

West Devon Overview and Scrutiny (Internal) Committee



West Devon
Borough
Council

Title:	Agenda										
Date:	Tuesday, 6th September, 2016										
Time:	2.00 pm										
Venue:	Chamber - Kilworthy Park										
Full Members:	<p style="text-align: center;">Chairman Cllr Musgrave Vice Chairman Cllr Yelland</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Cann OBE</td> <td>Cllr McInnes</td> </tr> <tr> <td>Cllr Davies</td> <td>Cllr Mott</td> </tr> <tr> <td>Cllr Evans</td> <td>Cllr Moyse</td> </tr> <tr> <td>Cllr Hockridge</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr Kimber</td> <td></td> </tr> </table>	Cllr Cann OBE	Cllr McInnes	Cllr Davies	Cllr Mott	Cllr Evans	Cllr Moyse	Cllr Hockridge	Cllr Ridgers	Cllr Kimber	
Cllr Cann OBE	Cllr McInnes										
Cllr Davies	Cllr Mott										
Cllr Evans	Cllr Moyse										
Cllr Hockridge	Cllr Ridgers										
Cllr Kimber											
Interests – Declaration and Restriction on Participation:	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.										
Committee administrator:											

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, 1 September 2016** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

7. Locality Model Review

13 - 26

8. Planning Peer Challenge Review 2016/17

27 - 40

9. Quarterly Performance Measures

41 - 54

10. Task and Finish Group Updates

(a) T18 Programme – Interim Review

- | | |
|---|----------------|
| 11. Committee Decisions Log | 55 - 56 |
| 12. Exclusion of Press and Public | |
| 13. Five Year Land Supply - Verbal Report | |
| 14. Re-admittance of Press and Public | |
| 15. Draft Annual Work Programme 2016/17 | 57 - 58 |
| An opportunity for Members to suggest potential agenda items for consideration during this Municipal Year | |
| 16. Member Learning and Development Opportunities Arising from this Meeting | |

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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 **19th** day of **JULY 2016** at **2.00pm**.

Present:

Cllr C R Musgrave – Chairman
Cllr J Yelland – Vice-Chairman
Cllr W G Cann OBE Cllr M Davies
Cllr J Evans Cllr P Kimber
Cllr C Mott Cllr D E Moyse
Cllr P J Ridgers

Head of Paid Service
Executive Delivery (Service Delivery and
Commercial Development)
Group Manager – Support Services
Group Manager – Business Development
Section 151 Officer
Senior Specialist – Democratic Services

Also in Attendance:

Cllrs K Ball, D W Cloke, C Edmonds, A F
Leech, G Parker and P R Sanders

***O&S(I) 11 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs L J G Hockridge and J R McInnes.

***O&S(I) 12 CONFIRMATION OF MINUTES**

The minutes of the Meeting held on 14 June 2016 were confirmed and signed by the Chairman as a correct record.

***O&S(I) 13 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, but there was none made.

***O&S(I) 14 PUBLIC FORUM**

It was noted that no issues had been raised by the general public.

***O&S(I) 15 HUB COMMITTEE FORWARD PLAN**

The most recent (published June 2016) Hub Committee Forward Plan was presented for consideration and was duly noted without any issues being raised.

***O&S(I) 16 T18 BUDGET MONITORING REPORT TO END OF MARCH 2016**

A report was presented that set out the revenue position of the T18 Programme at the end of March 2016. It was noted that a version of this report had also been considered at the Hub Committee meeting held on 12 July 2016 (Minute HC 11 refers).

In discussion, the following points were raised-

- (a) With regard to workstream T4: 'Web/Portal', the Committee was advised that this had been extended to include the purchase of a new Council website. It was intended that the new website (that would be funded from within the IT equipment savings budget) would be cloud based and would be quicker and more responsive for its users.

Specifically regarding the number of web pages currently available on the website, it was noted that, as part of the recent transitional resources report, a temporary post was to be filled that would be responsible for reducing and streamlining the content that was published;

- (b) As an update to workstream T5: 'Telephony', officers confirmed that a new telephony system had been purchased. Within the next two weeks, it was also noted that one of the telephone lines would be running on this new system. Once officers were content that the system was set up and working satisfactorily, the handover plan would take effect and all lines would be switched over to the new system over the course of a weekend. When questioned, officers gave an assurance that these changes (once in place) would be advertised and publicised widely as part of a Communications Strategy;
- (c) Officers were invited to provide a detailed explanation of the cost allocations and apportionments of the Programme between the Council and South Hams District Council. The Section 151 Officer explained the processes and confirmed that the Council's new external auditors (KPMG) would also be reviewing the processes and methodology used as part of the annual audit of the Accounts. It was explained that KPMG would report on their findings to the Audit Committee meeting on 27 September 2016;
- (d) In terms of the total expenditure for the Programme, officers confirmed that the figures outlined in the presented agenda report were the final totals. As and when future expenditure was being sought for other potential projects, a business case would be presented to Members for their consideration.

Particularly when considering the extent of the changes, a Member felt that the Senior Leadership Team should be congratulated that the Programme had been delivered for less than the agreed budget. Whilst there were still ongoing difficulties associated with the Programme, the Member was reassured that the Senior Leadership Team had demonstrated its ability to deliver such extensive change.

It was then **RESOLVED** that progress to date on the T18 Transformation Programme be noted.

*O&S(I) 17 TASK AND FINISH GROUP UPDATES

(a) T18 Programme – Interim Review: Draft Terms of Reference

The Committee was reminded that the Council approved the following recommendation at its meeting held on 28 June 2016 (Minute CM 21a (iii) refers):

‘That the Overview and Scrutiny (Internal) Committee be requested to undertake an interim review of the T18 Programme, with the Terms of Reference for this Review being agreed by the Executive Director (Strategy and Commissioning), in consultation with the Lead Member for Customer First and the Lead Member for Economy.’

Since this decision and, in consultation with the relevant lead Members, the Executive Director (Strategy and Commissioning) had drafted a set of proposed Terms of Reference as follows:

“The Overview and Scrutiny (Internal) Committee is requested to undertake an interim review of the T18 programme. In undertaking the review, the Task and Finish Group is asked to focus on the:

- *timescales of the programme and the reasons for these;*
- *capacity during transition;*
- *leadership and continuity from 2104 until present;*
- *approach to project management; and*
- *impact on service delivery.*

The review should be conducted in a way that highlights what went well and what could have been done better, does not allocate blame but provides a report that is based on lessons learnt.”

During the ensuing debate, reference was made to:-

- (a) the importance of the terms of reference being appropriate for the review to be effective. In addition, some Members emphasised that the review needed to be robust and challenging;
- (b) the need for swift progress to be made on this review was recognised by all Members;
- (c) an addition to the draft terms of reference. It was **PROPOSED** and **SECONDED** that the following addition should be included at the end of the final sentence in the draft terms of reference:

‘and how these lessons learnt are being applied.’

When put to the vote, this addition was declared **CARRIED**.

It was then **RESOLVED** that:

1. The broad terms of reference (as outlined above, subject to inclusion of the addition at discussion point (b)) be approved as the basis for this Review; and
2. Cllrs Davies, Evans, Mott, Musgrave, Ridgers and Yelland be nominated to serve on this Task and Finish Group.

O&S(I) 18 MEMBER DEVELOPMENT STEERING GROUP – PROGRESS UPDATE AND INDUCTION REVIEW

The Committee considered a report that presented a series of recommendations from the Member Development Steering Group.

The Chairman of the Steering Group proceeded to introduce the report and responded to Member questions.

In the subsequent discussion, the following points were raised-

- (a) The Chairman of the Steering Group confirmed that there were no cost implications associated with pursuing the South West Charter Status for Member Development;
- (b) Members endorsed a suggestion whereby a standing agenda item should be included for future Committee meetings that acted as a prompt for any future Member Learning and Development opportunities that arose from each meeting;
- (c) Whilst acknowledging that the Member Induction Programme was a largely generic document, it was noted that the future Member Learning and Development Plan would have the ability to cater for the individual needs of all Members;
- (d) Specifically regarding the revised Induction Programme, a number of Members commended its content and wished to put on record their thanks to the Steering Group and lead officer for taking on board the feedback of the wider membership and for producing such an excellent piece of work.

It was then:

RESOLVED

That the Committee:

1. note the progress made by the Steering Group to date; and

2. request a standing agenda item be included for future Committee meetings that acts as a prompt for any future Member Learning and Development opportunities that arose from each meeting.

That the Hub Committee be **RECOMMENDED** to:

3. approve the future Member Induction Programme (as attached at Appendix A of the presented agenda report), subject to delegated authority being granted to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group and Group Leaders, to make any necessary minor amendments;
4. approve the principle of a Member Learning and Development Plan, with responsibility for its content and monitoring being delegated to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group; and
5. support the pursuing of the South West Charter Status for Member Development accreditation.

***O&S(I) 19 COMMITTEE DECISIONS LOG**

The latest version of the Committee decisions log was presented to the meeting and, with no debate or discussion, it was:

RESOLVED

That the published Decisions Log be noted.

***O&S(I) 20 DRAFT WORK PROGRAMME 2016/17**

The Committee took the opportunity to express its views in relation to its 2016/17 Work Programme and proceeded to note the content of the latest draft (as presented in the published agenda papers) without the need for any revisions at this time.

(The meeting terminated at 2.55 pm)

Chairman

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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) 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.

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WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting September 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)

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 Edmonds - 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

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

Service	Title of Report and summary	Lead Officer and Member	Relevant Scrutiny Cttee	Decision maker	Anticipated date of meeting
SLT	Business Development Opportunities – Riverside Commercial Development (DEFERRED)	CB/Cllr Benson	Internal	Council	20 September 2016
Support Services	Medium Term Financial Strategy 2017/18 to 2021/22	LB/Cllr Edmonds	Internal	Council	20 September 2016
Support Services	Write off Report Q4 2015/16	LB/Cllr Edmonds	Internal	Hub	20 September 2016
Support Services	Write Off Report Q1 and Q2 2016/17	LB/Cllr Edmonds	Internal	Hub	1 November 2016
Strategy and Commissioning/Customer First	Draft Policy on Flying Drones from Public Open Space	LC&CB/Cllr Sanders	Internal	Council	1 November 2016
Customer First	Council Tax Reduction Scheme	IB/Cllr Samuel	Internal	Council	1 November 2016
Strategy and Commissioning	Joint Local Plan	TJ/Cllr Parker	External	Council	1 November 2016
Support Services	ICT Strategy	MW/Cllr Edmonds	Internal	Council	1 November 2016
Support Services	Revenue Budget Monitoring to Sept 2016 (six monthly position)	LB/Cllr Edmonds	Internal	Hub Committee	1 November 2016
Support Services	Capital Budget Monitoring to Sept 2016 (six monthly position)	LB/Cllr Edmonds	Internal	Hub Committee	1 November 2016
Customer First	Devon Home Choice & Allocations Policy	IB/Cllr Samuel	External	Council	29 November 2016
Customer First	Homelessness Strategy	IB/Cllr Samuel	Internal	Council	29 November 2016
Support Services	Draft Revenue Budget and Capital Programme Proposals for 2017/18	LB/Cllr Sanders	Internal	Hub	29 November 2016
Support Services	Revenue Budget and Capital Programme Proposals for 2017/18	LB/Cllr Sanders	Internal	Council	24 January 2017
SLT	Local Authority Controlled Company – Final decision	SJ/Cllr Sanders	Internal	Council	28 Feb 2017

Customer First	Housing Benefit Risk Based Verification Policy	IB/Cllr Samuel	Internal	Council	28 Feb 2017
Customer First	Approval of Homelessness Strategy	IB/Cllr Samuel	Internal	Council	28 Feb 2017

*** 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

CBowen – Catherine Bowen – Monitoring Officer

HD – Helen Dobby – Group Manager Commercial Services

DA – Darren Arulvasagam – Group Manager Business Development

SM – Steve Mullineaux – Group Manager Support Services

SLT – Senior Leadership Team

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



**West Devon
Borough
Council**

Agenda Item 7

Report to: **Overview and Scrutiny (Internal) Committee**

Date: **6 September 2016**

Title: **LOCALITY MODEL REVIEW**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee: **N/A**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:

Any recommendations will be presented to the Hub Committee on 20 September 2016

Author: **Nadine Trout** Role: **Locality Manager**

Contact: **Nadine.Trout@swdevon.gov.uk**

RECOMMENDATIONS

1. Continue to adopt the locality model pending ongoing monitoring and a further report in 12 months.

1. Executive summary

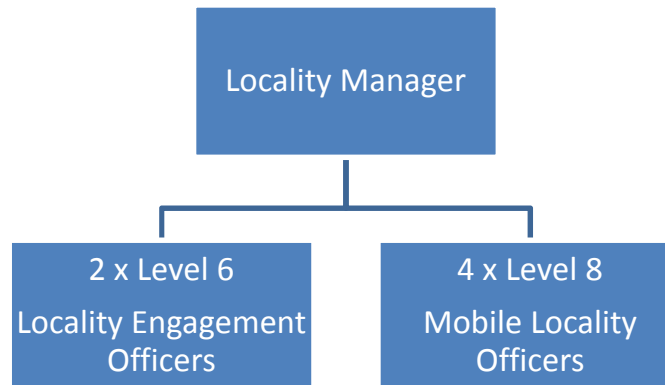
1.1 The report details how the locality service is currently operating and includes performance figures. The report also details future plans to develop the locality service to continue to meet Council needs.

1.2 Locality working is a key part of the Council's transformation programme. The service has been in operation for 14 months. It is an evolving service and covers service elements previously covered by a number of departments across the Council. Work delivered to date by this focussed locality team has been well received.

1.3 In essence the locality service acts as a liaison and support service providing information and support to Members, multi-agency partners, residents and officers on a wide range of resident facing Council services.

2. Background

2.1 The following background information provides an overview of how the locality service is currently working. The locality service is a new service which came into operation in June 2015. The locality service acts as a liaison and support service which undertakes work on behalf of a number of services across the organisation. There are three distinct job roles in the locality service as shown in the diagram below:



2.2 Mobile Locality Officers

There are four Mobile Locality Officers who cover designated areas across West Devon - see page 2 of appendix A West Devon Locality Team. These officers are paid a Level 8 salary and are each equipped with a Council vehicle, uniform and iPad. These officers undertake a wide range of routine tasks and have undergone extensive training to help them fulfil their new role. Current IT provision means Mobile Locality Officers are manually issued their workload on a daily basis via email. They receive work requests during the course of their day via iPads.

2.2.1 Mobile Locality Officer Tasks

Types of tasks undertaken by Mobile Locality Officers include:

- a. Regular information gathering (normally the supply of photos or the completion of short forms form) for Assets, Council Tax, Elections, NNDR, Planning Enforcement and Environmental Health and Commercial Services.
- b. Property inspections including toilet checks and fire alarm testing
- c. Abandoned vehicle and fly tipping reports
- d. Dog patrols
- e. Planning notices
- f. Water quality testing
- g. Waste and cleansing issues – meeting with customers to resolve issues and encourage recycling

2.2.3 It is important to note that many of the tasks undertaken by Level 8 Locality Officers were previously undertaken by a range of specialist officers in the organisation who were paid Level 6 and above. The targeted use of Mobile Locality Officers for these tasks is

therefore much more cost effective. For example, the average hourly rate of a qualified Planning Officer is over £5 more per hour than a Mobile Locality Officer. When one considers approximately 1,000 planning notices are posted over the course of the year the savings soon stack up.

2.2.4 The workload of Mobile Locality Officers whilst varied is felt to be manageable. Daily recording sheets are in place to ensure individual workload is monitored. Plans are underway to introduce further tasks around proactive service monitoring for street cleansing and grounds maintenance.

2.3 Locality Engagement Officers

There are two Locality Engagement Officers one covering the North of the Borough the other covering the South. These officers are paid a Level 6 salary and are agile workers using their own vehicles for travel, working mainly within their defined community areas. Their role is to provide a locality level, face to face point of contact improving the customer experience by creating a seamless response to customer need.

2.3.1 Locality Engagement Officer Tasks

Types of tasks undertaken by Locality Engagement Officers include:

- a. Handling the locality inbox – this is the main conduit for all locality communication and work requests. Since go live in June 2015 over 20,000 requests have been handled through this inbox.
- b. Attendance at engagement events and Link Meetings to inform residents of Council services.
- c. Interacting with special interest groups and partners.
- d. First point of contact for Members and communities unsure of how to progress or remedy issues and a point of ownership in resolving issues.
- e. Processing place based cases in W2 and dealing with customer complaints.

2.4 Locality Manager

There is one Locality Manager shared between the two authorities. As well as line managing six West Devon members of staff this role also directly manages a locality team of nine in South Hams. The main purpose of this role is to lead, manage and motivate a team of staff in the localities team and ensure effective deployment of resources.

2.4.1 A further key part of this role is working with the Extended Leadership Team to develop the locality service and ensure business demand across the organisation is met. This has meant the flexing of locality resources to provide support in areas experiencing exceptionally high workload e.g. Customer First Case Management.

3. PERFORMANCE

3.1 From June 2015 to April 2016 the West Devon Locality team delivered the following key outputs:

- a. Undertook 420 public toilet inspections
- b. Affixed 700 planning notices
- c. Remedied over 640 residential waste and recycling issues
- d. Dealt with 47 abandoned vehicles
- e. Dealt with 270 fly tips
- f. Undertook 560 dog patrols
- g. Delivered over 3,500 household election forms
- h. Checked over 250 empty homes for Council Tax purposes
- i. Attended over 150 community events engaging with 1,600 residents

3.2 Since April 2016 the Mobile Locality Officers have continued to undertake the key tasks detailed above they have also carried out Water Quality Tests in over 100 locations.

3.3 The Locality Engagement Officers since April 2016 have undertaken 8 Joint Local Plan events and engaged with 368 residents to encourage them to have their say. They have also settled over 100 informal complaints since June of last year, successfully preventing them from escalating to stage 1 of our formal complaints procedure.

3.4 The Locality Team regularly receives praise from residents and officers alike for their can do attitude and efficient turnaround times. See Appendix B. Localities Feedback Examples April – August 2016.

4. FUTURE LOCALITY SERVICE DEVELOPMENTS

4.1 Mobile Locality Officers

The future focus is to continue to support, develop and monitor the Level 8 Mobile Locality role. We will ensure the introduction and implementation of Civica Mobile software which will allow Mobile Locality Officers to self-serve and considerably reduce time spent by Locality Engagement Officers allocating daily work requests. At present the assignment of workload is labour intensive and causes some double handling. ICT are aware of the need for Civica Mobile to be prioritised and are working with Civica to achieve a workable solution promptly.

4.2 Locality Engagement Officers

Once Civica Mobile is in place and Customer First Case Management is fully resourced the current workload of Locality Engagement Officers will reduce because they will no longer be settling a backlog of corporate complaints or passing on work requests on behalf of Mobile Locality Officers. It is therefore proposed to adjust these roles to best suit Council need. As the T18 programme continues to be delivered, there is a recognition that the Council's response to

place-based case management issues needs to be strengthened. There will also be a need to strengthen contract management within west Devon with the start of new waste and cleansing service external arrangement.

4.2.1 Locality Engagement Officer resource is needed to deliver functions such as:

Commercial Services E.g.

- a) Support with new housing developments: co-ordinating services to deliver bins; approve cleansing schedules on newly adopted roads, etc.
- b) Place based consultation with householders when new services are introduced or withdrawn
- c) Monitoring and remedying householder repeat service failure issues - reducing Call Centre calls, complaints to Members and improving service consistency
- d) Liaison point for communities wanting to engage on community projects – litter picks, composting schemes, car parking, events, etc.

Customer Services E.g.

Support to fulfil the Community priority in the Council's emerging Annual Delivery Plan. It has been identified that a refreshed and streamlined "community offer" is needed. This "offer" would include support to communities on:

- a) *Localism Act – the Right to Bid*
- b) *Council grants and funding*
- c) *Council services*
- d) *Asset transfer protocol*
- e) *Neighbourhood and Parish Plans*

4.2.2 This place-based function will provide Members with assistance for community requests and ensure communities are able to progress projects more swiftly than historically has been the case.

4.2.3 It is envisaged that this approach will ensure good service delivery and practical on the ground solutions tailored to community and Council needs.

4.2.4 There is a strong skill set and willingness within the Locality Engagement staff to deliver effectively and efficiently in the proposed work areas detailed.

4.2.5 Locality Engagement Officers are well placed to service this place-based business need. Their time spent to date in making links with communities via meetings and engagement events means they have gained a sound working knowledge of their patch and an appreciation of key issues.

4.2.6 As well as delivering the work detailed above the Locality Engagement Officers will continue to be used at heavy footfall, high profile events to convey key messages about Council service delivery, e.g. large scale changes to waste collection. In addition they will encourage customers to access Council services online, by helping residents to sign up to the customer portal as opposed to telephoning the Council's Call Centre to access services.

4.3 Monitoring and Reporting

It is recognised mechanisms need to be in place to monitor and quantify the value for money of the locality service. Continued work is to be undertaken with the Business Development Team and Finance to produce insightful performance figures. These statistics will be closely monitored and will help inform future service delivery.

5. Implications

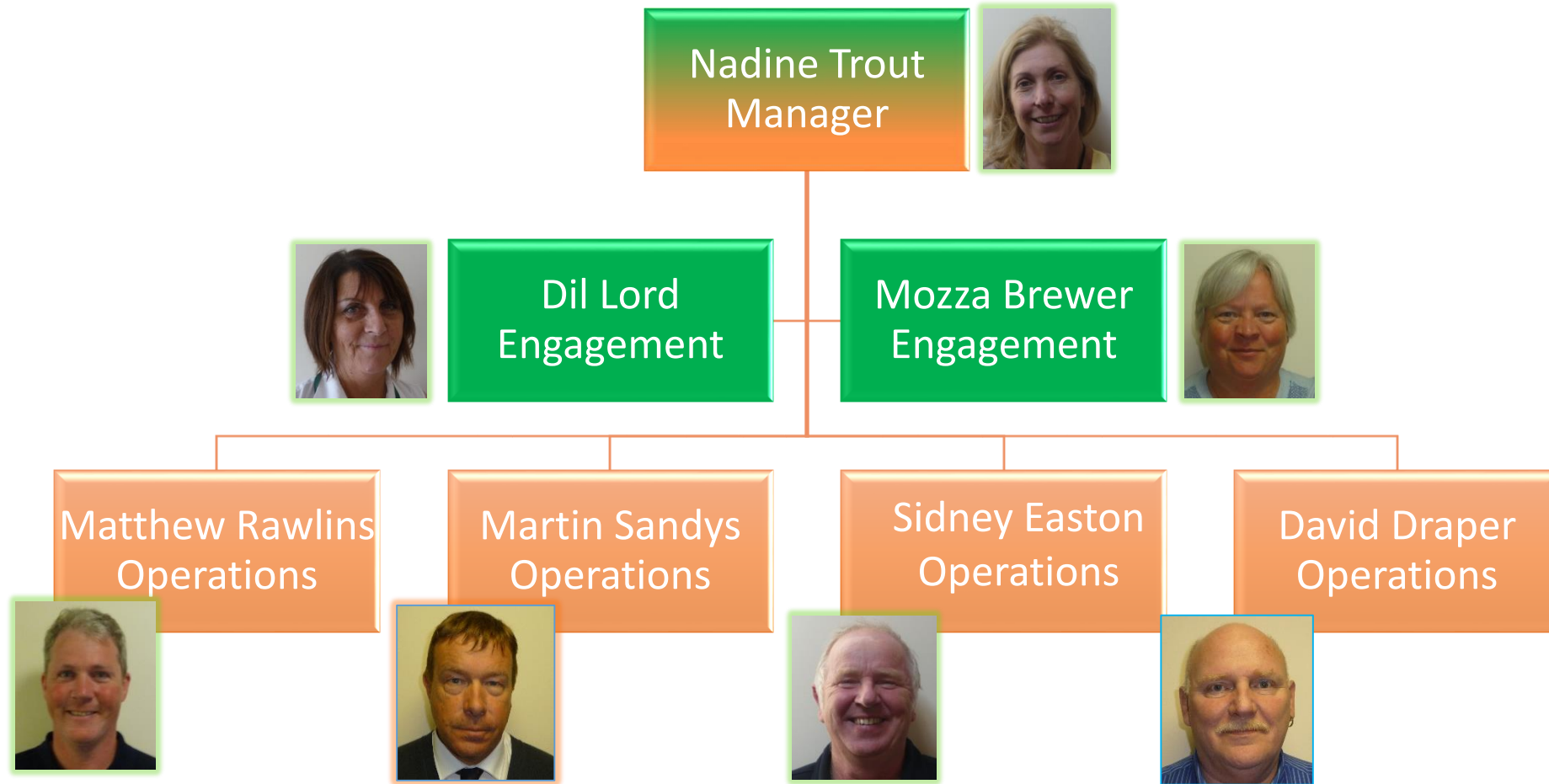
Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Internal Scrutiny Committee is responsible for considering and scrutinising how the Council is performing as an organisation.
Financial	N	There are no direct financial implications of the contents of the report.
Risk	N	Section 3 of the report shows the service is performing well.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

- A. West Devon Locality Team
- B. Localities Feedback Examples April – August 2016

Appendix A. West Devon Locality Team



West Devon Mobile Locality Areas



- 1. Bridestowe, Hatherleigh and Okehampton**
- 2. Exbourne, South Tawton, Drewsteignton, Chagford and Okehampton**
- 3. Tamarside, Milton Ford, Mary Tavy, Dartmoor and Tavistock**
- 4. Bere Ferrers, Buckland Monachorum, Burrator and Tavistock**



Mobile Locality Officer Role

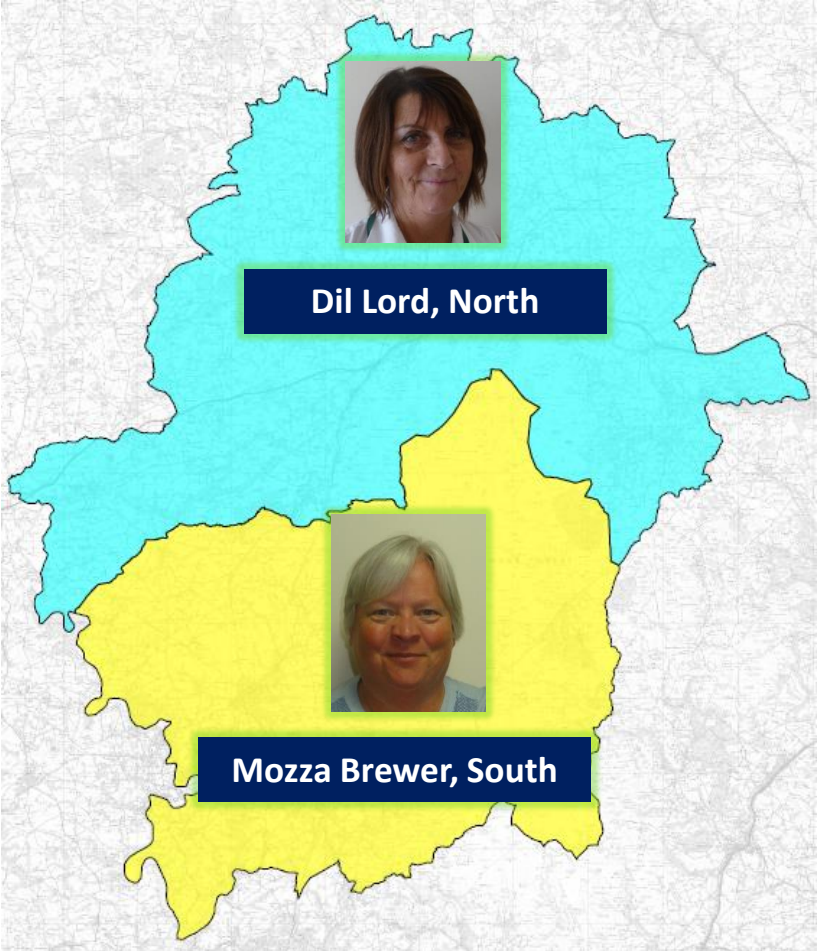
In essence the Mobile Locality Officers act as the eyes and ears of the Authority out in the patch:

- **Check it** – *property monitoring, fire alarm tests, etc.*
- **Report it** - *Abandoned vehicles, fly tipping, graffiti, etc.*
- **Document it** - *Notices, photos for specialists, etc.*
- **Enforce it** - *Dog control orders, etc.*
- **Educate** - Awareness raising to increase self serve

Note, this is not an exhaustive list. The work of these officers was previously spread across the organisation.



Locality Engagement Officer Areas



Locality Engagement Officer Role

- **Go to person** for Ward Members
- **Reinforcing** Council messages
- **Education** and awareness
- **Visible** to the community
- **Helping** communities/individuals help themselves
- **Linking** with town/parish councils/voluntary and business sector
- **Signposting** to research/grants/funding opportunities
- **Fact finding** and local data gathering to inform future delivery
- **Conduit** of information from Council to community and vice versa

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APPENDIX B. Localities Feedback Examples April – August 2016

I wanted to take the time to highlight an excellent response I received from a member of the Localities team, last week. The email was packed full of concise, objective and knowledgeable information, which left me feeling as though I knew exactly what the situation on the ground was.
Email from Environmental Health Specialist 08 August

Thank you so much. I really appreciate such a swift response.
Email from Okehampton Resident regarding street cleansing follow up 27 July

Congratulations for resolving dog fouling issues in North Tawton
Feedback from a resident about a Locality Officer at an engagement event in Okehampton 27 July

Just a quick note to say a big thank you for Localities helping me out with a site clearance issue over the last few months.
Email from Senior Case Manager, Customer First 16 July

If I haven't said it before you guys are brilliant!
Email from West Devon Member re waste collection in Tavistock 16 June

@WestDevon_BC thanks for calling round about the cardboard issue, much appreciated
Tavistock resident on Twitter 10 May

Splendid work, well done!
Email from West Devon Member, Tavistock 29 April

I just wanted to say thank you to you all the hard work, dedication and commitment that ensured this was a success. You outstripped my expectations, thank you.
Email from Strategy & Commissioning Lead Specialist re Waste Review consultation 01 April

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Report to: **Overview and Scrutiny (Internal) Committee**

Date: **6 September 2016**

Title: **PLANNING PEER CHALLENGE REVIEW 2016/17**

Portfolio Area: **Customer First – Cllr J Moody**

Wards Affected: **All**

Relevant Scrutiny Committee: **N/A**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **N/A**

Author: **Drew Powell** Role: **Specialist Manager**

Contact: **Ext 1240 drew.powell@swdevon.gov.uk**

RECOMMENDATIONS:

That the Panel:

- 1. Note that the Planning and Licensing Committee has accepted the Planning Peer Challenge report (Appendix 2 refers),**
- 2. note the content of the revised Action Plan 2016/17 (Appendix 3 refers); and**
- 3. receive, on a quarterly basis, key performance data as part of the Performance Indicator report.**

1. Executive summary

1.1 The report presents the Peer Challenge Report and Action Plan that has been developed to implement the recommendations contained within the Report, arising from the Planning Improvement Peer Challenge visit conducted between 18th and 20th April 2016.

1.2 Effective Development Management supports the Councils priorities and objectives and also supports the local economy.

1.3 Failure to deliver the service in line with National Performance Measures may result in the Council being 'designated'. Designation could have adverse impacts in terms of reputation and also financially.

2. Background

2.1 Stability, and by association performance, within the Planning Service, and in the new Community of Practice of Development Management evolving within the new operating model, has adversely been affected by a number of internal and external factors over a number of years.

2.2 There has been a clear improvement in terms of the time taken to determine planning applications as a result of targeted and robust performance management measures over the last six months.

2.3 This improvement is, however, only part of the picture and in order to take a wider, objective view of the function, the Council invited the Local Government Association (LGA) and the Planning Advisory Service (PAS) to undertake a planning improvement peer challenge.

2.4 In advance of the challenge a Position Statement (see Appendix 1) was prepared. This statement set the scene for the challenge team which was made up of experienced officers and members with the necessary skill set to cover the agreed scope of the challenge.

2.5 The challenge took place during between the 18th and 20th April and many Members will have had input to the process. In addition staff, Parish and Town Councils, Developers, Agents and other Stakeholders were engaged. The resulting, comprehensive Report (see Appendix 2) has been circulated to all members and comments have been collated.

3. Outcomes/outputs

3.1 The Peer Challenge Report provides a comprehensive assessment of the Councils planning function and identifies both the strengths and areas for improvement.

3.2 The development, implementation and ongoing monitoring of a robust Action Plan by the Planning and Licensing Committee in order to address the findings and key recommendations of the Report will ensure that improvements are delivered.

4. Proposed Way Forward

4.1 The Report identifies a number of key areas where improvements can be made. These are summarised in fourteen key recommendations on Pages 5-6.

4.2 A draft Action plan has been developed (see Appendix 3) to address these issues. In some areas, substantial progress has already been made and this is included within the Plan which includes actions, timescales and responsible officers.

4.4 Planning and Licensing Committee Members views on the Plan have been sought and Members will note that, following consideration at the Planning and Licensing Committee meeting held on 26 July 2016, an additional (fifteenth) recommendation is now included in the Action Plan. In addition, there will be consultation events with Agents, Developers, Parish and Town Councils and other stakeholders to ensure that the Plan reflects the inclusive process that was followed through the Peer Challenge itself.

4.5 It is proposed that the Action Plan is owned and developed by the Planning and Licensing Committee and that key performance data is made available to them on a monthly basis.

4.6 In addition performance against the Plan will be monitored by the Overview and Scrutiny (Internal) Committee on a quarterly basis.

5. Summary and Conclusions

5.1 The Planning Peer Challenge Report made a number of key recommendations in order to improve performance across the wider planning function. As a result a detailed Action Plan has been developed which will enable improvement to be monitored.

8. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The provision of a high performing planning service will support effective decision making within the Planning and Licensing Committee. The development, implementation and monitoring of the proposed action plan will support this provision.
Financial	Y	There are risks associated with being 'designated' through poor performance including a potential reduction in income from application fees. Whilst it is not possible to predict this at this early stage,

		the experience from the regime covering major applications is that the financial risk is very low.
Risk	Y	In addition to the risks associated with being 'designated' (paragraph 1.4 and section 6 above refer), there are well rehearsed reputational risks associated with the performance of the Development Management Service. Whilst there have been a number of factors that have had an adverse impact on the service, performance is improving and the action plan is proposed in order to deliver wider, sustainable improvement.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no equality and diversity implications directly related to this report.
Safeguarding	N	There are no safeguarding implications directly related to this report.
Community Safety, Crime and Disorder	N	There are no community safety or crime and disorder implications directly related to this report.
Health, Safety and Wellbeing	N	There are no health, safety and wellbeing implications directly related to this report.
Other implications	N	N/A

Supporting Information

Appendices:

Appendix 1: Position Statement

Appendix 2: Planning Peer Challenge Final Report 28 June 2016

Appendix 3: Peer Challenge Action Plan 2016-17

Background Papers:

None.

Planning Peer Challenge – Action Plan

The following plan outlines the specific actions that will be taken to respond to the Peer Challenges recommendations. Reporting back on delivery against the actions will include the outcome/outputs of the action.

Overall monitoring of performance improvement will be through the new suite of key performance indicators detailed in Recommendation 9 and through delivery of the Joint Local Plan

Peer Challenge Recommendation	Comments/Actions completed	Proposed Action	Timescale	Lead Officer(s)
<p>1. Develop and embed the T18 model to respond more specifically to the context and challenges of the DM service. Specifically consider issues relating to how the T18 model can deal with the whole end to end processes of negotiating and determining proposals, to achieve better accountability, increased capacity and a greater customer focus.</p>	<p>1.1 The model is being developed and implemented within Development Management to reflect these recommendations.</p> <p>1.2 Under present trials L6 Senior Case Managers ('Junior planners') handle lower level householder apps from cradle to grave. The majority of other cases will be managed by Case Managers (CM) – ie they will push the application through the process and ensure that dates are met, consultations gathered, applicants/neighbours kept informed of progress etc. The Specialist will be accountable and responsible for the decision having assessed the application. Accountability will be clear; we will effectively have a CM managing the application and a Specialist determining the application.</p>	<p>A1. Extend trial to all CM/Specialists dealing with planning applications.</p>	<p>September 2016</p>	<p>Drew Powell Kate Hamp</p>

	<p>1.3 The Community of Practice Lead will be responsible for ensuring that the DM process is delivered efficiently and lawfully.</p> <p>1.4 The weekly list for Parish and Town Councils has now been amended to identify the relevant Case Manager and Specialist (if relevant).</p> <p>1.5 The need for an accountable officer to be contactable by agents, applicants, Parish's etc is fully recognised.</p>			
<p>2. Act on the findings of resource reviews, especially at the case manager level, so as to ensure that sufficient capacity to deliver an effective and customer facing DM service.</p> <p>This should include developing a strategy for dealing with applications more efficiently within the time limits without the need for excessive</p>	<p>2.1 Recent reports to West Devon Hub Committee (minute) and South Hams Executive (minute) detail the resources at Case Manager level already identified to support transition.</p> <p>2.2 There has been an initial focus on securing a marked improvement in determination performance (with extension of time agreements) in order to minimise the risk to the Councils from new performance measures proposed within the Housing and Planning Bill.</p> <p>2.3 See 1.4 and 1.5 above</p>	<p>A2. Review staffing levels during transition to ensure post transition levels will be sufficient to sustain performance</p> <p>A.3 As part of the new approach to performance management (see also 9.1) we will also be measuring determination performance in line with the relevant 8</p>	<p>February 2017</p> <p>August 2016</p>	<p>Drew Powell Kate Hamp</p> <p>Drew Powell</p>

<p>recourse to extension of time agreements, and also to ensure that applicants and the public have a single point of contact.</p>		<p>and 13 week statutory targets.</p>		
<p>3. Work with the IT partner to ensure that the recognised IT problems, especially in relation to the planning constraints and history, and the labelling of plans, are tackled as a matter of urgency. In doing this ensure that the web site is easy to use and learn from currently high performing customer focussed planning services.</p>	<p>3.1 Since the visit there have been major improvements in terms of functionality in relation to planning history and constraints. There remains issues with the stability and functionality of the website and it is accepted that further development/improvement is necessary.</p>	<p>A.4 Review present action plan to develop the website in line with best practice and to facilitate self-serve and channel shift in line with operating model principles.</p>	<p>September 2016</p>	<p>Mike Ward</p>
<p>4. Urgently reinstate regular local agent's forums.</p>	<p>4.1 The frequency of forums has reduced during transition but the need for an active dialogue is fully recognised by officers.</p>	<p>A.5 A joint Developer/Agent forum will take place w/c 22 August 2016 at the Watermark Centre in Ivybridge.</p>	<p>August 2016</p>	<p>Pat Whymer</p>

		<p>A.6 Training on how agents can self-serve using new software will be given at future forums.</p> <p>A.7 Specialists and Senior Case Managers will attend the Forums to facilitate and build closer working relationships</p>		
<p>5. Facilitate engagement with Town and Parish Council representatives to develop appropriate protocols to ensure that the concerns of these stakeholders are fully taken into account, and that feedback is given to them where a recommendation that differs to their views is reached.</p>	<p>5.1 The current consultation on the Joint Local Plan has specifically targeted workshops with all town and parish councils. Responses from town and parish councils will be addressed and responded to as the Joint Local Plan progresses. Further engagement will be planned and set out in the Joint Local Plan Engagement Strategy.</p>	<p>A.8 Consult Town and Parish Councils and establish direct liaison during current and future consultation phases.</p> <p>A.9 Provide clear summary of Town and Parish Council comments and an explanation of any divergence from their comments in the officer report. A copy of the report to be provided to T/P</p>	<p>In line with JLP programme</p> <p>October 2016</p>	<p>Tom Jones Lesley Crocker</p> <p>Pat Whymer</p>

Also engage with the town and parish councils on expectations around support for neighbourhood plans.	5.2 Councils have dedicated staff resource focussed on Neighbourhood Plans and targeted support package. Current JLP consultation raises following for consideration	Councils with the decision notice	November 2016	Pat Whymer
		A.10 Offer direct planning training sessions T/P Councils either individually or by cluster		
		<ul style="list-style-type: none"> Supporting the emerging Networks in West Devon and South Hams. Entering into a Neighbourhood Plan Agreement with each group to clearly establish the intended purpose of the Plan, the relationship to the Joint Local Plan and roles & responsibilities of those involved. 	A.11 Establish liaison arrangements in JLP Engagement Strategy	September 2016
6. Ensure timely processes and mechanisms for adoption of a Local Development Scheme	6.1 Local Development Scheme is under current review by the Joint Local Plan (JLP) Member Steering Group.	A.12 Update Neighbourhood Plan Protocol to incorporate updated support package and clarify support level to NP networks and individual NP groups.	October 2016	Tom Jones
		A.13 Maintain as standing item for JLP Member Steering	In line with JLP programme	Tom Jones

<p>(LDS) as part of the rapid progression of the South West Devon Joint Local Plan to adoption.</p>	<p>6.2 Currently under watching brief to take into account any impacts on work programme in response to economic uncertainties</p> <p>6.3 Adoption of LDS already delegated to senior officers in consultation with lead members – allowing for speedy adoption once timing is clarified.</p>	<p>Group and issue as soon as reasonable.</p>		
<p>7. Keep the communities, planning agents and stakeholders regularly informed of and involved in the South West Devon Joint Local Plan’s progress recognising the benefits of maintaining an expeditious timeline for adoption</p>	<p>7.1 Current and future consultations to be undertaken in line with Engagement Strategy adopted by all three Local Planning Authorities (SH, WD, Plymouth). This includes involvement of all stakeholders.</p>	<p>A.14 Implement JLP Engagement Strategy. Review and update as necessary.</p>	<p>In line with JLP Programme</p>	<p>Lesley Crocker</p>
<p>8. Engender strong leadership of the Planning Committees through regular training and appropriate updates on planning policy (including on the 5 year land supply</p>	<p>8.1 All Members receive training on Planning matters as part of their induction. Additional training is undertaken in advance of becoming a DM/P&L Committee Member, and offered to other Members subject to availability.</p>	<p>A.15 Review and, where necessary, develop and implement a new training programme for planning committee members with wider</p>	<p>March 2017</p>	<p>Pat Whymer Darryl White</p>

<p>for housing). General planning training should be made available to help non-planning committee members to be more effective local community leaders.</p>	<p>8.2 The Planning Advisory Service were engaged to deliver Member training during 2015/16.</p>	<p>membership invited and supported.</p>		
<p>9. Report a suite of performance indicators directly to the Planning Committees and where necessary Cabinet and Hub, including productivity and performance of Planning Committee itself. KPIs including quality, value and customer focus and land supply, should be reported via a performance dashboard to demonstrate the Service's contribution to wider corporate objectives.</p>	<p>9.1 A range of KPIs have been reported through to different Committees in the past, most recently through O&S (Internal) at WD and O&S at SH.</p>	<p>A.16 A suite of KPIs, covering the suggested areas, will be developed and reported to Development Management/Planning and Licensing Committee on a monthly basis. The KPI's will provide trends over time and be supported by narrative by exception.</p>	<p>September 2016</p>	<p>Drew Powell</p>

<p>10. Ensure there are adequate resources to focus on economic growth and affordable housing. This should include reviewing the approach of viability assessments paid for by planning applicants, and developing a pool of knowledge about comparables including values and build rates across the relevant market areas.</p>	<p>10.1 It is considered that there is suitable in-house resource to manage affordable housing issues although there will be the need to engage external support on occasions.</p> <p>10.2 A Member working group has now been set up with responsibility for economic growth. The outcomes arising from this group will determine future resource provision.</p> <p>10.3 An initial assessment of how viability assessments are commissioned has been undertaken and harmonisation of approach between the two councils is being considered.</p> <p>10.4 An identified gap in in-house knowledge with regard to viability has been addressed during the recruitment of a Specialist into the Assets Community of Practice – an example of utilising transferable skills across the organisation in line with the key principles of the new operating model.</p>	<p>A.17 A review of our approach to viability and how we can ensure consistency and efficiency – in terms of cost and timeliness – will be undertaken</p>	<p>December 2016</p>	<p>Alex Rehaag</p>
<p>11. Review in 12 months' time the operation of the Schemes of Delegation to examine whether even greater harmonisation would be beneficial.</p>		<p>A.18 A review of the Scheme of Delegation will be undertaken in conjunction with the Chairs of Committee</p>	<p>July 2017</p>	<p>Pat Whymer</p>

12. Further evaluate the risks at this time of moving to a Local Authority Controlled Company.	12.1 Since publication of the Report, the councils have received the Price Waterhouse Cooper Report evaluating the risks. Proposals are presently being reported to Members through Hub and Executive.	Pending decision by Members	TBC	TBC
13. Ensure sufficient focus, capacity and consistency in delivering a high quality pre application service to provide greater certainty to customers and allow more time for helping shape development to meet community needs. Enhanced pre application engagement should also include delivering informal pre planning briefings to members of the Committees on significant major developments.	13.1 There has been a reduction in performance with regard to turn around times for pre-applications during transition. This has resulted in a reduction in volume.	A.19 Review pre-application process and charges.	October 2016	Pat Whymer
	13.2 SHDC negotiated and agreed its first Planning Performance Agreement (PPA) in June 2016. PPA's offer a mutually beneficial way for applicants and the councils to secure timely development.	A.20 Develop a Planning Performance Agreement protocol to include standard agreement template and charging policy.	November 2016	Tom Jones
		A.21 Develop a protocol to ensure early engagement of Members on major developments.	November 2016	Pat Whymer
14. Review Committee site visit protocols to ensure		A.22 Undertake a review of site visit protocols in	September 2016	Pat Whymer

<p>planning decision making is as efficient as possible.</p>		<p>conjunction with relevant Committees</p>		
<p>15. Review the Council's governance and decision-making processes related to the planning function.</p>	<p>15.1 This recommendation was added to the Action Plan at the request of the Planning and Licensing Committee meeting held on 26 July 2016.</p>	<p>A. 23 That the Political Structures Working Group be tasked with giving consideration to:</p> <ul style="list-style-type: none"> - changing the name of the Planning and Licensing Committee to the Development Management Committee; and - establishing a separate stand-alone Licensing Committee. <p>With the Group then making its recommendations to the Council.</p>	<p>Annual Council meeting in May 2017</p>	<p>Pat Whymer / Darryl White</p>

Report to: **Overview & Scrutiny (Internal) Committee**

Date: **6 September 2016**

Title: **PERFORMANCE MEASURES**

Portfolio Area: **N/A**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: Any recommendations will be presented to the Hub Committee meeting on 20 September

Author: **Jim Davis** Role: **Specialist – Performance & Intelligence**

Contact: EXT:1493
Email: jim.davis@swdevon.gov.uk

Recommendations:

- 1. That Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.**
- 2. That the Committee makes any recommendation as it sees fit to the Hub Committee in relation to the given information and level of performance.**

1. Executive summary

Performance measures for Quarter 1 have stayed relatively consistent with the previous quarter. During the quarter, performance was below target for average call answer time and the end to end time for processing new benefits claims. More detail about these measures can be found in the exception report, Appendix B.

A new solution for benefits claims has been implemented and we are already seeing performance back above target levels.

2. Background

The Balanced Scorecard has suffered from scope creep over the years where some measures were reported to Committee for interest rather than to fulfil a scrutinising role and generated questions rather than help to provide answers.

A review of the balanced scorecard and performance measures provided to members was undertaken in 2015 by a joint task & finish group. The review by the Task & Finish group was interpreted as being 'light' on data at the previous O&S but the T&F group made their recommendations with the awareness that there would be additional information forthcoming with the introduction of Dashboards.

The Council's new workflow system (Workflow360) will enable Members to access live information on current service levels and volumetric data, via a web based performance dashboard.

3. Outcomes/outputs

Appendix A is the balanced scorecard – this contains the high level targeted performance information.

Appendix B is an information and exception report. This contains the data only performance information for context and the detail of the targeted measures which have fallen below target in the quarter being reviewed.

Appendix C contains the description of the targets chosen for the Balanced Scorecard

Preliminary dashboards are now built and are available for members to access. These will be iteratively improved based on feedback, in terms of usefulness and complexity, providing Members, Managers and the Senior Leadership Team with useful live information.

4. Options available and consideration of risk

Dashboards can be tailored by type, interest or area. Ward data has now been loaded into Workflow360 so information could be grouped at this level. However, increased personalisation for Members will take more time to implement and the benefit will need to be balanced against other tasks that the Performance & Intelligence Team will be engaged with.

5. Proposed Way Forward

- 1) The Balanced Scorecard and background report as shown in the Appendices are approved.
- 2) In relation to performance, new online benefits software and its integration with W2, is now transforming the way new benefit claims are dealt with and should add significant capability to deal with new claims.
- 3) The first dashboards are now available for managers & team leaders to manage their areas and for Members to view.
- 4) Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role.

- 5) An additional drop-in familiarisation session will be organised for Members in September for training and feedback.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	Whilst there are no statutory performance measures anymore, some are still reported nationally. We collect these in the same format as required to improve consistency. Other measures are to improve efficiency or to understand workload.
Financial	N	N/A
Risk	Y	Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give Scrutiny the ability to address performance issues and develop robust responses to variation in delivery
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/A
Safeguarding	N	N/A
Community Safety, Crime and Disorder	N	N/A
Health, Safety and Wellbeing	N	N/A
Other implications	N	N/A

Supporting Information

Appendices:

- Appendix A – Corporate Balanced Scorecard
- Appendix B – Background and Exception Report
- Appendix C – Corporate Balanced Scorecard Targets

Background Papers:

None

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Corporate Balanced Scorecard

Community/Customer

Q4	Q1	
		Overall waste recycling rate %
		Residual waste per household
		CST: Average Call Answer Time
		CST: % of enquiries resolved at first point of contact

Processes

Q4	Q1	% of planning applications determined within time frame
		Major(Statutory):
		Minor:
		Other

Q4	Q1	
		Avg End to End time Benefits New Claims
		Avg End to End time Benefits Change of circumstances

T18 Programme

Q4	Q1	
		T18: Programme timescales on track
		T18: Performance vs. Budget
		T18: No. of Processes live
		T18: Ratio call/web submissions

Performance

Q4	Q1	
		<i>EH: % of nuisance complaints resolved at informal stage</i>
		Avg days short term sickness/FTE
		Complaint response speed

Key

	Below target performance
	Narrowly off target, be aware
	On or above target

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Explanation and value of targets for Balanced Scorecard measures

Measure	Target	Explanation
Overall waste recycling rate %	58%	A combination of recycling, re-use & composting for household waste. A self-set stretching target based on historic collection rates and current ambitions
Residual waste per household	81kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.12-13kg per fortnightly collection per household
Average Call Answer Time	1 min	Simple statistic to judge overall call answer speed. Can mask the complexity of call answer times but provides useful yardstick for comparing performance over time. If capacity exists in CST then answering calls in 20secs is common and simple. Answering calls consistently around the minute (or any) timeframe occurs only when incoming calls are being matched with the speed calls are being completed. As an example with our avg call and wrap up time of 7 mins this target is passed with only 2 extra calls being received per minute. Each additional extra 2 calls/minute would add another 1 minute wait to all callers wait time.
% of enquiries resolved at first point of contact	60%	In contrast to the measure above, this focuses on when the customer gets through, can CST deal with the issue at hand. Driving increased success in this measure pushes up call times so has a negative impact on call answer speed.
% of Applications determined within time frame Major	60%	Statutory performance measure target
% of Applications determined within time frame Minor	65%	Old statutory performance measure target
% of Applications determined within time frame Other	80%	Old statutory performance measure target
Avg End to End time Benefits New Claims	24 days	Time for processing new claims
Avg End to End time Benefits Change of circumstances	11 days	Time for processing changes to existing claims

% of nuisance complaints resolved at informal stage	90%	Handling nuisance complaints informally saves time and money and often provides a more satisfactory outcome for all involved
Avg days short term sickness/FTE	1.5days/qtr	Private sector average of c.6 days/year, Public sector average of c.8 days has informed this initially stretching target. Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues. Better sickness reporting via W2 will increase confidence in this figure and speed of reporting. Will be measured monthly from April onwards.
Complaint response speed	10 days	Time to respond to a Level 1 complaints
T18: Programme timescales on track	Against Plan	Performance against programme timelines. Recently re-baselined following agreement of milestones with Civica
T18: Performance vs. Budget	Under/over spend	Measure to compare the forecast spend on the programme at the end of the period to the actual spend. To judge budget control. Green: Actual spend less than planned Amber: Overspend of less than 5% Red: Overspend greater than 5%
T18: No. of Processes live		Against baselined projection for the month. There is a rolling programme of processes being worked on together by the BDT and the services that is dependent on system fixes and adoption/buy in from the organisation.
T18: Ratio call/web submissions	10% increasing over time	Ratio for customers calling vs self servicing using integrated processes online. Customers currently fill in online forms but this then requires input into our systems. The new integrated approach inputs directly to our system and routes work where needed. Initially requires creation of account before first submission so expectation of slight drop off in ratio to begin with and then increasing as more customers sign up. Communication initiatives will be coordinated at key times during the year, for example, with annual council tax bills to drive sign ups so a stepwise increase in submissions is expected.



West Devon
Borough
Council

OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE – DECISIONS LOG

Meeting Date	Report Title and Minute Ref.	Decision / Action	Officer / Member	Officer comments
19 July 2016	T18 Budget Monitoring O&S(I) 16	Officers were invited to provide a detailed explanation of the cost allocations and apportionments of the Programme between the Council and South Hams District Council. The S151 Officer explained the processes and also confirmed that the Council's new external auditors (KPMG) would also be reviewing the processes and methodology used, as part of the annual audit of the Accounts. It was explained that KPMG will report on their findings to the Audit Committee meeting on 27 September 2016.	Lisa Buckle	Scheduled on to the Audit Committee agenda accordingly.
19 July 2016	T18 Programme – Interim Review: Draft Terms of Reference O&S(I) 17(a)	The need for swift progress to be made on the Review was recognised by all Members. That the broad terms of reference (as outlined above, subject to inclusion of the addition at discussion point (b)) be approved as the basis for this Review; and That Cllrs Davies, Evans, Mott, Musgrave, Ridgers and Yelland be nominated to serve on this Task and Finish Group.	Steve Jordan / Darryl White	First T+F Group meeting arranged to take place on Tuesday, 6 September at 11.30am.
19 July 2016	Member Development Steering Group –	1. That the Committee request a standing agenda item be included for future Committee	Darryl White	

	<p>Progress Update and Induction Review O&S(I) 17(a)</p>	<p>meetings that acts as a prompt for any future Member Learning and Development opportunities that arose from each meeting.</p> <p>That the Hub Committee be RECOMMENDED to:</p> <ol style="list-style-type: none"> 2. approve the future Member Induction Programme (as attached at Appendix A of the presented agenda report), subject to delegated authority being granted to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group and Group Leaders, to make any necessary minor amendments; 3. approve the principle of a Member Learning and Development Plan, with responsibility for its content and monitoring being delegated to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group; and 4. support the pursuing of the South West Charter Status for Member Development accreditation. 	<p>Kathy Trant / Cllr Ball</p>	<p>Work programme updated accordingly</p> <p>Recommendations to be presented to the Hub Committee meeting on 20 September 2016.</p>
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OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2016-17

Date of Meeting	Report	Lead Officer	
8 November 2016	Hub Committee Forward Plan	Kathy Trant	
	Overview of the Website Development	Steve Mullineaux	
	Task and Finish Group Updates (if any)		
	Contact Centre: Progress Update	Anita Ley	
	Transition Resources Update Report	Sophie Hosking	
	Ombudsman Update and Annual Review Letter	Catherine Bowen	
17 January 2017	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle	
Page 57	April 2017	Hub Committee Forward Plan	Kathy Trant
		Task and Finish Group Updates (if any)	
		Draft O+S Annual Report	Darryl White

Other Items:

Our Plan: Progress Against the Delivery Plan (Tom Jones).

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