to review performance indicator management information.
- 2.2. The Balanced Scorecard had suffered from scope creep over the years. Some measures were reported to O&S for interest rather than to fulfil a scrutiny role and generated questions rather than helping to provide answers.
- 2.3. Each measure has now been reviewed and the report updated to reflect the group's feedback.
- 2.4. The joint task & finish group agreed the following objectives at the outset:
  - 2.4.1. Agree upon a common set of performance indicators across both South Hams and West Devon

## **Report from Task & Finish Group – Performance Measures**

- 2.4.2. The frequency of reporting and method of delivery were to be agreed
- 2.4.3. The indicators chosen should provide members with sufficient information to monitor high level performance and challenge officers to deliver the appropriate customer service outcomes
- 2.4.4. The Performance Indicators are not designed to be used by operational managers to manage their teams; additional management information will be utilised by operational managers for that purpose. Members will have access to that information as and when requested

### **3. Outcomes/outputs**

- 3.1. The recommended performance measures (***See Appendices A & B***) are ones where scrutiny in a quarterly setting is useful to the Council and officers. These are common across both Councils.
- 3.2. Reports will be made available to all Members electronically.
- 3.3. The streamlined approach will release resources to conduct more in-depth analysis and investigation of performance, concentrating on the data behind the high level performance measure.
- 3.4. Officers will interrogate the data captured to highlight trends, improvements and where required, justifications for performance issues.
- 3.5. The area chosen for in-depth analysis could be selected as part of a pre-determined schedule for each quarter or based on an area of concern highlighted in the previous quarter's meeting.
- 3.6. The Overview & Scrutiny Committee (Internal) will set the timetable for these deep dives.

### **4. Options available and consideration of risk**

- 4.1. Members could maintain the status quo but it is felt that the current reports present information which the scrutiny committee cannot influence.
- 4.2. Whilst the updated reports restrict the amount of data given to Members in a regular format, they will have access to a much wider range of information that they can actively review if issues are raised that require more timely investigation.

### **5. Proposed Way Forward**

- 5.1. The Balanced Scorecard and background report as shown in the Appendices are approved by the committee

## Report from Task & Finish Group – Performance Measures

- 5.2. A schedule of proposed in-depth analysis reports are selected by the Overview & Scrutiny Committee (Internal) for the upcoming quarters.
- 5.3. To note that the specific T18 measures on the Balanced Scorecard are to be flexible – these will be altered and communicated dependant on the stage in the programme delivery – Moving from delivery to performance as the programme progresses.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	
Financial	N	
<b>Risk</b>	Y	Poor performance has a risk to the Council’s reputation and delivery to our residents. These proposals should give the Scrutiny Committee the ability to address performance issues and develop robust responses to variation in delivery
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

## Supporting Information

### **Appendices:**

Appendix A – Corporate Balanced Scorecard

Appendix B – Background and Exception Report

### **Background Papers:**









None

### **Approval and clearance of report**

None





## Appendix A: Corporate Balanced Scorecard West Devon Borough Council

### Community/Customer

Target	Q1	Q2	Description
58%			Overall Recycling rate %
81kg			Residual waste per household
1 min			Average Call Answer Time in Customer Services
60%			% of enquiries resolved at first point of contact in Customer Services

### Processes

	Major	Minor	Other	Description
Q1				% of Applications determined within time frame Major(Statutory) / Minor / Other
Q2				
Target	60%	65%	80%	Major (Statutory) / Minor / Other





Target	Q1	Q2	Description
24 days			Average End to End time (New Benefit Claims)
11 days			Average End to End time (Change of circumstances)

Page 19




### T18 Programme

Target	Q3	Q4	Description
			T18: Programme timescales on track
			T18: Performance vs. Budget
			T18: No. of Processes live?
			T18: Ratio call/web submissions?

### Performance

Target	Q1	Q2	Description
7 days	<i>No data</i>	<i>No data</i>	% of nuisance complaints resolved at informal stage
1.5 days			Average days short term sickness per FTE for entire Council staff
10 days			Complaint response speed (Average of all complaints)

### Key

	Below target performance
	Narrowly off target, be aware (c. 10% tolerance of target)
	On or above target

**This page is intentionally left blank**

## Appendix B: Information Report

Non-targeted (data-only) performance measures that will be reported every quarter to provide context and background information – not suitable for the Balanced Scorecard page as no targets applicable or relevant.




Name & Description	Managed By	Q2 15/16	2014/15	Q2 2015/16		15/16	Comment (If Applicable)	
			YTD or Total			YTD or total		
<p><b>Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)</b></p> <p>The number of enforcement cases resolved by specific action - enforcement action (EA), retrospective planning application (RPA), remedial action (RA) or no breach found (NBF).</p>	Helen Smart		E.A : R.P.A : R.A : N.B.F :	E.A. - R.P.A. - R.A. - N.B.F. -				
<p><b>Complaints received</b></p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>		Total	YTD 14/15		Total	Avg Time	YTD	<p>Avg time to respond will be available when the complaints process moves into W2 (Expected early Jan)</p>
	Assets	0	0	Assets	0		0	
	Corporate Services	0	0	Corporate Services	1		1	
	Environment Services	20	32	Environment Services	20		44	
	Environmental Health	3	3	Environmental Health	0		0	
	Finance	0	0	Finance	0		0	
	ICT & CS	6	22	ICT & CS	6		12	
Planning, Economy & Community	5	9	Planning, Economy & Community	3		8		
<p><b>Compliments received</b></p> <p>Compliments logged against each Service per quarter. Highlights</p>	Assets			Assets				<p>Seasonal variation exists so comparing performance across previous years is appropriate and useful.</p>
	Corporate Services			Corporate Services				
	Environment Services			Environment Services				

Name & Description	Managed By	Q2 15/16	2014/15	Q2 2015/16		15/16	Comment (If Applicable)
			YTD or Total			YTD or total	
changes over time and the effects of initiatives.	Environmental Health			Environmental Health			
	Finance			Finance			
	ICT & CS			ICT & CS			
	Planning, Economy & Community			Planning, Economy & Community			
<b>Long term sickness (days)</b> Number of days lost due to long term sickness	Andy Wilson	YTD 24	YTD 55	161		237	Equivalent to 1.95 days/FTE. Low numbers of staff mean that any long term sickness has a disproportionate effect on days/FTE
<b>Short term sickness (days)</b> Number of days lost due to short term sickness	Andy Wilson	YTD 71	YTD 161.5	23		51	<i>Equivalent to 0.3 days/FTE</i>
<b>Top 5 call types into Customer Services</b>	Kate Hamp		-	1) WD Planning – Current application 2) CST WD Waste – Missed collections – Missed refuse 3) WD Council Tax – Make a payment over the phone 4) WD Council Tax – Balance enquiry 5) CST WD Waste – Missed collections – Missed recycling and Food		-	
<b>Top 5 website views/trend</b>	Kate Hamp		-	1. Planning 2. Contact Us 3. Recycling and Waste 4. Council Tax 5. Your Council		-	
<b>% of customer contact through online interaction</b> Demonstrating channel shift	Kate Hamp		-	15.83%			Processes starting to feed directly into W2 saving significant case management time. As customers are required to sign up for an account we have experienced a slight drop in web submission that should correct as more accounts are created
<b>Total number of transactions</b>	Kate Hamp		-	4,131			
<b>Average call answer time</b> The average time in minutes for a call to be answered. This time	Kate Hamp	2.49	1.40	3.21		2.46	Historical average around 1.5-1.6 minutes. Affected by time needed for training, awareness and familiarity as additional processes come on stream as



Name & Description	Managed By	Q2 15/16	2014/15	Q2 2015/16	15/16	Comment (If Applicable)
			YTD or Total		YTD or total	
shows as an average over each month						well as slight increase in calls as the new web processes bed in.
<b>% of calls resolved at first point of contact</b> Percentage of calls which are resolved at initial contact with CST	Kate Hamp		72.33	62.67	66.50	
<b>Average time taken for Disabled Facilities Grants (Fast track) (work days)</b> The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.	Drew Powell		-	Data not available due to move of processes to APP	-	<i>No data available</i>

**Exception Report: *Still to be updated - awaiting figures***

Name & Description	Managed by	Prev Status	Last Qtr	Jan 2015	Feb 2015	Mar 2015	Q4 2014/15		Action Response
			Q3	Value	Value	Value	Value	Target	
<b>Average Call Answer Time</b>  <b>The average time in minutes for a call to be answered. This time shows as an average over each month.</b>	Kate Hamp		1.36	1.31	1.28	1.31	1.25	1	
<b>Residual waste per household</b>	Helen Dobby		86.6	35.9	28.3	31.0	95.7	81	
<b>% of Applications determined within statutory time frame</b> Minor	Pat Whymer		39.7	50	60	60	57.6	65	

## OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE

### DRAFT ANNUAL WORK PROGRAMME – 2015-16

Date of Meeting	Report	Lead Officer(s)
12 January 2016 (pm)	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle
8 March 2016	Hub Committee Forward Plan	Kathy Trant
	T18 Programme Monitoring	Steve Jordan / Sophie Hosking
	Task and Finish Group Updates	
	Performance Indicators – Quarterly Report	Darren Arulvasagam
	Draft O+S Annual Report	Darryl White
	Corporate Complaints Policy	Catherine Bowen
	Annual Complaints Review	Sophie Hosking
	Member Development Steering Group Update	Cllr Ball
	Development Management Service Update	Tracey Beeck / Drew Powell

**This page is intentionally left blank**